

Pwani
Ecosystem
Conservancies
Foundation

STRATEGIC PLAN

2025 -2029



CONTENTS

Foreward	05
Executive Summary	06
Introduction	09
History & Achievements	10
Situational Analysis: Understanding the Context	16
Strategic Framework	21
Governance and Organizational Structure	31
Monitoring, Evaluation & Learning	35
Resources Required	36





Indeed, the future of our ecosystems critically depends on a balanced relationship between people and nature.



Foreword

It is with great pride and honor to present to you the first strategic plan of the Pwani Ecosystem Conservancies Foundation (PECFO). This plan provides a road map for the next five years anchored on our mission to grow vibrant conservancies that enhance conservation and improve community livelihoods. The 2025-2029 strategic plan articulates the PECFO's strategic direction in fostering people and nature coexistence, addressing emerging national and local challenges and trends.

PECFO, a membership organization started in 2022, currently represents 19 member conservancies that have transformed over 500,000 hectares of community land into conservation. With a coastal stretch of about 600 kilometers, the landscape's strategic location covers part of the western Indian Ocean region. It embraces various ecosystems, ranging from Coastal forests to marine, wetlands, Savannah, and arid and semi-arid, making it a biodiversity hotspot and a center for socioeconomic importance.

With all its beauty and uniqueness, the Pwani Landscape faces many challenges, from the effects of climate change to the pressures of human activity on terrestrial and marine ecosystems. PECFO rises to raise the voice of our voiceless biodiversity to address these challenges. Indeed, the future of our ecosystems critically depends on a balanced relationship between people and nature, and this plan is our guide to achieving that balance.

Through a participatory approach that involved various stakeholders throughout its development cycle, PECFO consolidated a strategic plan that reflects our shared vision of attaining a resilient ecosystem that benefits people and nature. It highlights our strategic goals, from enhancing governance and advocacy capacity of PECFO and member conservancies to improving Sustainable management and benefit sharing of natural resources. PECFO upholds equity and gender inclusivity in all its endeavors, so that we can unlock the potential of our communities in safeguarding the natural heritage for intergenerational prosperity.

Lastly, I would like to express my gratitude to The Nature Conservancy (TNC) for supporting our organization since its inception, particularly in funding the development of this strategic plan. I would also acknowledge the support from the Kenya Wildlife Conservancies Association (KWCA), Kenya Wildlife Service (KWS), Kenya Wildlife Research and Training Institute (KWRTI), Kenya Forest Service (KFS), Jumuiya Ya Kaunti Za Pwani. Sincere gratitude also goes to our board of directors, secretariats, member conservancies, and the County governments of Kwale, Mombasa, Kilifi, Tana River, and Lamu for their unwavering commitments to making this happen. The foundation we have built together today will leave a legacy for future generations.



Mohamed Kheri
Chairperson Board of Directors

Executive Summary



The Pwani Ecosystem Conservation Foundation (PECFO) has unveiled its **first five-year Strategic Plan for 2025–2029**, outlining a comprehensive approach to addressing the urgent conservation challenges faced by Kenya’s coastal region. The plan reflects the organization’s dedication to building on its past achievements while positioning itself for greater impact in safeguarding the region’s rich biodiversity and supporting the livelihoods of local communities.

PECFO’s Operational Scope: PECFO operates across Kenya’s coastal counties, including **Mombasa, Kwale, Kilifi, Tana River, and Lamu**, where it is deeply involved in community-based conservation initiatives. These counties are home to critical ecosystems such as coral reefs, mangroves, and coastal forests, all of which are vital for both ecological balance and the well-being of local populations.



Vision

A resilient ecosystem benefiting people and nature.



Mission

To grow vibrant conservancies that enhance conservation and improve community livelihoods



Strategic Goals

The plan is driven by three primary strategic goals designed to guide PECFO’s work and achieve its mission effectively:

1. Strengthened governance and management capacity of conservancies.
2. Enhanced restoration and sustainable management of natural resources within conservancies.
3. PECFO’s Institutional Capacity strengthened to deliver its mandate as a locally led umbrella body.

PECFO’s **2025–2029 Strategic Plan** lays the groundwork for continued growth and success in conservation. It provides a clear roadmap for the organization to address the environmental challenges of the coastal region while ensuring that local communities benefit from **sustainable livelihoods**. Through **collaborative efforts** and a focus on **capacity-building**, PECFO is poised to play a crucial role in protecting Kenya’s coastal ecosystems and improving the lives of those who depend on them.



Core Values

We are guided by the following **core values**;



Equity: PECFO is committed to ensuring fairness and justice in all its actions, treating everyone with respect, and providing equal opportunities for all stakeholders.



Sustainability: PECFO strives to implement practices that promote long-term environmental, social, and economic sustainability, ensuring that its efforts benefit future generations.



Stewardship: PECFO takes responsibility for protecting and managing the natural resources and biodiversity entrusted to it, ensuring their preservation for future generations.



