

# STRATEGIC PLAN DEPLOYMENT PROCESS - A CASE OF KWS

## PRESENTERS

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- 2) ARTHUR TUDA  
SENIOR WARDEN COAST CONSERVATION AREA



# PRESENTATION OUTLINE

- Brief on Kenya wildlife service
- KWS products
- KWS strategy story
- Evaluation of existing performance and Assessment for strategy formulation
- Strategy implementation process

# **A BRIEF ON KENYA WILDLIFE SERVICE**



# INTRODUCTION

- ❑ Kenya, is a pioneer and leader in many areas like Black Tea, Cut Flowers, Coffee but is probably best known for her Athletes and Wildlife



- ❑ Wildlife constitutes 70% of the Tourism Product in Kenya

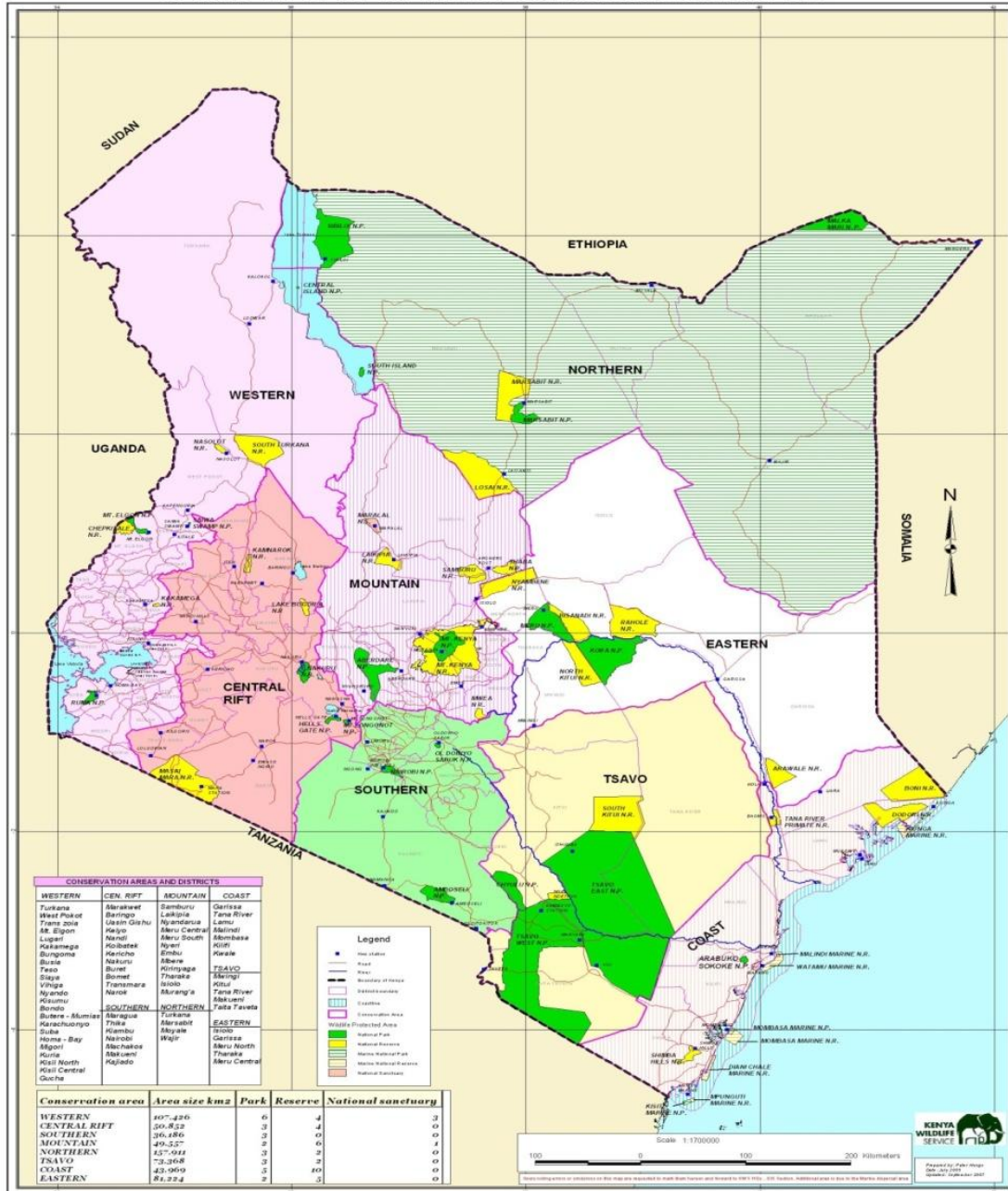
# KENYA WILDLIFE SERVICE-KWS

- ❑ Kenya wildlife Service (KWS) was established by an Act of Parliament, through the Wildlife Conservation and Management Act CAP 376 No 16 of 1989
- ❑ The overall mandate of KWS is to conserve and manage wildlife in Kenya for posterity
- ❑ KWS has
  - sole jurisdiction over National Parks
  - supervisory role in the management of National Reserves, Local and Private Sanctuaries
  - mandate to license, control and Regulate all wildlife conservation and management activities outside the protected areas





## KENYA WILDLIFE SERVICE CONSERVATION AREAS



8% of total land is designated as wildlife protected area

- There are 28 national reserves, 22 national parks, 125 stations and 5 sanctuaries.
- The country is divided into 8 conservation areas due to their biodiversity uniqueness

# KENYA WILDLIFE SERVICE

## OUR PRODUCTS



# Products and Market Segmentation

- ✓ Premium
- ✓ Wilderness
- ✓ Urban
- ✓ Mountain
- ✓ Scenic & Special Interest
- ✓ Marine
- ✓ Sanctuaries



# Amboseli- NP

Embodied in the park are five Main Wildlife habitats:

- open plains,
- acacia woodlands,
- Rocky thorn bush,
- Country swamps &
- marshland

