



STRATEGIC PLAN

2024 – 2028





Introduction by the Chairman

AET has come a long way. Since its conception as a foster unit of another institution, it became autonomous with only a handful of staff. Today it has 13 staffs and counting, not to mention similar growth in the network of partners.



I am extremely delighted at the chance to unveil yet another strategic plan for the Amboseli Ecosystem Trust. This 2024-2028 edition is the third-generation plan since the first 2014-2019 that set out the initial vision and operational direction for the young AET.

I celebrate AET for reaching this milestone and urge it forward. A strategic plan is a tool to help an organization stick to its initial vision, mission, and mandate no matter the challenges and changes that come along the way. I hope and I am confident that this third-generation Strategic Plan will serve this purpose.

AET has come a long way. Since its conception as a foster unit of another institution, it became autonomous with only a handful of staff. Today it has 13 staffs and counting, not to mention similar growth in the network of partners.

This growth is manifested in AET's impact on the Amboseli Ecosystem as summarized on page 12 of this strategic plan.

With such a strong foundation, AET is now set to deliver even more value for the Amboseli Ecosystem and to sustain its trailblazing profile.

I take the opportunity to thank all AET staff for their efforts and sacrifices while challenging them to remain firm and consistent in delivering further impact to the ecosystem as visualized in this Strategic Plan 2024-2028.

Many thanks too to all our working and supporting partners without whom AET would not have posted such wonderful accomplishments.

Ashe oleng!

Daniel Leturesh
Chairman



Introduction by the CEO

As AET secretariat, serving and coordinating affairs of the Amboseli Ecosystem is a big honor. We are privileged to be at the center of all the intersecting forces, much so to be bestowed with the duty of spearheading collaborations that safeguard ecosystem integrity as the foundation of thriving community livelihoods. Amboseli Ecosystem is one of the most unique landscapes in Kenya culturally and geographically, and a proud pioneer in community conservation. The rich heritage and natural beauty attract people from all over the world as tourists, researchers, or investors.

This strategic plan is a distillation of stakeholder consultations, especially their priority challenges in the ecosystem and the agenda for AET in the coming years. We hope and we are determined, to live up to the expectations of our partners and the ecosystem communities who are our ultimate clients. We have revised our vision and mission to align them with our corporate ideals and reflect the latest events in the ecosystem such as land subdivision.

However, our impact model remains unchanged. We shall revitalize advocacy, support, and oversight in the service of people and ecosystem health under the four thematic goals:

Goal 1: The Amboseli Ecosystem Management Plan 2020 – 2030 is effectively implemented through coordinated partnerships.

Goal 2: Community conservancies and designated Rangeland Management areas are effectively managed to enhance habitat connectivity.

Goal 3: Economic growth and community livelihoods are enhanced through viable community enterprises.

Goal 4: AET's Institutional Capacity strengthened to deliver its mandate as a locally led umbrella body.

We have what it takes to realize these goals. I have great faith in our Governance structure – the Governance Council members and Board of Trustees, staff, communities and partners whose dedication over the years has brought AET this far.

I take this opportunity to thank everyone who played a part in the development of this strategic plan. The preparation was supported by the US Agency for International Development (USAID) and Kenya Wildlife Conservancies Association (KCWA) through the Kenya Local Works project.

I also appreciate the partners who have been with us during the last strategic plan for 2018 – 2023 and who greatly contributed to our success. These include the Kenya Wildlife Service (KWS), World Wide Fund for Nature (WWF), Liz Claiborne Art Ortenberg Foundation (LCOAF), JustDiggIt Foundation, BLL, ACC, ATE, IFAW, GEF – UNDP, SGP among others.

As we embark on the hard part of implementing the new strategy, we look forward to deepening our partnerships for better impact.

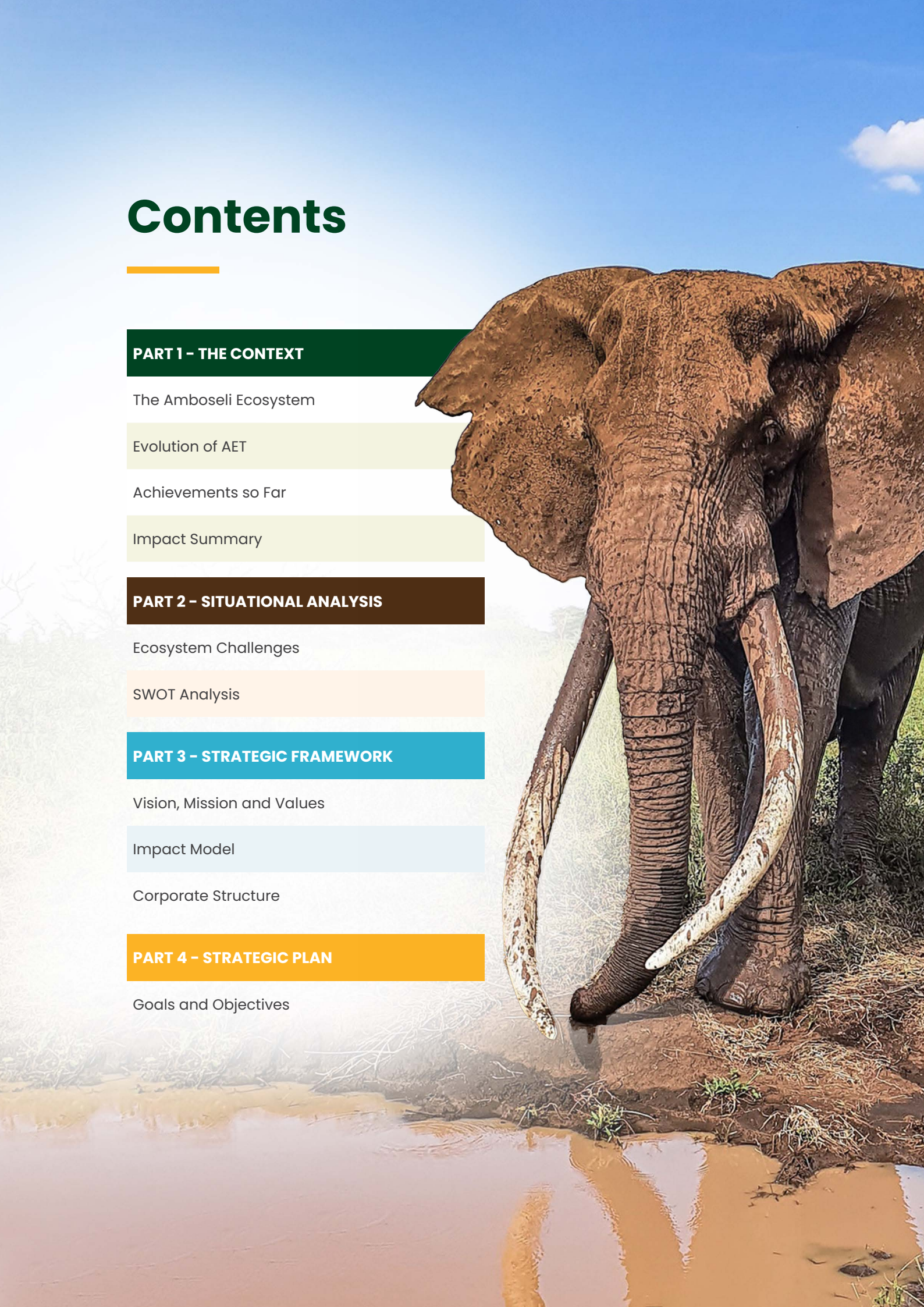
The challenge is calling; let us all face it with courage.