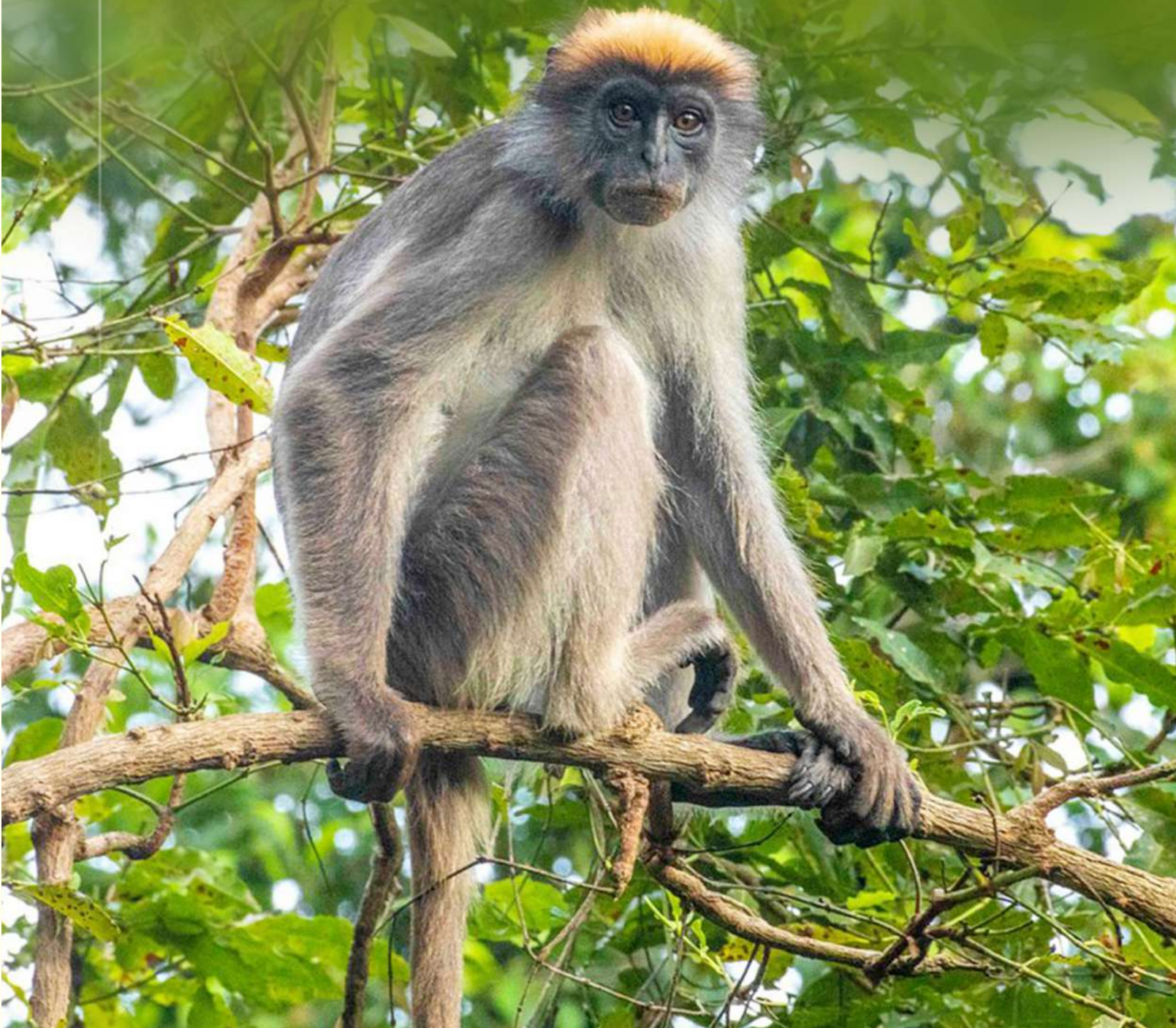
Integrity: PECFO conducts itself with honesty and strong moral principles, ensuring that its actions are consistent with its values and ethical standards. To this end the organization will maintain a high level of competence, ethics, and excellence in all its work, delivering quality services and acting as a role model in the conservation sector.



Partnership: PECFO believes in the power of collaboration and actively seeks to build strong, mutually beneficial relationships with a wide range of stakeholders.

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*A resilient ecosystem
benefiting people and
nature.*



Introduction

About PECFO

The Pwani Ecosystem Conservation Foundation (PECFO) is a landscape conservancies association focused on safeguarding Kenya's coastal ecosystems and promoting sustainable livelihoods for local communities. Operating across the counties of Mombasa, Kwale, Kilifi, Tana River, and Lamu, PECFO aims to build resilient ecosystems through vibrant conservancies that engage communities in natural resource management. Guided by a vision of "A resilient ecosystem benefiting people and nature" and a mission to foster better community livelihoods, PECFO's strategic plan for 2025-2029 focuses on enhancing conservancy capacities, promoting sustainable biodiversity management, and strengthening its internal organizational framework.



Our History & Achievements



PECFO's Journey: A Timeline of Growth

2021

2021: PECFO was born out of a recognition of the need for a coordinated approach to conservation in Kenya's coastal region (excluding Taita Taveta). Coastal communities, rich in cultural heritage and natural resources, had yet to embrace conservation as a sustainable land-use practice. A historic meeting convened at Crab Shark, Watamu, Kilifi County, marked the beginning of the organization, initially known as the Pwani Ecosystem Conservancies Association (PECA). An interim board of directors was appointed to guide PECFO through its early stages.

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In **2021**, a joint scoping exercise was conducted by PECFO, the Kenya Wildlife Conservancies Association (KWCA), and The Nature Conservancy (TNC) across the landscape. The exercise involved visiting local communities and contextualizing the conservation model for the region, which helped inform the first funding support for PECFO from TNC through KWCA. This funding enabled the association to establish an office and engage a part-time coordinator.

2022

2022: PECFO was officially registered as a limited company. This solidified its mission to enhance the livelihoods of coastal communities through vibrant conservancies and to play a pivotal role in advancing conservation efforts to preserve the region's biodiversity for future generations. The organization also established its first office in Malindi.

2024

2024 (June): PECFO held its Annual General Meeting (AGM), marking the election of a new Board of Directors, replacing the interim board. PECFO became a membership-based organization, representing 19 registered conservancies across five coastal counties: Kwale, Mombasa, Kilifi, Tana River, and Lamu. The network grew to include conservancies in both marine and terrestrial ecosystems, with significant biodiversity and conservation efforts in areas such as the Tana River Delta, which is globally recognized as an important wetland area.

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In **2024**, PECFO secured its first major grant from The Nature Conservancy, which focused on strengthening its institutional capacity. This grant facilitated the reopening of the PECFO office in Kwale and the hiring of two new staff members: a Landscape Coordinator and an Accountant.