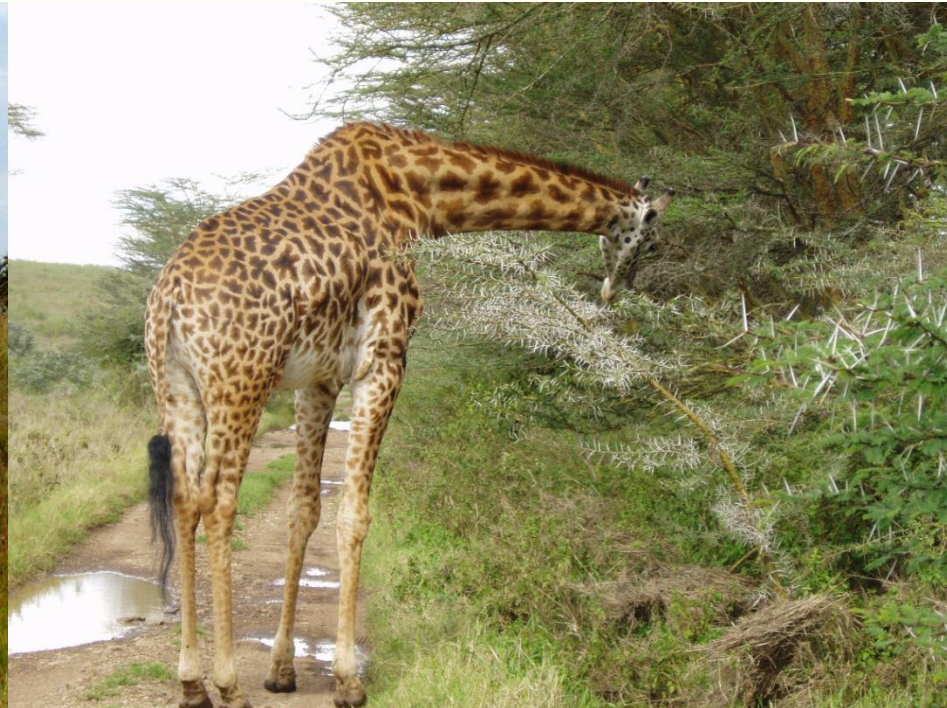


# ‘The World’s Only Wildlife Capital’ Nairobi National Park





# 'The World's Only Wildlife Capital' NNP





# TSAVO EAST NATIONAL PARK

## Theatre of the Wild



**Hirola Family in the  
Park**



**Largest population of Elephants  
in Kenya**



# Mt. Kenya National Park



# Lake Nakuru National Park

‘Greatest  
ornithological  
spectacle on earth  
over

1 million flamingos  
& 0.5 million  
pelicans congregate  
at Lake Nakuru  
during peak season