Asanteni sana!!

Jackson Mwato

Chief Executive Officer

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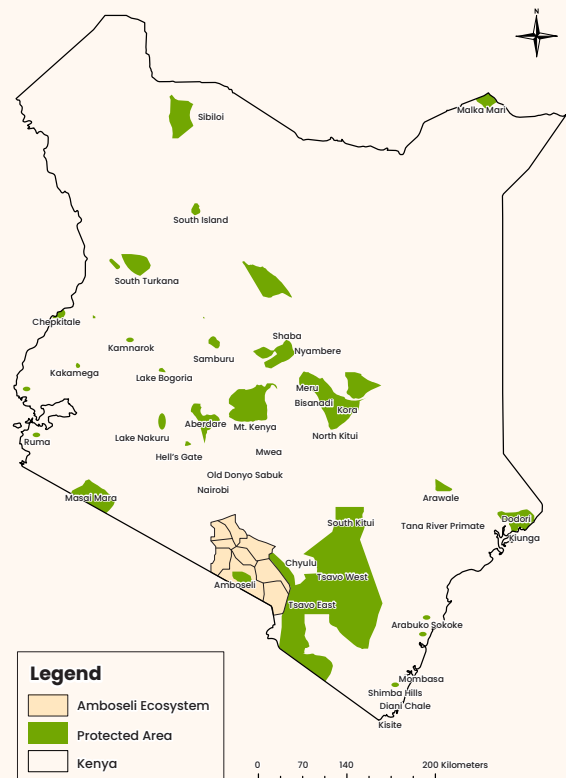
THE CONTEXT »



The Amboseli Ecosystem

The Amboseli landscape is internationally renowned as one of Kenya's conservation, cultural, and tourism hotspots. It is a product of long-standing co-existence between humans and livestock on one hand and wildlife on the other.

The ecosystem is a vast landscape estimated to be about 8,000 square kilometres and stretches between Mt. Kilimanjaro, Chyulu Hills, Tsavo West National Park, and the Kenya/Tanzania border.



Man and Biosphere Reserve (MAB)

The Maasai culture is the soul of the Amboseli Ecosystem. They have coexisted with wildlife for millennia, as their pastoral way of life naturally guarded against environmental degradation. This enabled ecological stability and harmony between people and wildlife.

The exceptional intersection of wildlife diversity with livestock and pastoralism makes the Amboseli Ecosystem a unique mosaic of people and wildlife for which it earned the designation as a UNESCO Man and Biosphere Reserve (MAB) in 1991. The MAB Programme champions sustainable use and conservation of the resources of the biosphere with a special focus on harmonious coexistence.