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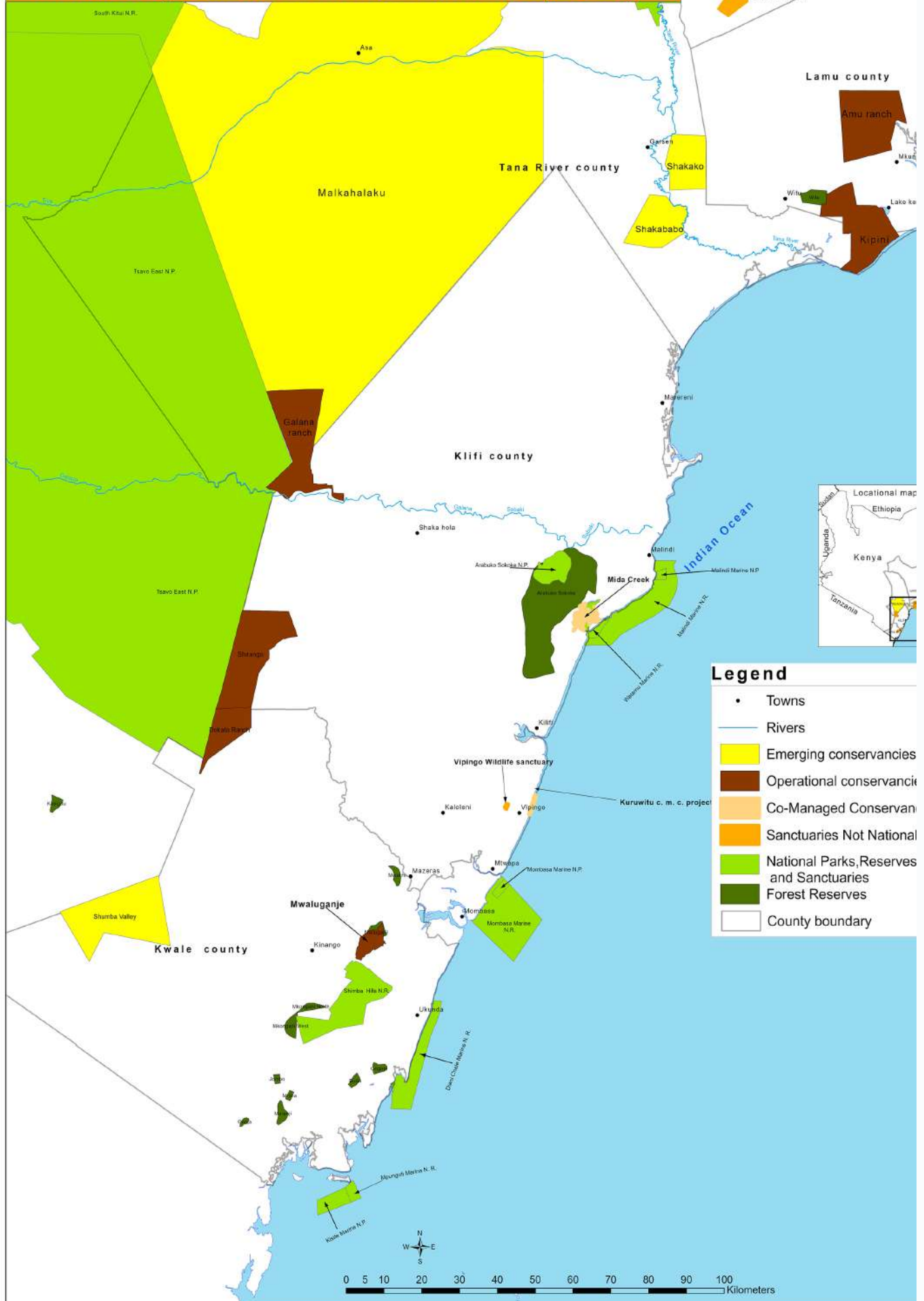
The association also completed its statutory requirements to fully operate and developed key organizational policies to strengthen its internal control systems, ensuring better governance and accountability.

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2024 (June): PECFO relocated its offices to Kwale town as part of its strategic growth. The organization continues to strengthen its presence across the coastal landscape, empowering local communities and promoting sustainable land-use practices while driving forward its mission of community-led conservation.

Pwani Ecosystem Conservancies Status

Pwani Ecosystem Conservancies Foundation(PECFO)



PECFO Member Conservancies

No.	County	Name of the Conservancy/ranchw	Conservancy Type
1	Kwale	Golini-Mwaluganje Community Conservancy	Community Conservancy
		Chenze Ranch	Community Conservancy
		Ganda Community Conservancy	Community Conservancy
		Borabora Wildlife Park	Private Conservancy
		Diani Colobus Conservation	Private Conservancy
2	Kilifi	Vipingo Wildlife Sanctuary	Private Conservancy
		Makupa Community Conservancy	Community Conservancy
		Hippocampus-Sabaki Estuary	Community Conservancy
		Mida Dabaso Community Conservancy	Community Conservancy
3	Tana River	Lower Tana Delta Community Conservancy	Community Conservancy
		Ndera Community Conservancy	Community Conservancy
		Malkahalaku Community Conservancy	Community Conservancy
		Shakababo Community Conservancy	Community Conservancy
		Shakako Community Conservancy	Community Conservancy
4	Lamu	Awer Community Conservancy	Community Conservancy
		Hanshak Nyongoro Conservancy	Community Conservancy
		Ishaqbin Hirola Community Conservancy	Community Conservancy
		Pate Community Conservancy	Community Conservancy
		Kiunga Community Wildlife Association	Community Conservancy

PECFO's Journey Across the Coastal Counties of Kenya

Kilifi County: Leading Community-Led Conservation

Kilifi County has become a leader in community-led conservation, with efforts spanning both marine and terrestrial ecosystems. Key initiatives in the area include;



Extensive mangrove restoration projects by Crabshark and Hippocampus conservancies, where over 180,000 mangrove seedlings have been planted. These restoration projects are vital for combating coastal erosion and supporting marine biodiversity.



Beyond environmental efforts, **eco-tourism activities** have flourished, with conservancies offering bird watching, nature walks, snorkeling, and wildlife safaris. These activities not only promote conservation but also stimulate local economies by attracting tourists and creating jobs.



Makupa Conservancy, in its commitment to **conserving the Kaya forests**, has been active in combating the illegal charcoal trade, organizing anti-poaching campaigns, and engaging in tree planting initiatives.



Regular **beach clean-up programs** help maintain the health of Kilifi's coastline, further fostering a culture of environmental stewardship within the community.

Kwale County: Biodiversity and Eco-Tourism Hub

Kwale County, known for its diverse biodiversity, has seen significant strides in conservation and community empowerment.



The **Golini-Mwaluganje Conservancy** is a key player in protecting African bush elephants, offering sanctuary and habitat restoration efforts that are central to the region's conservation identity. The conservancy also maintains a dedicated team of community rangers who monitor the sanctuary and help with ongoing anti-poaching and habitat protection work.

Eco-tourism plays a significant role in Kwale's conservation efforts, and the Bora Bora Wildlife Conservancy stands out as a popular eco-tourism destination. It provides visitors with opportunities to experience both wildlife and cultural tourism, which brings in income and enhances the conservation message.