# Aberdare National Park



Largest  
population  
of buffalos  
in Kenya

# Mt. Longonot National Park



**“Burning bush” forest inside a possibly active volcano, perfect scenery of Rift Valley Province**



# Marine National Parks



# ACCOMMODATION



Eco Accommodation facilities in our Parks



# Beyond Lodges and Camping



## ♦ WALKING SAFARIS

- ♦ BIRD WATCHING
- ♦ NATURE WALKS
- ♦ SUNDOWNERS
- ♦ BUSH DINNERS
- ♦ BUSH BREAKFASTS



- ROCK CLIMBING
- BOATING
- NIGHT GAME DRIVES
- TECHNICAL CLIMBS
- HORSE RIDING

# Community Outreach

## Orwa in Pokot



## Community Scouts





# CSR Projects (eg PANGO PRIMARY SCHOOL KITALE)

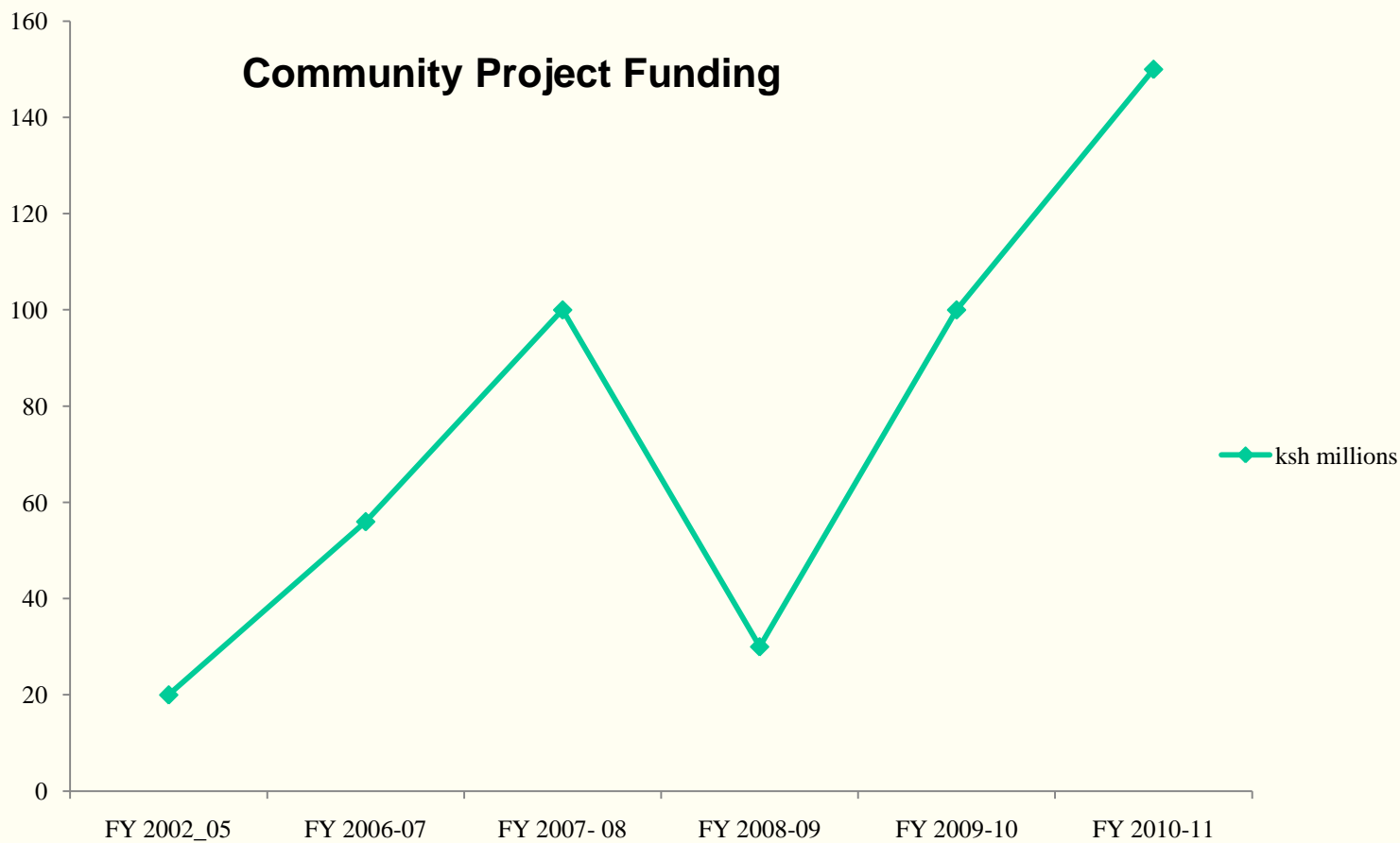


before



after

## Community Project Funding



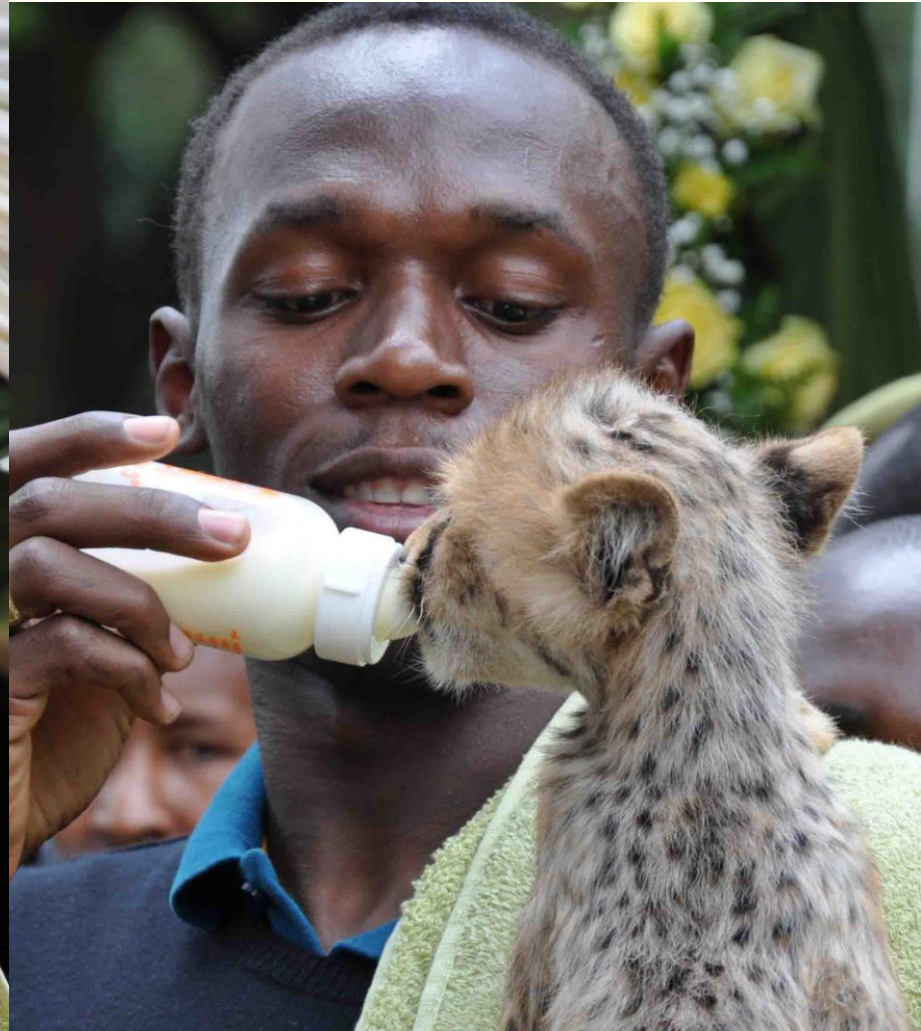
# Species Recovery Programmes

- Black Rhino Conservation and Management Strategies
- Elephant Conservation strategy
- Turtle strategy
- Gravy Zebra Strategy
- Cheetah and wild dogs





# Animal Adoption Programme



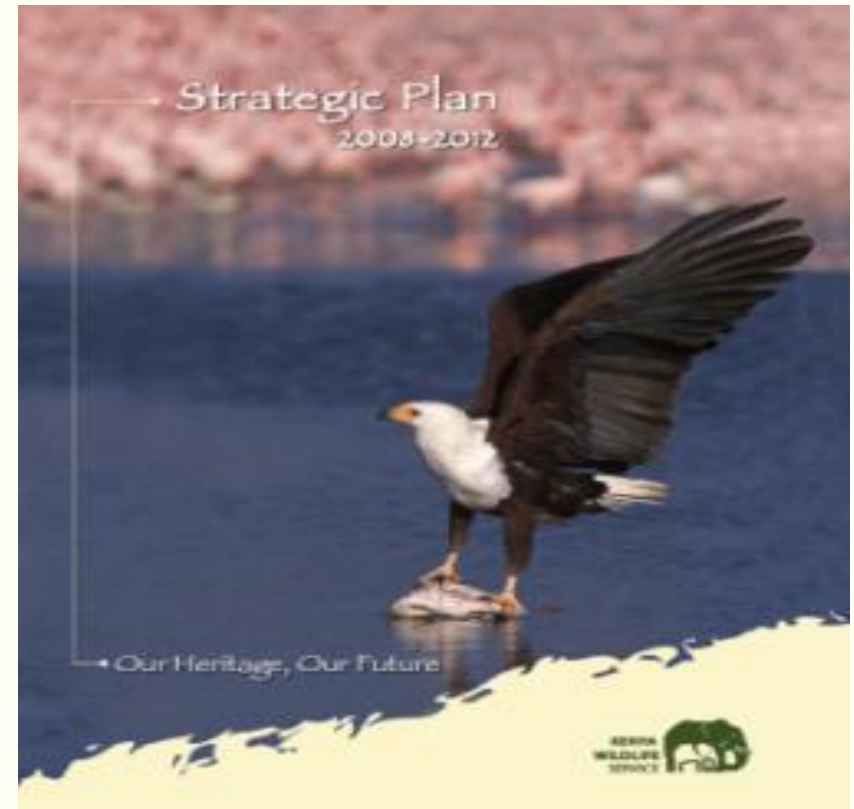
# KENYA WILDLIFE SERVICE-

## STRATEGY STORY



# KWS STRATEGIC PLAN 2008-2012

- ❑ Kenya Wildlife Service strategic plan 2008-2012 was developed using the Balanced score card (BSC) methodology
- ❑ It was developed after a review of the 2005-2010 strategic plan, which was based on the log frame
- ❑ The new strategic plan emphasis was to extend the organizations focus on people, technology and image as the pillars of excellence