The Greater Amboseli Ecosystem

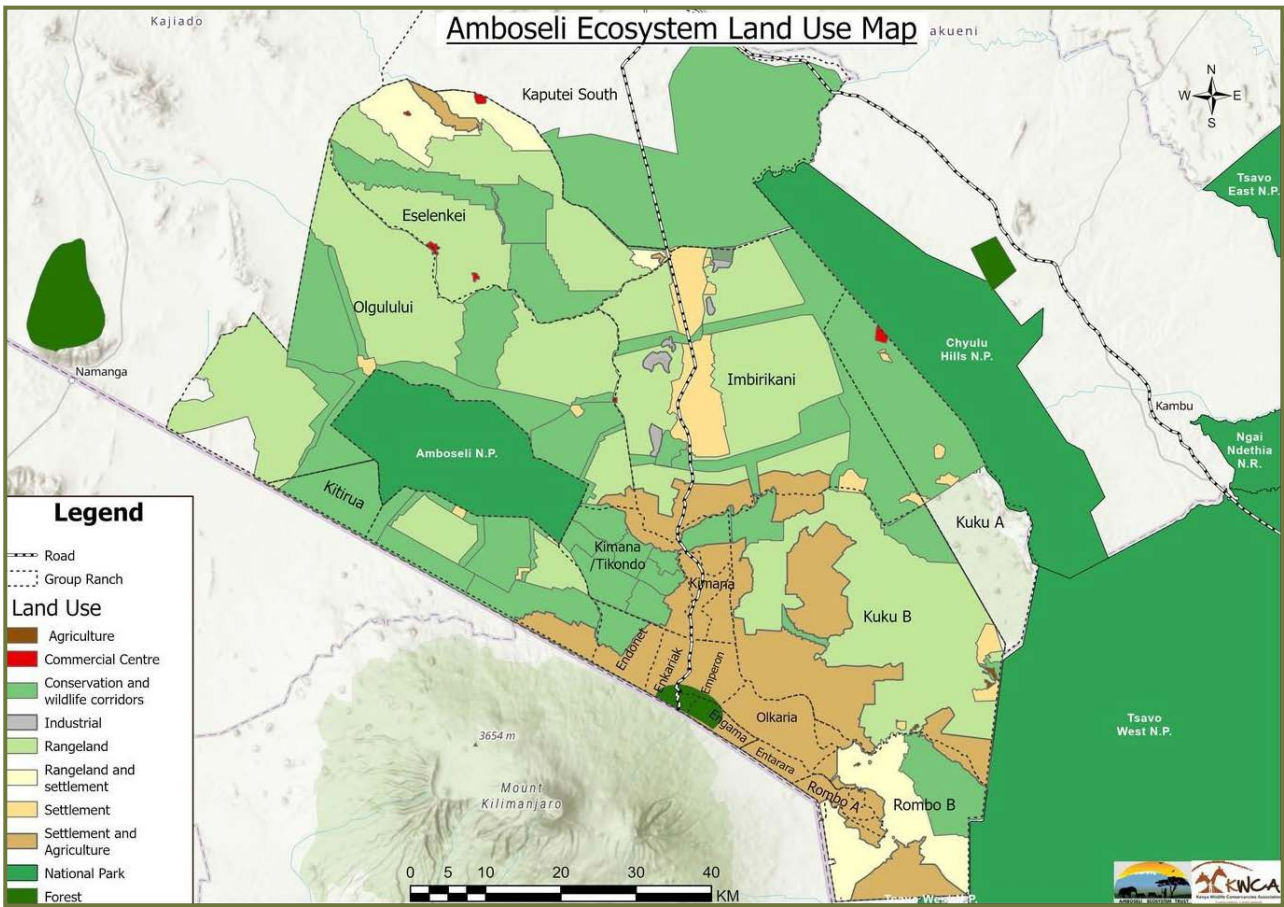
The Amboseli ecosystem is a delicate balance of ecological connectivity between the Amboseli National Park, adjacent group ranches, and conservancies with distant conservation areas such as Chyulu Hills, Tsavo West, and Kilimanjaro West in Tanzania.

The main dispersal areas include the Amboseli National Park-Olgulului South-Kitenden-Kilimanjaro which leads to Kilimanjaro area.

Amboseli-Kimana-Kuku-Chyulu West connects several conservancies in the former Kimana Group Ranch and Motikanju in Kuku Group Ranch then Tsavo West. The Amboseli-Olgulului North-Selengei Corridor connects Amboseli to Nairobi and Athi Kapiti, while the Amboseli-Olgulului North-Mbirikani Corridor connects the Amboseli National Park to Mbirikani and Chyulu through Olgulului North.

In between these dispersal areas are multiple land uses the main one being livestock and pastoralism. Others include tourism, agriculture, mining, and urban settlements.

The entire area away from Amboseli National Park and the immediate buffer zone plus their complex ecological and economic interactions constitute the **"Greater Amboseli Ecosystem."**



Map of the Greater Amboseli Ecosystem showing conservancies and different land uses



Ecosystem Challenges and Threats

The spread of farming, mining, and tourism led to unplanned urban settlements and commercial centers in some parts of the ecosystem. This was worsened by land subdivisions that enabled change of user of land at the individual household level.

The above changes posed multiple challenges and threats as discussed below.

Land Use conflicts – the ecosystem has recorded a large number of migrants who have settled in the more agricultural potential parts of the area adding to the number of permanent human settlements and putting further strain on the limited natural resources and fostering land-use conflicts.

Human-wildlife conflicts – has been made worse by the expansion of agriculture and settlements, especially around important wildlife dispersal routes.

Land degradation – Climate change has brought about rising frequency and severity of extreme drought, with a direct impact on the livelihoods of the local community especially due to reduced pasture available to livestock and wildlife. It has also occasioned land degradation leading to livestock and wildlife losses.

Agricultural expansion – The Amboseli Ecosystem has become famous for food production a large portion of which takes place around and within critical wildlife corridors, especially the Kimana and Kitenden Corridors which are the ecological lifeline of the ecosystem.

Land Sub-Division – It has contributed to the sale of land to people from outside the community who convert pastoralism land to agriculture and urban development causing major land-use conflicts. The selling of land is causing an increase in the number of landless people who in turn become a community liability.

These and other challenges inspired the stakeholders to jointly plan for the ecosystem.

The idea of an ecosystem-based planning process was born, whose engagements culminated in the first Amboseli Ecosystem Management Plan in 2008. This was a national first, that has been revised and updated into the current AEMP 2020–2030 edition.

The purpose of the plan was to:

Enhance conservation by preserving the dispersal areas and supporting the growth of conservancies

Seek balance and coexistence of various land uses by reviewing and endorsing all major investment projects in the ecosystem

To promote sustainable tourism in the ecosystem and explore other nature-based enterprises to boost people's income

However, the ambitious vision could not be realized without a local secretariat to host it and monitor its implementation on behalf of the stakeholders.

Hence, the coming to being of **Amboseli Ecosystem Trust**.

The Amboseli Ecosystem Trust

Amboseli Ecosystem Trust brings together the local community, government, conservation, and developmental stakeholders in the Amboseli Ecosystem to develop land use practices that improve the livelihoods and well-being of people and wildlife.

The genesis of AET was the need for a landscape approach to management, maintenance, and restoration of the ecological integrity of the ecosystem in the wake of a myriad of threats such as habitat destruction, poaching, land degradation and fragmentation, and uncoordinated tourism developments. Previously, there were many disparate initiatives in conservation by different stakeholders without a home-grown institution that would coordinate the institutions toward a united objective.

The stakeholders then realized the need for an ecosystem-based planning process, whose engagements culminated in the first Amboseli Ecosystem Management Plan in 2008, which was also a national milestone.