Kwale's **community empowerment** efforts have also contributed to its conservation success, with the provision of educational bursaries for local students and the employment of community members as rangers and staff, thereby strengthening the links between people and their environment.

Tana River and Lamu Counties: Integrating Terrestrial, Riverine, and Marine Ecosystems

The conservancies in Tana River and Lamu Counties are characterized by a unique blend of terrestrial, riverine, and marine ecosystems, supporting a rich diversity of species and habitats:



Mangrove Restoration

Lower Tana Delta and Pate Conservancies have been active in mangrove restoration, planting over 50,000 seedlings and establishing nurseries.



Marine Conservation

Kiunga Conservancy focuses on protecting endangered marine species, including sea turtles, while coral restoration projects in Kiunga and Pate Community Conservancies have helped restore damaged reef areas.



Primate Conservation

Efforts to conserve the critically endangered Tana River crested mangabey and the Tana River red colobus in conservancies such as Ndera, Hanshak Nyongoro, and Lower Tana Delta have been strengthened by community involvement in primate monitoring.



Hirola Conservation

The Ishaqbin Hirola Community Conservancy continues to work on the protection and preservation of the Hirola antelope, one of the most endangered species in the region.



Community Development

Microfinance programs, education bursaries for over 300 students, and the installation of biogas systems in Hanshak Nyongoro Conservancy have contributed to improving the livelihoods of local communities while advancing conservation efforts.

Our Track Record

Since its inception in 2021, PECFO has made significant strides in building the capacity of conservancies and advancing conservation efforts across Kenya's coastal region. Our achievements are a testament to the collective work of local communities, conservancies, and stakeholders, all united in the goal of preserving ecosystems while improving livelihoods. Some of our key milestones include:

- **Community Awareness and Capacity Building**
Undertaken community awareness and capacity building conservancies through equipping them with knowledge to reclaim their agency, purpose and voice and be productive citizens.
- **Expanding Membership and Community Participation**
We have expanded our network, currently with 19 member conservancies across the coastal landscape. This growth represents an increase in active community participation and ownership of conservation activities, particularly outside state-protected areas.
- **Institutional Capacity building**
We have invested in training PECFO board members, secretariats, and conservancy staff, equipping them with the skills and knowledge necessary for effective governance. This investment is expected to yield a better conservation outcome.
- **Education and Awareness Forums**
Our education and awareness forums for community members are vital to our conservation efforts. These forums serve as a platform for discussing and promoting conservation and natural resource management, crucial in increasing community involvement and understanding.
- **Conservation and Restoration of Critical Ecosystems**
Spearheaded conservation and restoration of critical marine habitats, such as mangroves and coral reefs, and terrestrial ecosystems, such as coastal forests, for a more balanced ecosystem and biodiversity.
- **Advocating for Community Land Rights**
Advocated for community land rights, ensuring local ownership and control over natural resources.
- **Sustainable Community Livelihoods**
Empowered local communities through sustainable livelihood programs, such as eco-tourism, beekeeping, and sustainable fisheries, reducing reliance on environmentally harmful practices.
- **Reducing Poaching and Illegal Wildlife Trade**
PECFO, in a powerful collaboration with the member conservancies, has significantly reduced poaching incidents and illegal wildlife trade. This achievement is a testament to the effectiveness of ranger (community scout) patrols, wildlife surveillance, and awareness campaigns when implemented collectively.

Situational Analysis: Understanding the Context



Coast Context: Challenges in Conservation

The coastal region of Kenya, rich in biodiversity and natural resources, presents both significant opportunities and challenges for conservation efforts. While PECFO is strategically positioned to protect and manage these ecosystems, the coastal region faces numerous difficulties that hinder effective conservation.

Ecosystem Degradation

Overexploitation, pollution, sedimentation from rivers, and unregulated development threaten the 53,000 hectares of **mangrove forests**, which are crucial for marine life and local livelihoods. These threats not only degrade the mangrove ecosystems but also reduce their effectiveness in protecting coastal areas from storm surges, coastal erosion, and maintaining biodiversity. **Coral reefs** are highly sensitive to climate change which causes coral bleaching due to rising sea temperatures, pollution from agricultural run-off, industrial effluents, and untreated sewage, and destructive fishing practices, leading to reef degradation and loss of marine biodiversity.

Sedimentation and River Impact:

The Tana and Sabaki rivers discharge millions of tons of sediment into the Indian Ocean annually, altering marine habitats caused by excessive sedimentation leads to the loss of seagrass beds, coral reefs, and the decline of marine life and impacting the productivity of coastal ecosystems.

Climate Change

Rising sea levels and increased storm intensity contribute to **coastal erosion** and damaging critical ecosystems such as mangroves and coral reefs, affecting both marine and terrestrial ecosystems.

Socio-Economic Pressures

Communities depend heavily on coastal resources, leading to unsustainable resource extraction (e.g., fishing, logging) and contributing to the degradation of the environment. Poverty and economic instability in coastal communities often result in reliance on practices that harm ecosystems, such as destructive fishing methods and illegal logging.

Unsustainable Development

Urbanization and tourism growth contribute to habitat destruction, pollution, and unregulated land-use practices, further exacerbating environmental pressures.

Organizational Strength

Clear Role and Recognized Brand

PECFO is the leading body for conservancies in the coastal landscape, with a growing network and strong grassroots support. It has a clear role, recognized brand, and respected authority in conservation. With technical expertise, strategic partnerships, and a committed team, PECFO effectively advances the conservancy movement. As an independent organization in Kenya advocating for favorable policies at national and regional levels, PECFO serves as the collective voice of conservancies.

Skilled Workforce and Strong Governance

PECFO has a highly committed and skilled team, supported by a fully constituted and diverse Board, ensuring effective leadership and governance.

Extensive Partnerships and Networks

PECFO leverages a wide network of 19 conservancies, government bodies, national conservancies association, conservation support organizations and key institutions, enhancing collaboration and ensuring alignment with national and regional policies.

Strong Institutional Presence and Governance Framework

PECFO has a strong institutional foundation with a physical presence that supports collaboration and accessibility. It also has key strategies and policies for financial management, human resources, and procurement, ensuring efficiency, transparency, and accountability. These systems strengthen PECFO's capacity to manage resources and build donor confidence, solidifying its role as a trusted leader in conservation.