# WHY DID WE USE THE BSC APPROACH

The BSC is an integrated strategic planning & performance management system that:-

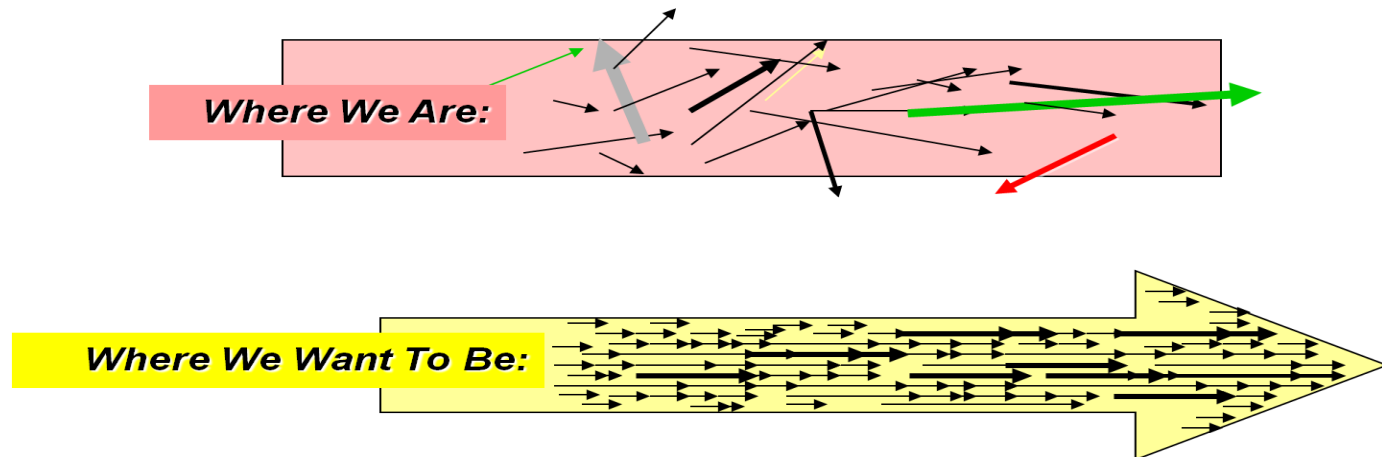
- ☐ Communicates with clarity our vision, mission and strategy to employees and other stakeholders
- ☐ Aligns day- to- day work to the vision and strategy
- ☐ Measures performance in four dimensions (perspectives)
- ☐ Provides a framework for prioritizing activities and projects
- ☐ Uses performance measures and targets to measure progress

# A balancing Act

- Today's Organizations need to be both strategically & operationally excellent to survive and meet tomorrow's challenges
- Emphasis has shifted from just the measurement of financial performance to non-financial as well as management and execution of strategy
- The framework we believed would help us achieve this balance between strategic and operation is BSC

# BSC ALIGNMENT

## Why Strategic Management And The Balanced Scorecard? *Align The Organization*



# The Logic Of Balanced Scorecard Strategic Planning

**Strategic  
Altitude**

30,000 ft.

25,000 ft.

15,000 ft.