After the inception of the ecosystem plan, there was a gap in the implementation and administration of many proposals which would end up unrealized due to the lack of a single institution that would take the lead. Hence, the Amboseli Ecosystem Trust was officially formed in 2009 as a not-for-profit institution bestowed with the responsibility of stakeholder coordination and implementation of the management plan.

AET's operational scope has grown tremendously and is now also in charge of several programs that are pertinent to ecosystem integrity which include:

- *Wildlife security*
- *Ecological restoration*
- *Conservancy development*
- *Select community enterprises*
- *Community engagements on land use and conservation*



AET So Far

Since its inception, AET has established itself as a community-based and led institution spearheading beneficial partnerships in the Amboseli Ecosystem to benefit the people and the environment.

Remarkable achievements and track record have mainstreamed AET as the reference point for policy advocacy and community engagement, earning recognition and respect from public and private spheres.



Conservancies in Amboseli

AET has supported the conservancies in the ecosystem and has been instrumental in ensuring that the ecological value and economic potential of conservancies are appreciated and supported among the communities.



Institutional Growth and Identity

In the last decade of existence, AET continues to evolve into a distinct institution that is decisively carving out a reputable profile with a capacity for direct funding and management of large grants.



AEMP and SEA

The development and eventual gazettement of the AEMP 2020 -2030 under the stewardship of AET was a great milestone. AET is now strengthening the enforcement arm of AEMP, the Projects Implementation Committee-PIC.



Management of Land Subdivision

In the wake of the subdivision of group ranches, AET played a key role, especially in community education and sensitization to ensure a smooth transition from community land to individual. This guidance was especially successful in the OOCR.





Gender and Welfare

Courtesy of AET's mobilization, women are now more trained and prepared for leadership in different ranks and sectors, and the community is further sensitized to accept women in leadership and decision-making in a manner that was taboo in the recent past.



Collaborations and Policy Development

Uniting different and diverse stakeholders to discuss ecosystem planning and management has placed AET at the heart of the Amboseli Ecosystem, earning it new partners locally and abroad.



Land Restoration Activities

Land degradation has led to declining productivity. AET has partnered with communities to institute restoration activities and build capacity for grazing management. In water conservation, AET has partnered with WRUAS to protect catchment areas and control the abstraction of water from rivers.



Livelihoods and Enterprise Development

Nature-based projects with income-generating potential have been started in some parts of the ecosystem through AET facilitation.



Our 2018 – 2023 Impact

Improvements across key indicators over the last Strategic Plan Period

Verifiable Parameter	2018	2023
Number of conservancies	16	32
Number of household beneficiaries	62,440	88,000
Total acreage under conservancies	172,000	522,228
Total acreage under rangelands	1,077,819	844.651
Total acreage under conservation	1,249,820	1,366,879
Number of rangers in the ecosystem	432	694
AET male staff	5	9
AET female staff	1	4
Number of women on AET board	2	3
Number of women in governing council	0	5
Recorded poaching incidents	0	0
Enterprise projects initiated	5	7
Tourism facilities in the conservancies	7	9
AET annual budget	4,400,100	131,157,147
Number of partners	13	16
Number of social media followers	100	2,900
Number of trainings for AET staff	2	9
Number of ranger trainings	0	4
Policy papers developed	0	16
Organizational assets – motorbikes	0	5
Organizational assets – vehicles	1	5
Estimated visitor numbers (in the ecosystem)	175,000	215,000

Key Dates in AET Evolution

Conservancy fever beckons

1990s

Conservancy “fever” hit the Amboseli Ecosystem which saw the establishment of Kimana Sanctuary as the first communally owned conservancy to be established in Kenya. It was later followed by Kitirua and Selenkei. Hence, the Greater Amboseli Ecosystem is recognized as the ‘birthplace’ of community-based conservation.

United for the Ecosystem

2004

The local community partnered with conservation, governmental, and developmental partners in the ecosystem to develop a collective plan to tackle habitat loss, wildlife poaching, soil degradation, land fragmentation, uncoordinated development, and increasing poverty.

The first ecosystem management plan

2008

Four years of stakeholder engagement culminated in the unveiling of the ambitious Amboseli Ecosystem Management Plan (AEMP) 2008 –2018. This was the first ecosystem-wide management plan in Kenya.

AET is born

2009

With critical support from its founding partners, a homegrown, not-for-profit, umbrella institution, AET, was founded to spearhead stakeholder coordination and the execution of the ecosystem plan.





2013

Information hub mooted

The Noonkotiak Community Resource Centre was officially allocated land by Olgulului Group Ranch.

2015

AEMP is gazetted

AEMP became the first legal document stipulating the management of an ecosystem to be gazetted in Kenya.



2020

Revamped AEMP

AET coordinated the review and updating of the AEMP which saw the development of AEMP 2020-2030, which was gazetted in January 2021.

2021

PIC officially gazetted

The Project Implementation Committee (PIC) received a legal backing when it was officially gazetted as the implementation organ of AEMP under the supervision of AET.



2023

Noonkotiak Centre groundbreaking

The dream of information and resource hub housing AET offices received a major boost with the groundbreaking in May 2023. This was USAID supported project that will see the construction of modern offices and auxiliary services at Noonkotiak.





SITUATIONAL ANALYSIS >>



Strategic Agenda

The priority challenges were arrived at from the discussions with stakeholders during the development of this strategic plan. The challenges inform the development of the agenda for AET in the next strategic plan.

Land Subdivision

At stake:

- **Ecological problem** – from the destruction of habitats and connectivity.
- **Social problem** – when the sale of land becomes much easier, as this attracts external buyers with different land use interests. Drives poverty and crime.
- **Cultural problem** – due to the increasing population of migrant communities fostering land use conflicts and undermines pastoralism which is the bedrock of the Maasai economy.

Human-Wildlife Conflict

At stake:

- It is diluting the gains made over the years, causing people to hate wildlife which is a threat to conservation

Poverty and economic vulnerability

At stake:

- **Environmental degradation** – through activities such as charcoal burning and overgrazing. It also makes communities more vulnerable to environmental hazards such as drought, diseases and human-wildlife conflicts.