Organizational Weakness

Sustainability

PECFO relies heavily on donor funding and has limited capacity to attract large grants. The lack of unrestricted funding has led to challenges such as difficulty in retaining skilled staff, gaps in communication and monitoring, and managing short-term projects that often don't align with its mission. To overcome this, PECFO needs a clear strategy to secure core funding and better align its work with its overall goals.

Diverse Landscape

PECFO operates across five counties, each with its own unique needs and challenges, covering both marine and terrestrial ecosystems. This diverse landscape makes it difficult to provide tailored support to all conservancies, especially as the association is still in its nascent stage and building its capacity to address these varied requirements effectively.

Governance Structure

As a community-led organization, PECFO's board needs further development to better support the organization's growth and fundraising. Strengthening the board's decision-making and resource allocation will be key to ensuring the long-term success and sustainability of the organization.

Opportunities

Potential Partnerships

Given the vast landscape PECFO operates within, achieving significant impact requires strong partnerships with communities, donors, and investors. This presents a major opportunity to expand PECFO's impact by strengthening current relationships and building new ones with key stakeholders in the landscape.

Nature-Based Solutions for Sustainable Livelihoods

There is a significant opportunity to leverage nature-based solutions in both marine and terrestrial ecosystems to diversify local livelihoods and promote sustainable conservancies. By integrating these solutions, PECFO can enhance community resilience, support sustainable resource management, and create economic opportunities, ultimately contributing to long-term conservation goals.

Community Empowerment and Participation:

Strengthening community engagement strategies can create opportunities for increased local ownership, participation, and sustainability of initiatives. This involvement can foster a sense of empowerment and facilitate meaningful contributions to achieving PECFO's goals.

Cultural Exchange and Diversity:

Capitalizing on coastal's rich cultural diversity and positioning it as a strength can create opportunities for cross-cultural exchange and learning. Embracing diversity within the community and fostering inclusivity can enrich interventions.





**Empowering local communities
to actively conserve and manage
their natural resources.**



Strategic Framework

PECFO Value Proposition

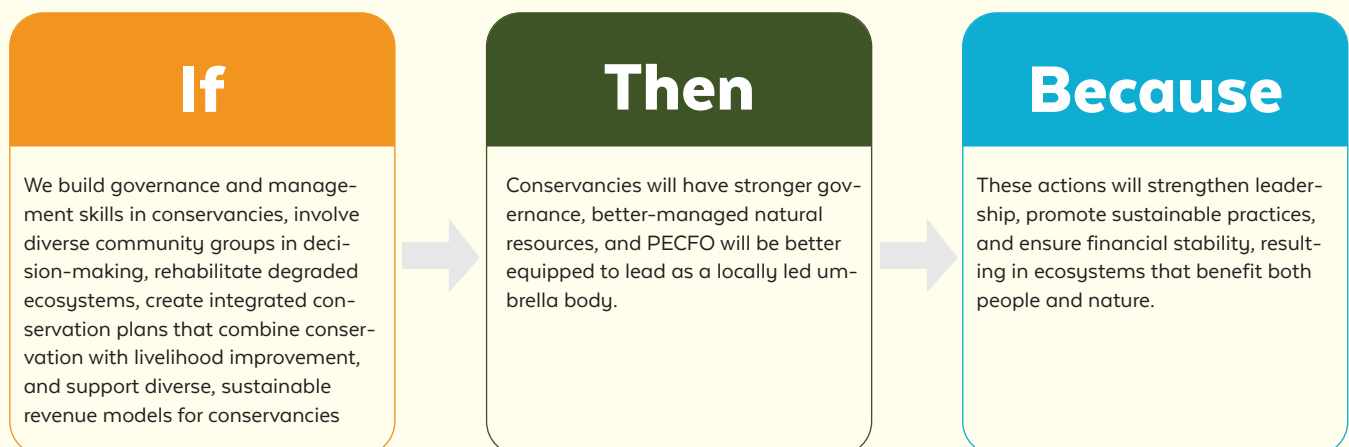
PECFO offers **a unique and impactful approach** to conservation through **community-led conservancies** across Kenya's coastal landscape. By building governance capacity, **promoting inclusivity, and integrating sustainable livelihoods**, PECFO empowers local communities to actively conserve and manage their natural resources.

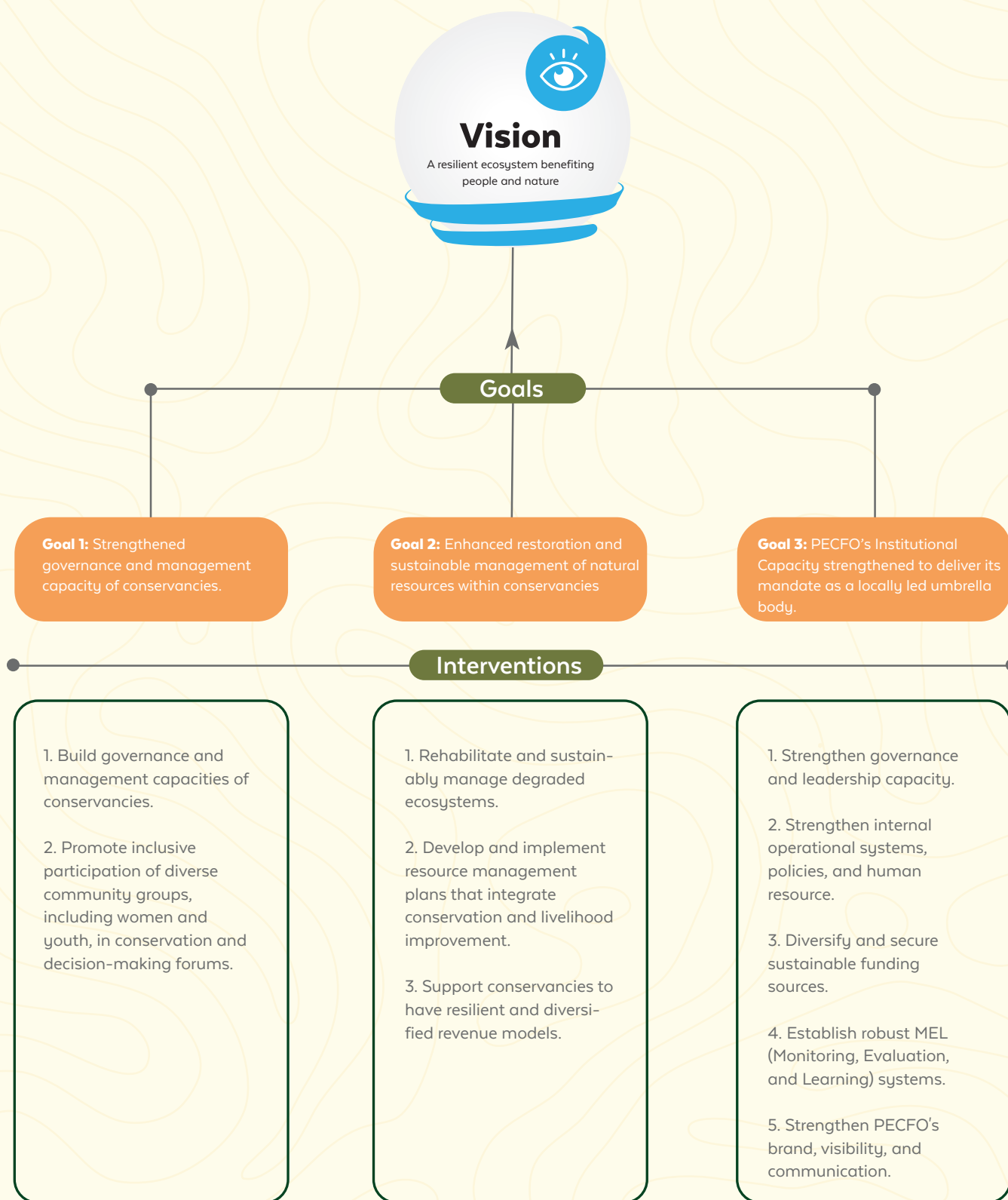
Our commitment to transparency, collaboration, and innovation ensures that conservation efforts are not only effective but also **deliver long-term** benefits for both nature and local livelihoods.