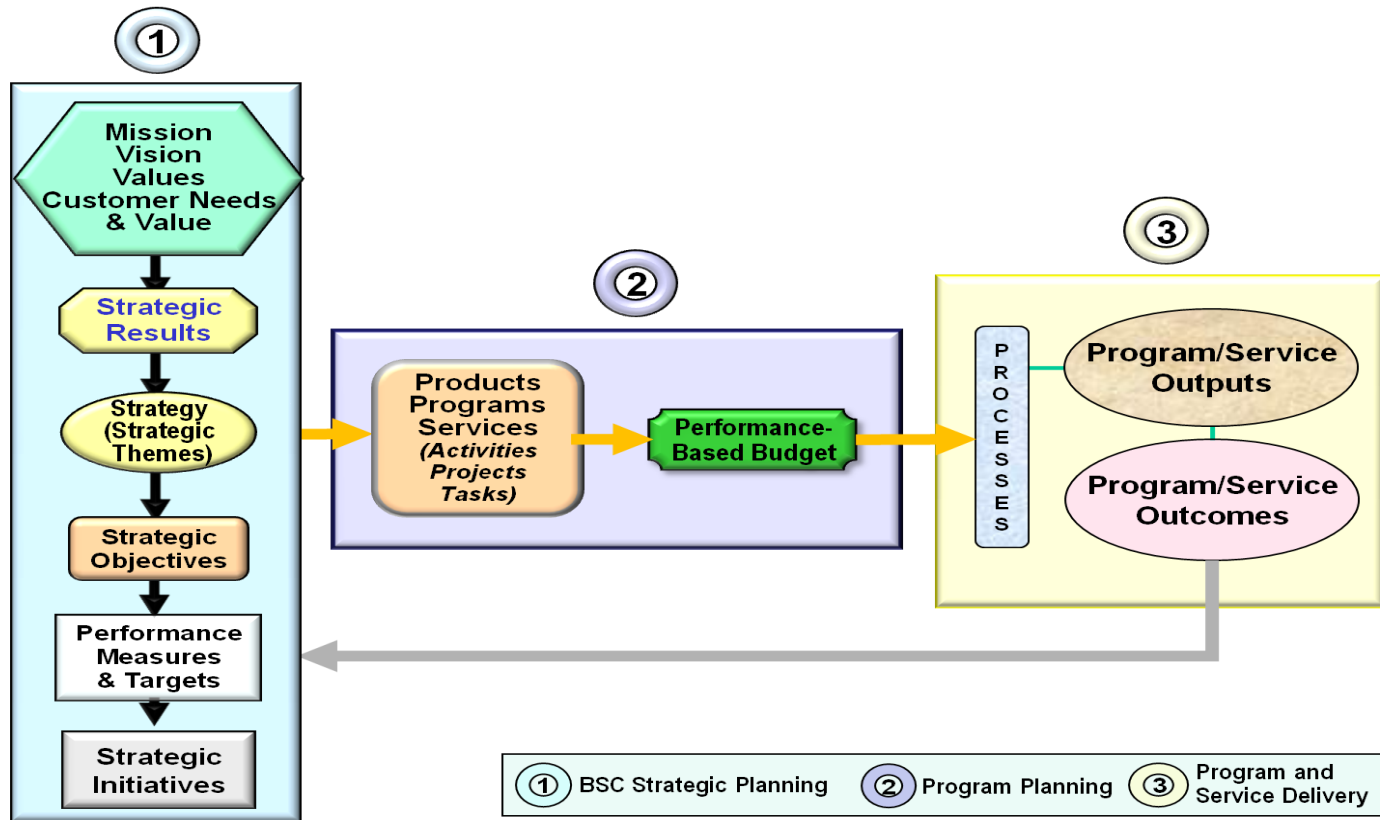
Ground

**Customer/  
Stakeholder  
Needs**







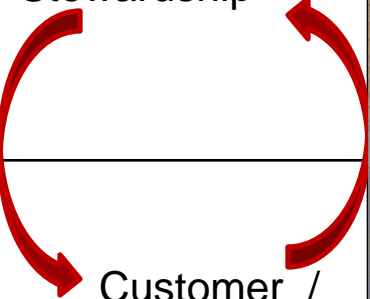
# ALIGNMENT

## The Strategic Scorecard System Aligns Vision, Strategy, Budget, And Operations



# Key Concept: Balanced Scorecard Perspectives

<u>Perspective</u>		<u>Key Results</u>	<u>Key Questions</u>
Financial or Stewardship		<ul style="list-style-type: none"> <li>•Financial Performance</li> <li>•Value</li> <li>•Effective use of Resources</li> </ul>	how do we create value for our owners? how do we maximize value and effectiveness for our mission?
Customer / Stakeholder		<ul style="list-style-type: none"> <li>•Satisfaction</li> <li>•Retention</li> </ul>	Through the eyes of our customers and stakeholders: how well do our products and services meet their needs?
Internal Processes		<ul style="list-style-type: none"> <li>•Process Efficiency</li> </ul>	How can our employees improve internal processes to deliver our product and services better, faster, and cheaper?
Organization Capacity or Learning & Growth		<ul style="list-style-type: none"> <li>•Human Capital</li> <li>•Learning</li> <li>•Tools</li> <li>•Innovation</li> <li>•Infrastructure</li> <li>•Leadership</li> <li>•Culture</li> </ul>	How can we support the internal processes through improved knowledge, skills and abilities of our employees, thro provision of tools & technology, and leadership?





# Why BSC?



With the BSC strategy has become everyone's Job!

# Building & Implementing A Balanced Scorecard: *Nine Steps To Success™*



# EVALUATION OF EXISTING PERFORMANCE AND ASSESSMENT

■



# OUR APPROACH

- ❑ Chinese proverb “ Tell me and I will forget, show me and I may remember, involve me and I will understand”.
- ❑ Our approach was to involve everybody in the strategic plan development and implementation
- ❑ We evaluated the existing strategic performance and strategic management systems

# KEY ISSUES EVALUATED

## 1. Results verses expectations

- ☐ Are our initiatives producing the right results?
- ☐ Are we having the right objectives?
- ☐ Is our organization aligned to the right outcomes?

## 2. Change management practices

- ☐ Are leaders at all levels engaged?
- ☐ Are communication processes interactive? (vertical and horizontal)
- ☐ Are employees engaged during the process?
- ☐ Are we a learning organization? (i.e. able to learn and improve)
- ☐ Is our budgeting system reflecting strategy?

# KEY ISSUES EVALUATED

## 3. Strategy and scorecard components

- ☐ Are our measures and targets effective?
- ☐ Has our strategic environment changed (enablers and pains)
- ☐ Are our strategies working and producing the right results



# ASSESSMENT MATRIX

<b>System component</b>	<b>Reviewed</b>	<b>Comments</b>
<b>Mission</b>	×	<b>Acceptable</b>
<b>Vision</b>	×	<b>Acceptable</b>
<b>Core values</b>	×	<b>Enhanced</b>
<b>Strategic Results</b>	×	<b>Changed</b>
<b>Enablers/Pains</b>	×	<b>Revised</b>
<b>Customer needs/value proposition</b>	×	<b>Revalidated</b>
<b>Perspectives</b>	×	<b>Adopted the four in BSC</b>
<b>Strategic objectives</b>	×	<b>Revised in line with BSC</b>
<b>Performance measures /targets</b>	×	<b>Revised to measure objectives</b>
<b>Strategic Initiatives</b>	×	<b>Reviewed</b>
<b>Automation plan</b>	×	<b>Reviewed</b>
<b>Cascading plan</b>	×	<b>Adopted 3-tier approach</b>
<b>Evaluation plan</b>	×	<b>Agreed to make it a continual process</b>

# Key Strategic Elements

**Mission**



What we are about

**Vision**



What we want to be in the future

**Strategic Themes**



Main focus areas of the business for KWS; People, Technology and Image . These are our “pillars of excellence”. They are used to focus staff effort on accomplishing the Vision

**Strategic Result**



Desired outcome for the main focus areas of our business

# ASSESSMENT-VISION

Criterion	Assessment
Describes a picture of the future	Yes
Brief and memorable	Yes
Inspiring to employees	Yes
Covers entire organization	Yes
How is it viewed by external world	ok

## Our Vision

**To be a world leader in wildlife conservation**



# ASSESSMENT-MISSION

Criterion	Assessment
Briefly tells who we are and what we do	Yes
States our permanent purpose	Yes
Identifies stakeholders	Yes
Indicates scope of people served	Yes
Identifies unique features of our org	Yes