Land Degradation

At stake:

- **Water crisis** – caused by decreasing availability of water for domestic, livestock and wildlife use. It also worsens the human-wildlife conflict. Declining productivity – due to less vegetation cover reduces the ecosystem capacity for livestock and contributes to poor livestock health.

Conservancies

At stake:

- **Financially vulnerable** – as the majority have no income to underwrite their operational costs or generate income for the members. The opportunity cost for their existence is urgently sought.

Tourism

At stake:

- **Benefits** – are still elusive to the ordinary members of the communities, notwithstanding Amboseli being a leading destination in the county
- **Uncontrolled expansion** – may lead to a planning and product crisis as in the Maasai Mara

Land Use and AEMP

- **Weak enforcement capacity of PIC** – causes defiance of land use zonation in some parts of the ecosystem. There is an urgent need to develop the technical and resource capacity to make PIC more effective.



Strategic Strengths

The Internal Advantages to be harnessed for greater impact and operational efficiency.

Individuation

AET has continued to evolve into a distinct institution away from the foster organization. This has imbued it with the necessary flexibility to determine its profile.

Stakeholder respect

Because of its pivotal role in the ecosystem, AET is now widely known and respected by a cross-section of stakeholders as “the voice of the ecosystem.” accepted as the most suitable institution to deal with leases and investments.

Perception of fairness

By and large, AET is perceived by many people in the ecosystem as fair in its implementation of AEMP, especially with respect to the vetting of investment projects.

KWCA partnership

As the landscape chapter of KWCA, it is able to tap into the wealth of knowledge on conservancy operations and management from across the country and beyond and transmit this to the local conservancies. This strategic partnership can be leveraged to benefit the ecosystem.

Grassroots goodwill

AET evolved as a forum that advances the collective interests of the group ranches. This local ownership, together with leadership from the local people, gives AET immense clout at the grassroots to enable it serve the ecosystem.



Strategic Weaknesses

Internal Areas of Improvement, or the pitfalls to avoid.

Lack of enforcement Capacity

AET continues to rely on partner institutions for monitoring and implementation of AEMP. This hampers its effectiveness in many respects, from data and information gathering to enforcement.

Lack of strategic delegation policy

AET has not developed a strategic policy on delegation that would enable it to outsource non-core functions.

Leadership asynchrony

The governing council, the board, and the PIC are not well aligned in a manner that promotes efficiency in decision-making.

Lack of project sustainability structures

Many important interventions have been initiated without well-thought-out sustainability measures leading to failure and waste.

Perception of bias

AET is an important institution whose presence and impact should be spread equally to all areas.

Perception of favouring certain group ranches and ignoring others will deny it grassroots support and goodwill.



Strategic Opportunities

Favourable External factors that can be leveraged for better performance and impact.

New Amboseli National Park Management

The handover of the management of Amboseli National Park to the Kajiado County Government can be leveraged in various ways. For instance:

- Part of the park income can be channeled towards communities and conservancies.
- Increased employment of the local people in the national park Potential for integration of local businesses in the larger model.

Political goodwill

Anecdotal evidence suggests that the government in power is sympathetic to conservation and has pledged to support stakeholder efforts to secure processes that support people and the environment in the Amboseli Ecosystem.

AET should:

- Use political goodwill to manage land use activities that go against AEMP.
- Lobby for favourable policies that make it easy to invest in conservancies and harness the potential in tourism, livestock production, and many other nature- based enterprises.

AEMP and Stakeholder Goodwill

A gazetted ecosystem management plan developed consultatively and supported by the stakeholders gives AET a legal foundation.

The recent groundbreaking for the development of Noonkotia Centre to host AET offices and an ecosystem information and research hub is a great opportunity for administration, outreach and partner engagement. Many people in the communities are now much more knowledgeable on conservation and conservancies and they support AET's work.

Devolution and emergence of NAKAEB

A key devolution milestone is the emergence of Kajiado and Narok Economic Block which seeks to leverage the economies of scale for the two counties that united culturally and ecologically.

- The following can be tapped from this: Explore joint branding, commercialization and marketing of products such as livestock and honey Livestock breed improvement project at the economic block level Enhancing ecological connectivity through collective preservation of corridors
- Development and diversification of tourism through interconnecting infrastructures.

Conservancies Legal and Policy Backing

Conservancies in Kenya have grown mainly informally without a strong legal foundation. With increasing awareness of their value, the law followed suit with the formalization and legal definition in the Wildlife Act of 2013.

Some counties have developed legal frameworks to support conservancies. At the national level, there is now an active Wildlife Trust fund while Kajiado County has a proposed Conservancies Act among other legislative initiatives.



Strategic Threats

External Factors with the potential to harm or impede operations and impact.

Low Benefits

The opportunity cost of conservation and conservancies is still very high. This makes campaign and sensitization work in support of conservancies much harder than it would be if the benefits were outrightly manifested.

Political and Policy Stability

Very often important policies are determined by political circumstances and convenience. This leads to a weak policy environment where long-term projects or investments are difficult to plan due to ad-hoc policy pronouncements.

Climate Change

Climate change effects are sometimes causing very severe and prolonged droughts that directly affect the communities that depend on welfare programs. This also disrupts activities where communities are key participants as they concentrate more on immediate survival.





AE

Our Mission

to provide sustainable
development through the
promotion of the
Maasai community

Our Vision

to provide a better life
for the Maasai community

SIFA YA MA

STRATEGIC FRAMEWORK »



Purpose Statement



Vision

An Ecosystem Where
People and Nature Thrive
in Harmony.



Mission

To foster sustainable
development through
effective conservation in the
greater Amboseli Ecosystem.



Core Values

We are able to unite the dynamic conservation actors across the Amboseli Ecosystem for the benefit of all as guided by our values.

Our core values are **RIACT**:



Respect for culture – We cherish and uphold the cultural norms, traditions, and customs of the communities that we serve.