Through strategic partnerships and a focus on sustainability, PECFO is **a trusted leader** in conserving biodiversity while supporting thriving, resilient communities.

Our Theory of Change

PECFO believes that;





Goals and Strategic Objectives

To achieve this theory of change, we will use the following three interdependent goals to work towards our vision:



Goal 1

Strengthened governance and management capacity of conservancies.

Problem

Weak governance structures, limited management capacity, and the exclusion of women, youth, and marginalized groups undermine the effectiveness, transparency, and inclusivity of conservancies. These gaps hinder equitable decision-making and the sustainable management of biodiversity-rich areas.

What success looks like

Conservancies will be governed by robust, inclusive, and transparent structures that empower women, youth, and marginalized groups to actively participate in decision-making. Strengthened governance and management capacity will foster accountability, equitable resource management, and sustainable conservation outcomes across biodiversity-rich landscapes.

Strategic Objective O1: To build the capacity of conservancies on governance and management.

Interventions:

- Build conservancies governance structures, governance capacity, equitable decision making and inclusion of youth, women and other marginalized groups using SAGE, IMET among other assessment tools
- Support the establishment and registration of new conservancies in areas rich in biodiversity
- Support conservancies to develop and implement legal structures and policies to ensure transparency and accountability.
- Support conservancies to hold annual general meetings (AGMs) to foster transparency, accountability, and active participation.

Strategic Objective O2: To promote inclusive participation of diverse community groups, including women and youth, in conservation and decision-making forums.

Interventions:

- Provide leadership and capacity-building programs to increase the involvement of women and youth in conservancy governance and decision-making processes.
- Advocate for policies within conservancies that ensure equitable access to resources, opportunities, and leadership roles for women and youth.
- Establish and support women and youth forums at conservancies and landscape level
- Advocate for and support women, youth, and other marginalized groups to take up active roles in conservancy governance and management.



Goal 2

Enhanced restoration and sustainable management of natural resources within conservancies.

Problem

Degraded ecosystems, limited community capacity, and insufficient financial resilience hinder conservancies' ability to balance conservation goals with sustainable livelihoods. These challenges are compounded by the lack of integrated resource management plans and diversified revenue streams, threatening the long-term sustainability of both ecosystems and communities in the coastal landscape.

What success looks like

Restored and sustainably managed ecosystems, empowered communities, and resilient conservancies with diversified revenue models will ensure the conservation of critical habitats, the conservation of threatened species, and improved livelihoods. Collaboration among stakeholders will foster innovative solutions, enabling conservancies to thrive as models of integrated conservation and developments.

Strategic Objective O1: Rehabilitate and sustainably manage degraded ecosystems including forests, marine, and rangelands by promoting community-led restoration approaches.

Interventions:

- Undertake restoration activities for coral reefs, mangroves, terrestrial forests, and sea-grass ecosystems in identified conservancy areas.
- Implement flora and fauna protection programs, focusing on threatened and endemic species within conservancies.

Strategic Objective O2: Build community capacity and strengthen stakeholder collaboration to develop and implement resource management plans that integrate conservation and livelihood improvement

Interventions:

- Conduct capacity-building workshops and training programs on best restoration practices for conservancy managers and community groups.
- Collaborate with stakeholders to develop comprehensive management plans for conservancies, ensuring the integration of conservation and sustainable livelihoods.

Strategic Objective O3: Support conservancies to have resilient and diversified revenue models.

Interventions:

- Provide training to conservancy leaders in financial management, business development, and resource mobilization to enhance long-term financial stability.
- Facilitate the creation of eco-friendly businesses such as sustainable tourism, bee-keeping, and organic farming, directly benefiting conservancy members.
- Facilitate partnerships between conservancies, local businesses, and NGOs to create mutually beneficial programs that support conservation and local development.



Goal 3

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

Problem

PECFO, a nascent organization and vital umbrella body for the conservation of the coastal landscape, faces challenges from a newly constituted board, an underdeveloped Secretariat, and limited institutional capacity, hindering its ability to effectively coordinate and support member conservancies.

What success looks like

With strengthened institutional capacity, PECFO will operate as a highly effective and trusted umbrella body, demonstrating strong governance, efficient operations, diversified funding, and impactful engagement with stakeholders.