## Our Mission

**To sustainably conserve and manage Kenya's wildlife and its habitats in collaboration with stakeholders for posterity**

# ASSESSMENT-VALUE STATEMENT

Criterion	Assessment
Describe traits and qualities considered imperative	Yes
Describe how we will behave to all stakeholders	Yes
Unique and authentic to KWS	Yes
Describe authentic values held by leadership of KWS	Yes

## Value statement

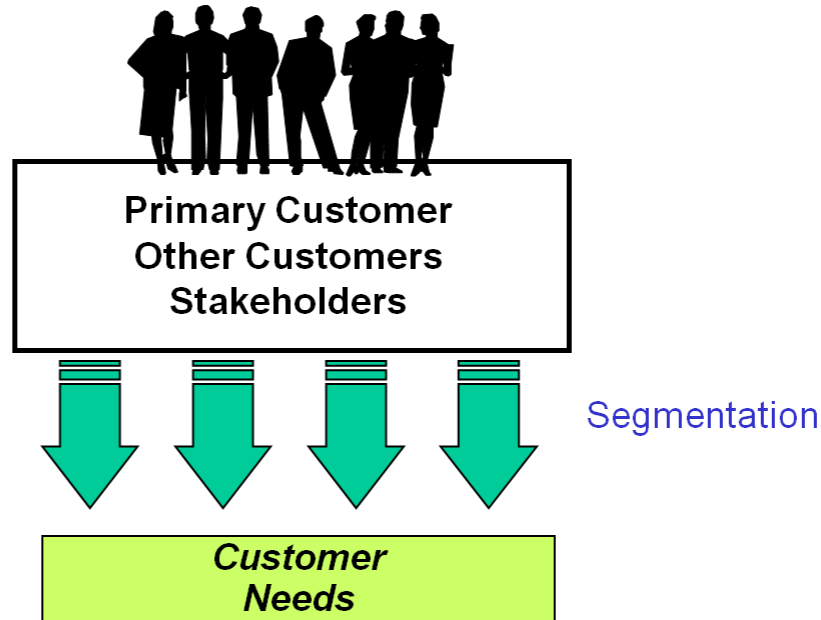
**At KWS, we conserve and manage Kenya's wildlife scientifically, responsively and professionally. We do this with integrity, recognizing and encouraging staff creativity , continuous learning and teamwork in partnership with communities and stakeholders.**

# Identification and Understanding Customers and Stakeholders

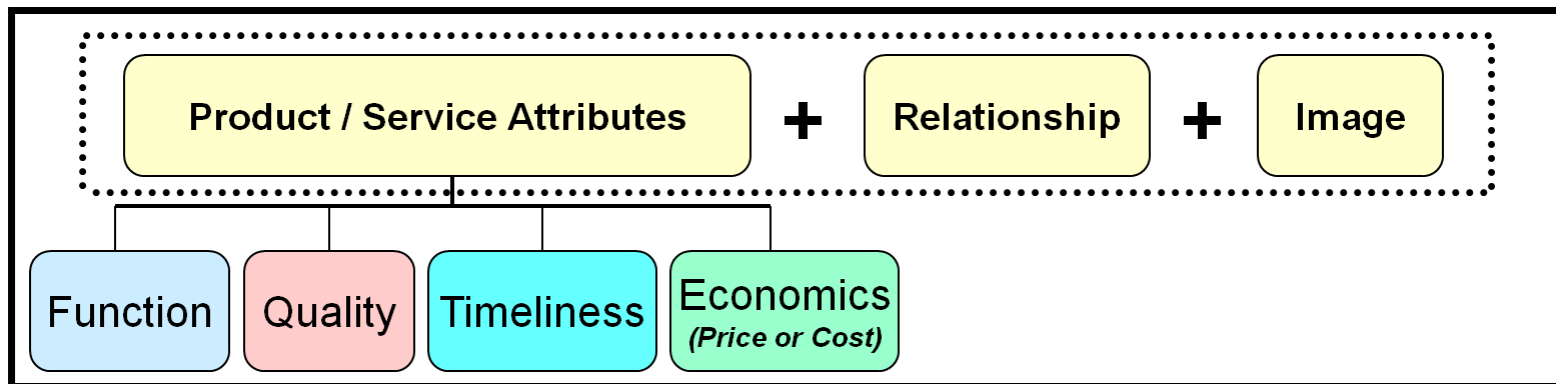
Customer/ Stakeholders Group	Examples of customers	Behaviours We Want to See	Their Needs (Value They Are Seeking)	Resistance Issues	Their Influence
Primary Customer	<ul style="list-style-type: none"> <li>✓Tourists</li> <li>✓Hoteliers</li> <li>✓Tour operators</li> </ul>	<ul style="list-style-type: none"> <li>✓Customer satisfaction &amp; retention</li> <li>✓Product appreciation</li> </ul>	<ul style="list-style-type: none"> <li>✓Wildlife diversity</li> <li>✓Good roads</li> <li>✓Quick service</li> <li>✓Visitor safety</li> </ul>	<ul style="list-style-type: none"> <li>✓Product price</li> <li>✓Park policies</li> <li>✓Demand value for money</li> </ul>	<ul style="list-style-type: none"> <li>✓Financials</li> <li>✓Policies</li> </ul>
Other Customers	<ul style="list-style-type: none"> <li>✓Airlines</li> <li>✓Transport industry</li> <li>✓suppliers</li> </ul>	<ul style="list-style-type: none"> <li>✓Partnerships, our services complement theirs</li> </ul>	<ul style="list-style-type: none"> <li>✓Wildlife to sustain value chain</li> </ul>	<ul style="list-style-type: none"> <li>✓Policies, products</li> </ul>	<ul style="list-style-type: none"> <li>✓Financial</li> <li>✓Service Delivery</li> </ul>
Stakeholders	<ul style="list-style-type: none"> <li>✓Communities</li> <li>✓Government agencies</li> <li>✓Local authorities</li> <li>✓Private conservancies</li> </ul>	<ul style="list-style-type: none"> <li>✓Satisfaction, appreciation, partnerships and relationships</li> <li>✓Goodwill and support</li> </ul>	<ul style="list-style-type: none"> <li>✓Resource sharing,</li> <li>✓Service, financial and conservation stewardship</li> </ul>	<ul style="list-style-type: none"> <li>✓Policies</li> <li>✓Accountability</li> <li>✓Service</li> </ul>	<ul style="list-style-type: none"> <li>✓Policy</li> <li>✓Support</li> <li>✓Financial</li> <li>✓Goodwill</li> </ul>