Innovation – We incorporate both local knowledge and scientific expertise, fully convinced that in order to overcome complex and evolving challenges, we must be adaptable and receptive to change.



Accountability – We act with integrity and strive to be accessible, open and fair in all our operations and interactions with all the stakeholders that we serve.

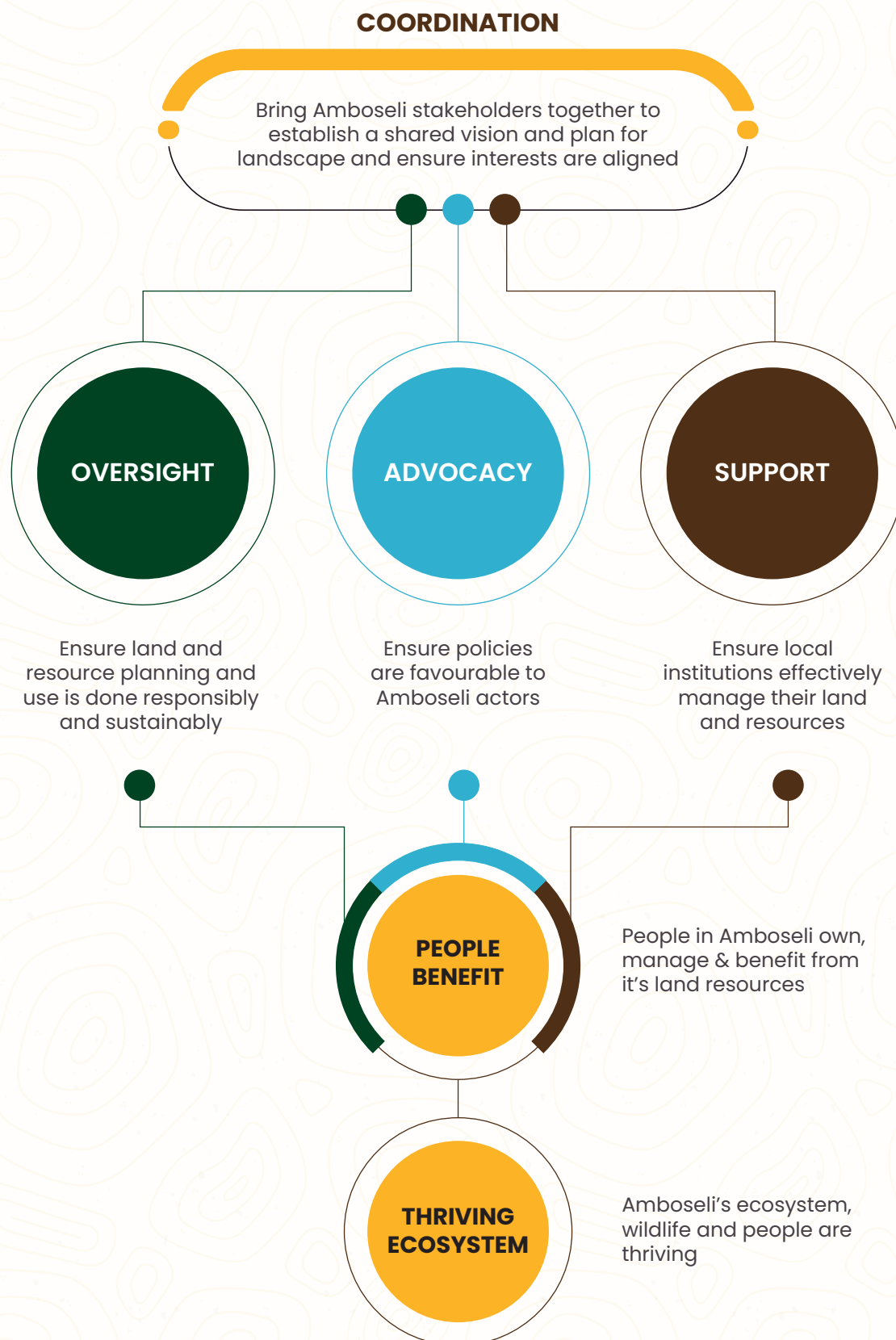


Collaboration – We foster an inclusive culture where communities, government, and other ecosystem partners are mutually engaged.