Strategic Objective O1: To strengthen PECFO's governance and leadership capacity to effectively deliver its mandate

Interventions:

- Train board members on good governance, leadership and decision-making and compliance with the board charter.
- Hold effective quarterly board meetings and evaluate board performance
- Conduct effective PECFO Annual General Meetings (AGMs) to facilitate networking, cross learning and sharing of best practices in decision-making among all members.
- Develop and review governance instruments to mainstream the inclusion of women, youth, and diverse conservancies.

Strategic Objective O2: Strengthen internal operational systems, policies, and human resource for efficient management.

Interventions:

- Develop and implement key institutional policies and strategies to streamline operations and ensure consistency in decision-making.
- Upgrade human resource and financial management policies, tools, and protocols to improve staff performance and financial accountability.
- Identify, recruit, and retain talent based on existing capacity gaps

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- Conduct regular training for staff on policy compliance, financial management, and operational best practices to ensure smooth and efficient management.
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Strategic Objective O3: To diversify and secure sustainable funding sources through partnerships, grants, and innovative resource mobilization strategies.

Interventions:

- Develop a resource mobilization and sustainability strategy that identifies diverse funding sources, including grants, partnerships, and income-generating activities.
- Establish strategic partnerships with local and international organizations, businesses, and government entities to secure long-term financial support.
- Create a donor engagement plan to build relationships with existing and potential funders, ensuring continued and diversified funding streams.

Strategic Objective O4: Establish robust MEL systems for improved accountability and informed decision-making.

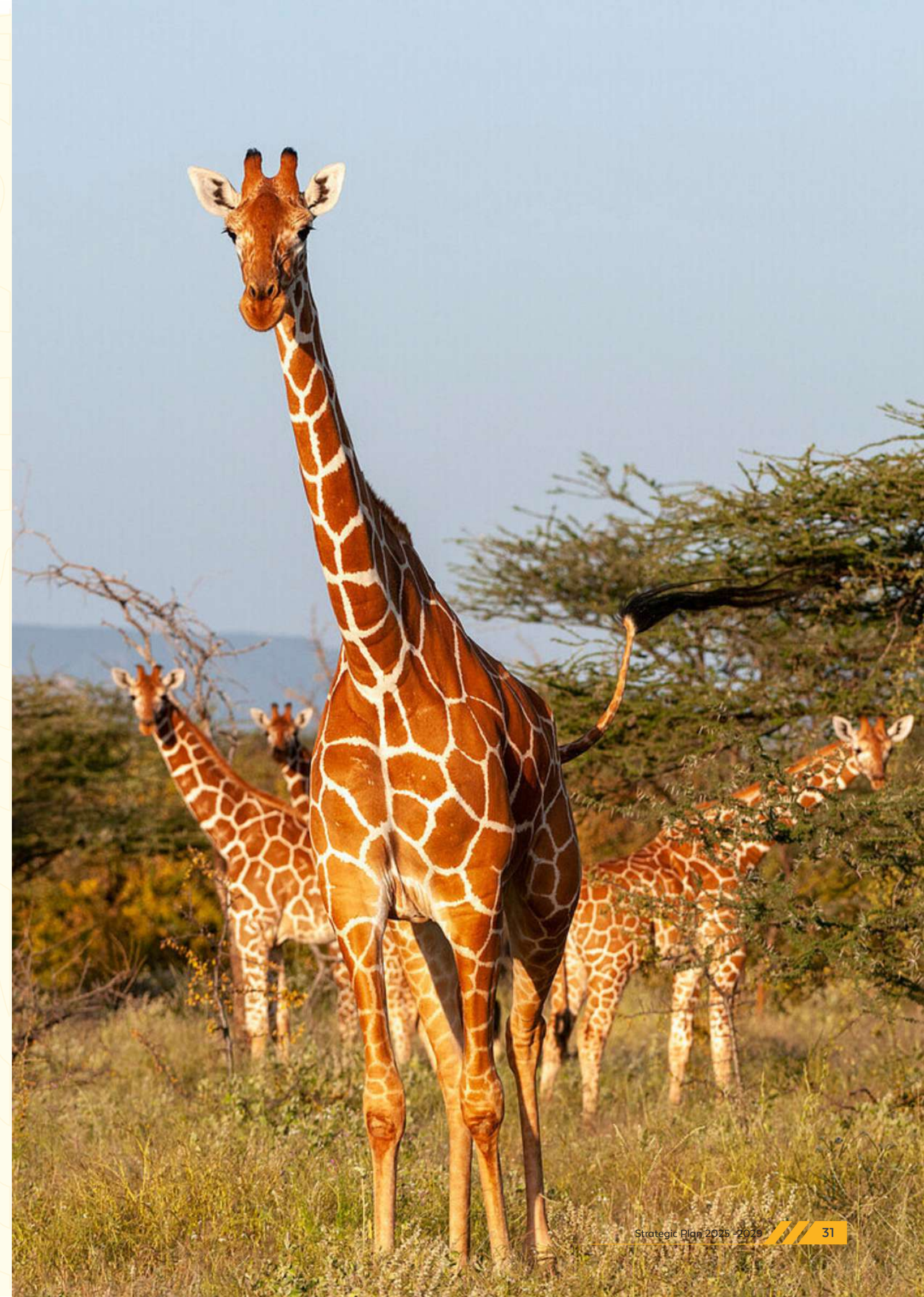
Interventions:

- Strengthen monitoring and evaluation (M&E) systems to track progress on strategic objectives and ensure alignment with organizational goals.
- Develop and implement data collection tools and reporting protocols to ensure accurate and timely reporting on performance.
- Train staff and stakeholders on M&E processes to improve capacity for effective tracking of outcomes and decision-making.

Strategic Objective O4: To strengthen PECFO's brand, visibility, and communication to build trust and attract diverse stakeholders.

Interventions:

- Develop a comprehensive communications strategy to enhance PECFO's public image, emphasizing key successes and impact.
- Increase online and offline presence through targeted campaigns, including social media, media engagement, and public events.



Governance and Organizational Structure

Successful implementation of the strategic plan will be undergirded by strategic leadership and governance, adequate human and financial resources, and an effective risk management system.