# Critical Step: Understand Your Customer



Identify what customers and stakeholders are seeking from you:



# SWOT

## **STRENGTHS**

- Unique wildlife resources and landscape
- Well established anti-poaching unit
- Support and goodwill from Kenyans
- Committed and competent workforce

## **WEAKNESSES**

- Outdated wildlife legislation
- Inadequate financial resources to cope with mandate
- Lack of biodiversity inventories

## **OPPORTUNITIES**

- Government support and goodwill
- Supportive donor and development partners
- Bio-prospecting opportunities
- Potential to reduce operational costs

## **THREATS**

- Insecurity in some areas
- Poaching of wildlife products
- Human wildlife conflict due to upsurge of human population
- Poverty

# Summary of key issues in Assessment

## **KEY ACTIONS**

- Developed a plan for the BSC
- Assessed the organization internally and externally
- Defined KWS vision, mission, values, pains and enablers
- Identified KWS primary customers and stakeholders
- Created a change management plan
- Communicated commitment to performance based management
- Formulated implementation teams
- Conducted various workshops

## **PRODUCTS**

- SWOT results summarized
- Strengths + opportunities=Enablers
- Threats +weaknesses= pains
- Mission and vision statements prepared
- Management commitment secured
- BSC teams selected and empowered
- Resource commitment secured
- BSC plan and time- table done
- Communication strategy developed



# Summary of key issues in strategy

## **KEY ACTIONS**

- Develop customer/stakeholder needs
- Develop customer value proposition
- Develop strategic themes and strategic results
- Choose the performance dimensions/perspectives
- Document and communicate strategic thinking results

## **PRODUCTS**

- Customer needs and value proposition described
- Strategic theme and strategic result of each theme prepared
- Perspectives selected
- Results documented and communicated

# STRATEGY IMPLEMENTATION

# STRATEGY IMPLEMENTATION

- ❑ Mandate was secured from Senior management of KWS
- ❑ An aggressive schedule was then drawn
- ❑ Top management and the Board was sensitized
- ❑ Broad representation across the organization was secured by forming a cross functional team derived from all the divisions ( Strategy Implementation Team)
- ❑ All staff were trained they developed their departmental and personal score cards

# CASCADING KWS-APPROACH

- ❑ Corporate score cards (Tier One)

- Divisions (coordination)

- ❑ Department score cards (Tier Two)

- Field Assistant Directors (coordination)

- ❑ Parks and Stations score cards (Tier Three)

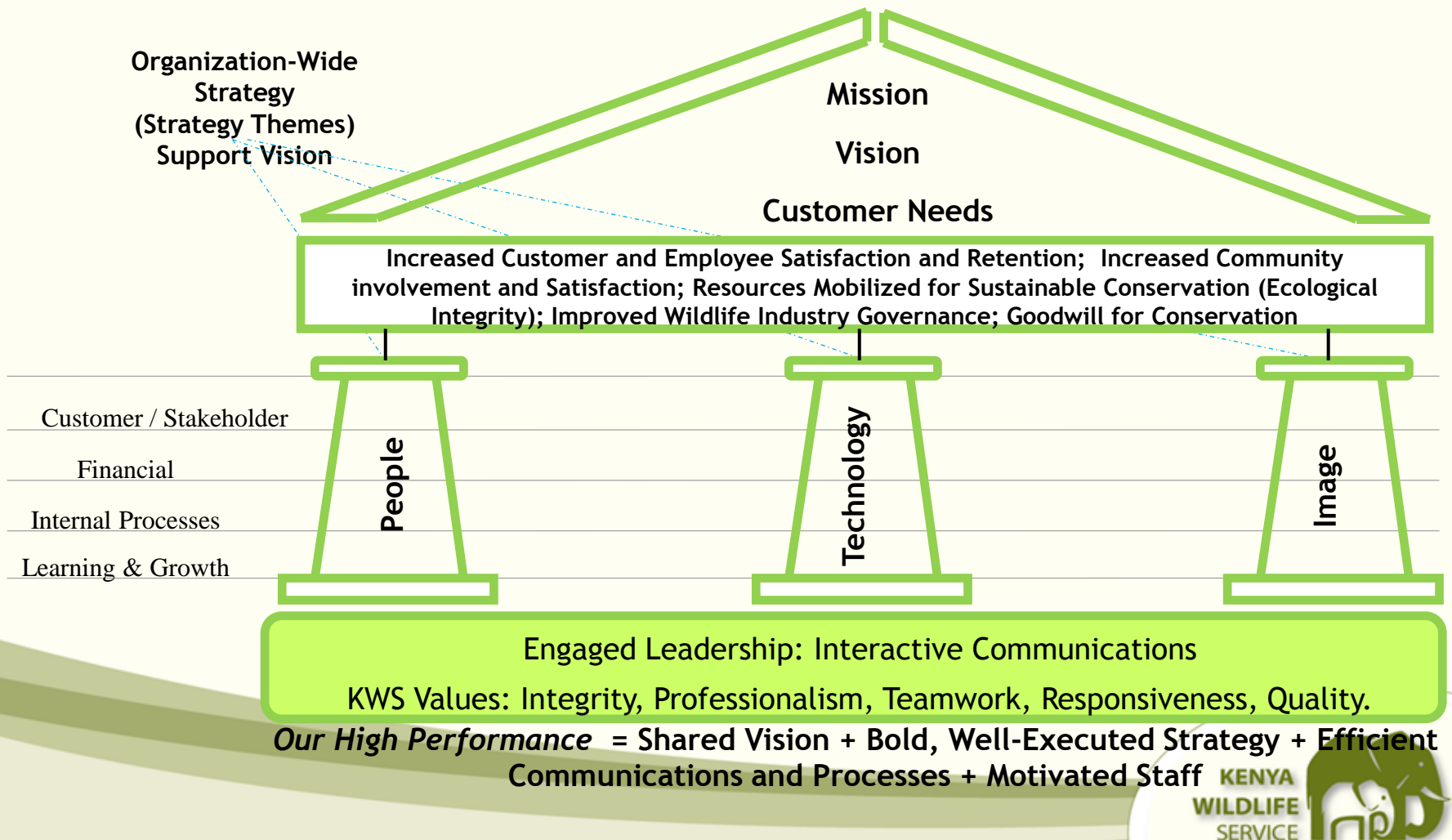
- ❑ Individual (Tier Four)