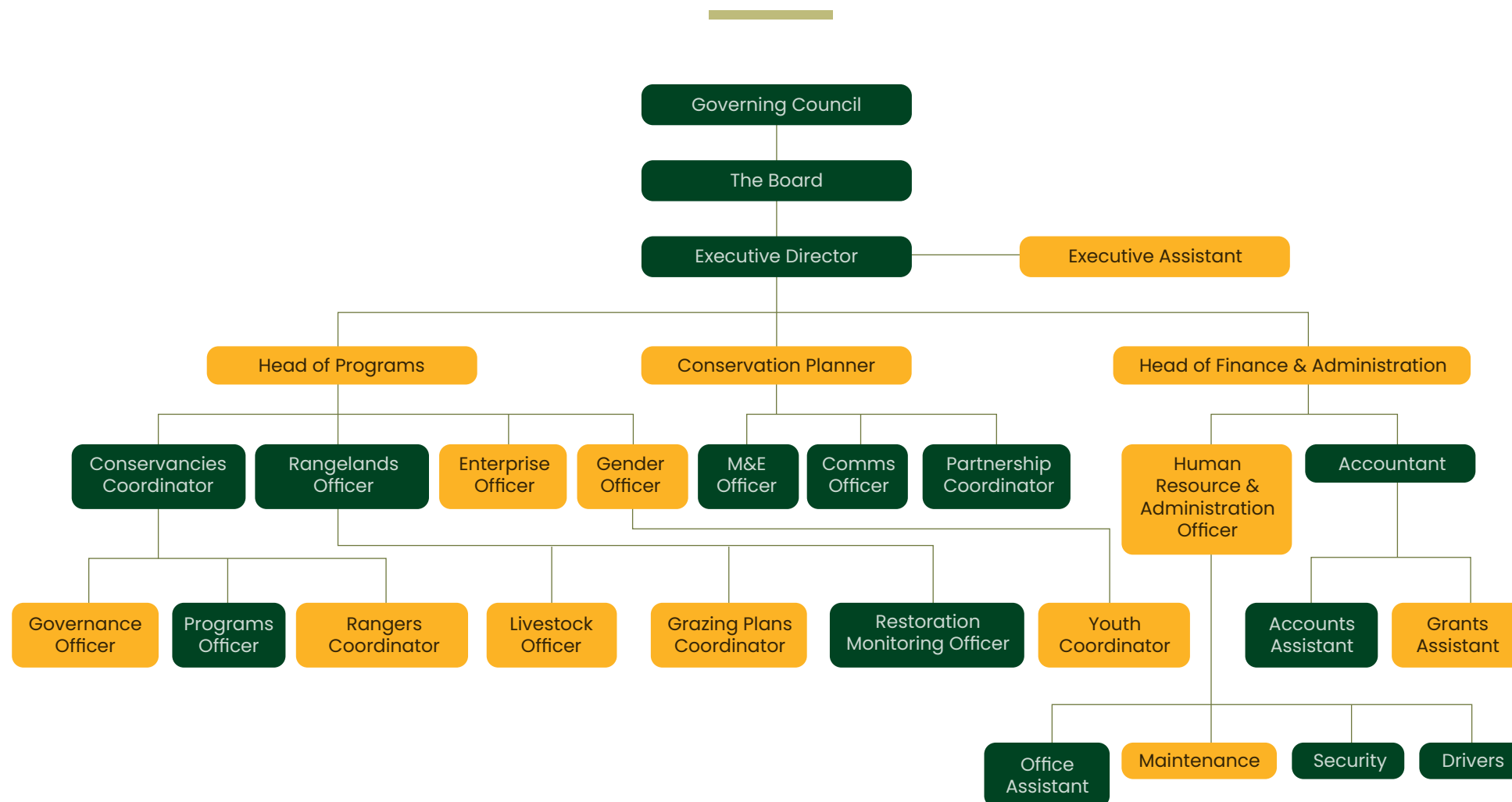


Teamwork – We aspire to have all our staff uphold the spirit of teamwork in the pursuit of all institutional endeavours.

Impact Model



Governance Structure



STRATEGIC PLAN



Programmes and Goals

AET Strategic Plan 2024 – 2028 will be anchored on 4 Strategic Goals



Ecosystem Planning

Goal 1:

The Amboseli Ecosystem Management Plan 2020 – 2030 is effectively implemented through coordinated partnerships.



Conservancies Development

Goal 2:

Community conservancies and designated Rangeland Management areas are effectively managed to enhance habitat connectivity.



Enterprise Development and Tourism

Goal 3:

Economic growth and community livelihoods are enhanced through viable community enterprises.



Program 4: Corporate Growth

Goal 4:

AET's Institutional Capacity strengthened to deliver its mandate as a locally led umbrella body.





Goal 1

The Amboseli Ecosystem Management Plan 2020–2030 is effectively implemented through coordinated partnerships

Strategy 1 : Mobilize partners to implement priority actions in the ecosystem plan

Key Activities

Coordinate the PIC to oversee and regulate land uses as prescribed in the plan

Lead in priority AEP activity implementation

Manage the Plan M&E system and report ecosystem implementation impacts to stakeholders and partners

Study enforcement gaps that constrain AEMP implementation and PIC effectiveness

Establish a monitoring and enforcement unit that is well-trained on AEMP and all relevant laws to monitor and document activities in the ecosystem (working under AET)

Make PIC more functional with thematic subcommittees

Develop a partnership policy with clear guidelines on AET's core mandate and what it can outsource to other

Strategy 2 : Influence National, County and local policy land and environment policies and plans to mainstream conservancies and wildlife conservation

Key Activities

Undertake policy advocacy to influence key policies that affect land use practices in the Amboseli Ecosystem

Support implementation of subdivision plans to align them with AEMP

Strengthen sensitization and awareness creation along the subdivision and sale of land

Facilitate group ranches to continue creating land-holding companies

Support formalization and implementation of group ranch land use plans

Monitor the status of the Man and Biosphere Reserve status

Strategy 3: Strengthen land restoration work in degraded areas to support ecosystem integrity

Key Activities

Strengthen grazing committees to manage the grazing pressure that contributes to resource conflicts

Develop partnerships to undertake land restoration activities in conjunction with the communities

Control “grazing tourism” from outsiders in the ecosystem

Strategy 4 : Establish a strong water conservation programme to avert a water crisis

Key Activities

Support water user groups to conserve water catchments and manage water systems in the ecosystem

Monitor and control water abstraction from the rivers

Monitor and control river siltation and chemical pollution from agriculture

Support and facilitate communities in tree planting in ecologically fragile sections of the ecosystem such as water catchments and stabilize the water table

Strategy 5 : Set up an active early warning and disaster management programme to secure residents against the effects of natural calamities

Key Activities

Set a monitoring programme to predict extreme weather conditions such as droughts and floods to alert the community and prescribe measures such as livestock offtakes, school closures, etc

Conduct needs assessments for schools and other vital institutions such as hospitals. Share with stakeholders such as hotels with proposals on how they can help

Set up a scholarship fund for needy children and those affected by calamities such as drought



Goal 2

Community conservancies and designated Rangeland Management areas are effectively managed to enhance habitat connectivity

Strategy 1 : Build strong conservancies in the Amboseli ecosystem

Key Activities

Support the establishment of new conservancies in the designated areas rich in biodiversity

Support conservancies to legally register as sound legal entities

Build conservancy governance structures, governance capacity, equitable decision- making and inclusion of youth, women, and other marginalized groups

Grow conservancy management capacity through the establishment of conservancy offices, key staffing, and institutional policies

Support conservancies to hold AGM to effectively engage their membership

Support conservancies to develop, gazette, and implement management plans

Facilitate private sector partnership in conservancies to achieve financial sustainability

Explore diverse and support diversity of income for conservancies to enhance the economic sustainability of conservancies