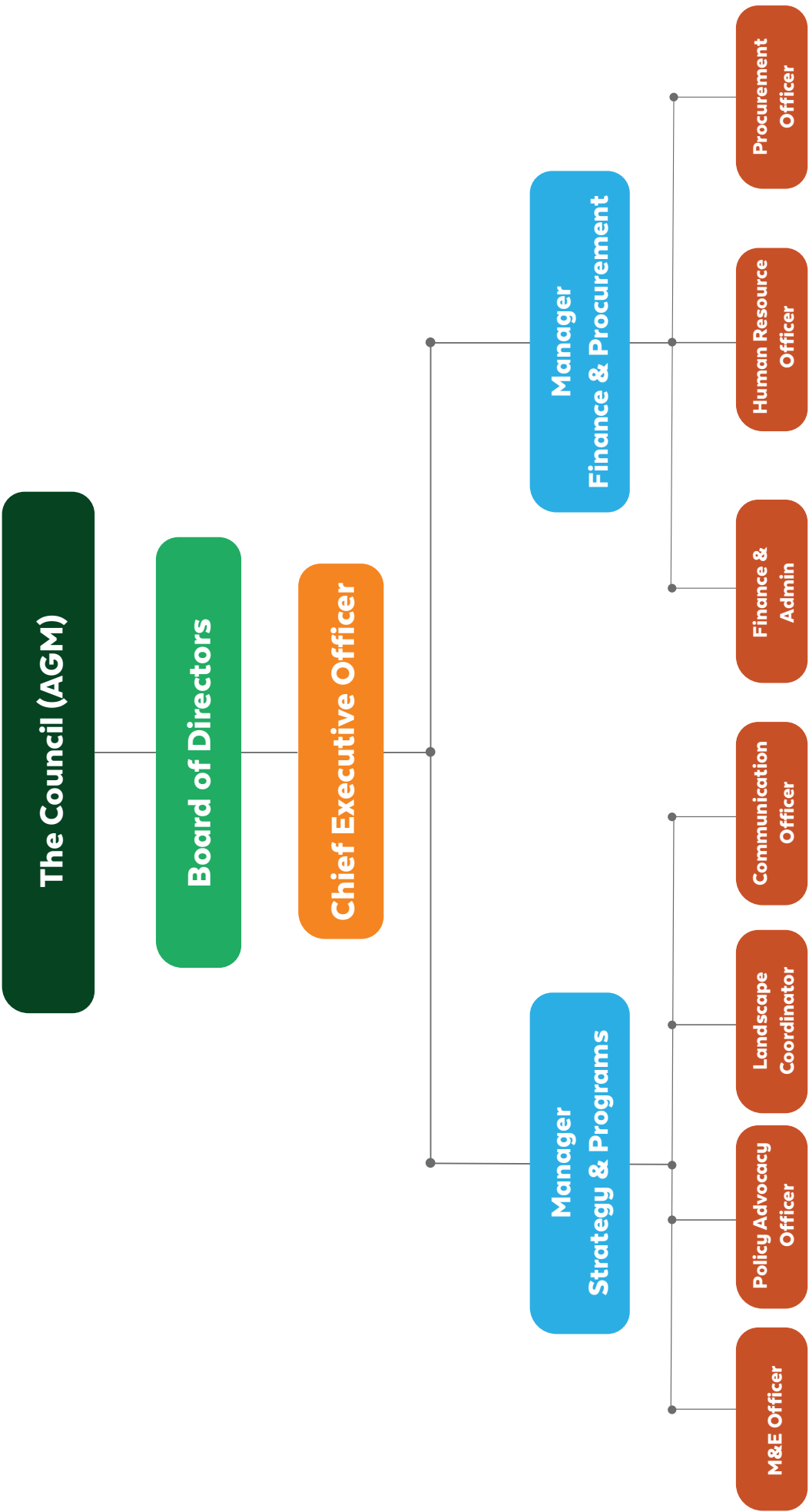
Governance

PECFO operates under a robust governance framework led by a Board of Directors and a supporting Secretariat. The Board of Directors, consisting of up to 11 members, ensures effective oversight and strategic direction for the organization. Each of the five counties—Kwale, Mombasa, Kilifi, Tana River, and Lamu—is represented by two members, elected during the Annual General Meeting (AGM), making up 10 board members. These members elect an independent Chairperson with voting rights during their first board meeting.

Management

Day-to-day operations are managed by the Secretariat, which is led by the Executive Director/Chief Executive Officer. Currently, the Secretariat comprises a Landscape Coordinator and a Finance Assistant. To achieve PECFO's mission and enhance service delivery, plans are underway to expand the Secretariat by recruiting additional staff.

The Secretariat is structured into distinct departments that align with PECFO's mandates, including Programmes, Administration, Finance, Communication/Publicity, and Procurement. This organizational structure enables the efficient execution of PECFO's objectives, as outlined in the organogram.





A robust Monitoring, Evaluation, and Learning framework is essential for tracking progress and promoting vibrant conservancies.



Monitoring, Evaluation & Learning

PECFO recognizes that a robust Monitoring, Evaluation, and Learning (MEL) framework is essential for the successful implementation of its strategic plan. The MEL system will serve as a key tool for tracking progress, assessing the effectiveness of interventions, and facilitating continuous learning and adaptation. It will ensure that PECFO and its member conservancies stay aligned with the overarching goal of promoting vibrant conservancies that enhance livelihoods and safeguard natural resources in the coastal region of Kenya. Through this focused MEL approach, PECFO will ensure that its strategic goals are not only met but are continuously refined and improved upon. This commitment to monitoring, evaluation, and learning will position PECFO as a leading force in community-driven conservation in Kenya's coastal region.

Resources Required



PECFO is a non-profit organization primarily funded by donors. Since its founding in 2022, development partners have fully funded the organization’s programs. During the strategic period of 2025-2029, both program and operating costs are expected to increase significantly to support PECFO in fulfilling its mandate and implementing this strategic plan. To meet the growing budget needs, PECFO will explore diverse resource mobilization strategies and work to diversify and secure additional funding sources for long-term sustainability.

The projected costs are presented below:

Strategic Goals	Year 1 (Kes)	Year 2 (Kes)	Year 3 (Kes)	Year 4 (Kes)	Year 5 (Kes)	TOTAL (Kes)
SG 1	19,350,000	34,450,000	46,250,000	52,500,000	131,800,000	284,350,000
SG 2	17,000,000	107,500,000	58,500,000	50,500,000	43,500,000	277,000,000
SG 3	36,002,000	40,552,000	32,807,000	33,066,500	33,530,050	175,957,550
Total	72,352,000	182,502,000	137,557,00	136,066,500	208,830,050	737,307,550









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