# CASCADING CONT

- Our strategy story came out with more clarity and people understood our strategic direction and the roles they are supposed to play in it
- This is clearly demonstrated in the KWS strategy house

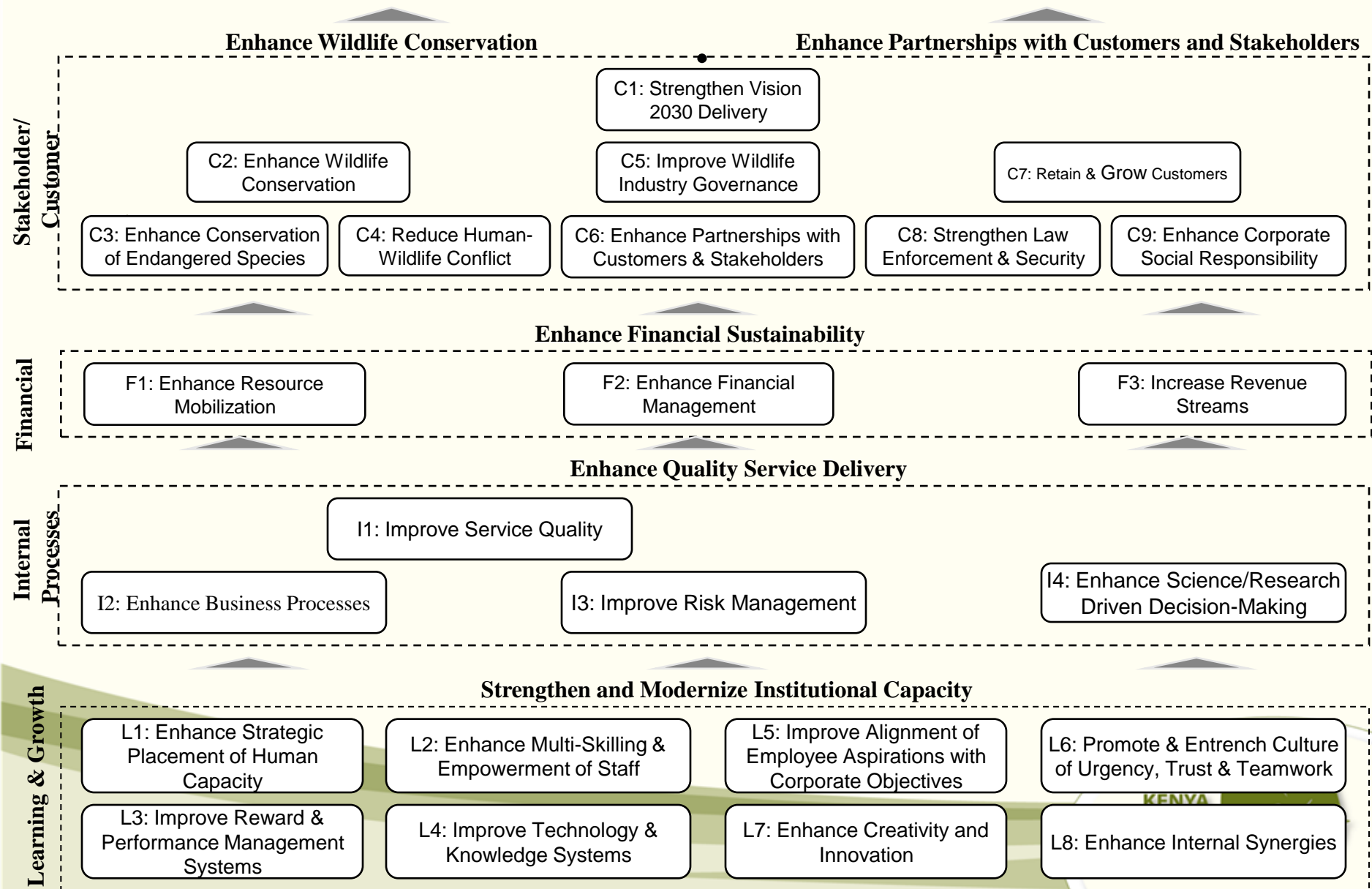
# KENYA WILDLIFE SERVICE STRATEGY HOUSE



# KWS CORPORATE STRATEGY MAP

Mission

*To Sustainably Conserve and Manage Kenya's Wildlife and its Habitats in Collaboration with Stakeholders for Posterity*



# BALANCED SCORE CARD-REPORTING

Perspective	Corp objective	Dept Obj	Measure	Target	Initiatives	Budget	comments	Ratings	
Customer/ Stakeholder	Improve wildlife industry governance	Enhance employee understanding of strategic direction	No of training conducted on BSC	6	Train and develop score cards for all conservation areas	Kshs 2 million	All staff trained in the 6 areas		
Financial	Enhance financial sustainability	Reduce cost	% reduction in overhead cost	5	Review budgetary allocation and monitor compliance	Nil	There was 100% compliance for the quarter		
Internal processes	Improve service delivery	Enhance compliance with the SOPs	% compliance	100	Conduct ISO audits Initiate corrective actions	Kshs 400,000	The target was not achieved for the quarter		
Learning and growth	Strengthen institutional capacity	Enhance staff capacity	One new staff recruited	1	Recruit officer to handle QMS	30,000	Give specs to HR Conduct interviews		



# OUR CRITICAL SUCCESS FACTORS

- 1) Leadership Matters- visible and engaged
- 2) Communication matters-transparent and clear
- 3) Language issues- agreed on a common understanding
- 4) Commitment-data and factual decision making
- 5) Planning with the end in mind-strategy first, then operations
- 6) Avoiding rush to judgment- systematically implementing and using lessons learnt for improvement
- 7) Managing change-well planned
- 8) Executing throughout
- 9) Knowing that we have a marathon and not a sprint

# THANK YOU