Maximise ecological viability of conservancies by the preservation of dispersal areas and habitat connectivity

Coordinate the management of subdivisions to minimize fragmentation of land and habitats

Ensure planning and land surveys are subject to approval by AET

Work with others to set up a land trust to coalesce fragmented lands to preserve dispersal areas

Enforce AEMP to stamp out the emergence of fenced farmlands in certain parts of the ecosystem that undermine connectivity

Strategy 2: Strengthen governance for the management of designated rangeland areas to ensure maintain ecosystem integrity

Activities for the designated buffer zone:

Review buffer zone restriction

Enforce activity restrictions in the buffer zone

Gazette the subdivision plans

Lobby to have titles in the buffer zones carry restrictions

Take advantage of the blanket moratorium on developments to tighten the controls

Activities for the designated rangelands:

Strengthen grazing committees

Facilitate the establishment of grazing bylaws and enforcement

Support the development of grazing plans

Develop a programme to control the spread of invasive species

Explore the development of a more legally binding instrument where livestock farmers commit to grazing plans





Goal 3

Economic growth and community livelihoods are enhanced through viable community enterprises

Strategy 1 : Explore ways of harnessing the potential of livestock production in the ecosystem

Key Activities

Initiate livestock value-addition projects such as breed improvement and better milk production to enhance benefits from livestock

Fundraise for a consultancy to study the feasibility and logistics of commercial production, branding and marketing of livestock and livestock products to boost community income

Strategy 2 : Foster partnerships for sustainable tourism in the ecosystem that deliver more benefits to the communities

Key Activities

Develop a tourism master plan to avert a "mara crisis" in Amboseli and develop a clear checklist for PIC on the vetting of tourism investments – size and location

Unlock tourism potential in the ecosystem by supporting small-scale tourism projects in the communities

Establish or guide the establishment of cultural villages and shops in strategic areas with a focus on women's groups

Study skills need assessment to develop a training strategy that can enable local people to absorb the majority of employment opportunities in the ecosystem

Supplement tourism marketing through the development of a destination portal on the website and other platforms



Strategy 3 : Unlock revenue streams from payment for ecosystem services including carbon credits and biodiversity credit among others

Key Activities

Design and implement a private sector partnership to expand the use of carbon credits as a source of income to conservancy management and benefits to members

Pilot use of wildlife credits as a means of performance reward for conservation outcomes

Explore opportunities for programs like biodiversity offsets and payments for existence value by linking large private sector organizations with huge impacts on nature to offset their impacts against investment in conservancies.

Explore options for inclusion of conservation land banking, and conservation easements as tools for achieving conservation outcomes

Strategy 4 : Empower community groups, targeting women, youth and other marginalized groups to engage in nature-based enterprises to realize equitable and sustainable development

Key Activities

Undertake continuous sensitization on women's empowerment and capacity building among the communities

Support the Amboseli Ecosystem women's forum to champion women's empowerment

Strengthen programme for training women and youth in various disciplines to prepare them for leadership in conservancies and business

Seek partnerships to develop biogas and hay production as commercial activities





Goal 4

AET'S Institutional Capacity strengthened to deliver it's mandate as a locally led umbrella body

Strategy 1 : Strengthen governance and leadership capacity to make decision-making more effective

Key Activities

Review the AET constitution and update the list of trustees

Update all the registration documents

Engage a legal adviser on the best approach to the alignment of the trust deed with all other legal documents

Conduct effective meetings for the board and governing body

Strategy 2 : Strengthen Internal administrative and leadership capacity

Key Activities

Recruit and retain staff to ensure a high level of performance in line with the approved organogram

Develop priority institutional policies and strategies identified in the OCA to strengthen the internal control environment

Strengthen M&E to track strategic operations

Upgrade HR and financial management policies, tools and protocols to cope with institutional growth

Strategy 3 : Strengthen communication and MSE to entrnch AET's brand image and widen the reach

Key Activities

Modernize all communication products, platforms, and methods

Establish communication protocols in the institution that guide all staff on communication procedures and controls

Draw a communications work plan with a calendar for communication activities such as newsletters, media posts, email blasts

Develop a training programme for staff and conservancy managers on communication and news gathering

Strategy 4 : Strengthen the resource mobilization capacity of AET to advance institution strength and operational sustainability

Key Activities

Monitor the development of Noonkotiak Centre as AET offices with auxiliary services and facilities

Develop a fundraising strategy to identify income opportunities and potential donors and projects

Devise innovative fundraising channels and sources, including local institutions and the general public

Showcase AET's work through specialized communication channels to support fundraising



Proposed Scorecard for this Strategic Plan

Improvement across the following indicators will be the evaluation criteria for this strategic plan

- Area of degraded land under rehabilitation and water sources protected
- Rating of AEMP implementation and PIC effectiveness by the stakeholders
- Number of new conservancies
- Number of conservancies that are legally compliant and registered with KWS and KWCA and have management plans
- Number of policies or instruments lobbied for to support conservancies financially
- Number of livestock production initiatives and nature-based enterprises
- Successful development of a tourism master plan for the ecosystem
- Number of successful fundraising proposals (or % growth in annual turnover)
- Number of new systems implemented (financial, HR)
- Number of corporate bulletins released and the size of outreach database and social media followers

Strategic Assignments

Potential project areas that can help in the advancement of AET's work during the strategic plan period

- Study enforcement gaps that limit PIC effectiveness and give recommendations
- Conduct a needs assessment in the schools to develop a comprehensive support framework that would enable the private sector to support urgent community needs such as school bursaries or water
- Study a funding raising mechanism for support of conservancies by visitors to Amboseli National Park and other parts of the ecosystem
- Fundraise to support the development of a water quality monitoring programme
- Conduct a study on modalities of tourism diversification and establishment of community-based tourism projects such as bandas and campsites
- Skills needs assessment to enable local communities to increase employment rates in local hotels and other businesses
- Fundraise for a consultancy to study the feasibility and logistics of commercial production, branding and marketing of livestock and livestock products.





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