STRATEGIC PLAN
DEPLOYMENT PROCESS
- A CASE OF KWS

PRESENTERS
1) JOSEPH OSEWE
HEAD OF PRODUCTIVITY IMPROVEMENT & QUALITY ASSURANCE
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
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
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
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*

*Where We Are:*

*Where We Want To Be:*
The Logic Of Balanced Scorecard Strategic Planning

Strategic Altitude

Customer/ Stakeholder Needs

30,000 ft.

What is our purpose? What do we do?

Mission

Vision

What is our picture of the future?

What performance lenses should we use to evaluate results?

Strategic Perspectives

What are our main focus areas ("Pillars of Excellence")? What results do we want to satisfy our customers needs?

Strategic Themes & Results

What continuous improvement activities are needed to get results?

Objectives

Strategy Map

How do we create and improve value for customers?

Performance Measures & Targets

How will we know if we are achieving the results we want?

Strategic Initiatives

Specifically, what projects and programs will contribute to the desired results?
ALIGNMENT

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

1. Mission Vision Values Customer Needs & Value
   - Strategic Results
   - Strategy (Strategic Themes)
   - Strategic Objectives
   - Performance Measures & Targets
   - Strategic Initiatives

2. Products Programs Services (Activities Projects Tasks)
   - Performance-Based Budget

3. Program/Service Outputs
   - Program/Service Outcomes

① BSC Strategic Planning ② Program Planning ③ Program and Service Delivery

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<table>
<thead>
<tr>
<th>Perspective</th>
<th>Key Results</th>
<th>Key Questions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial or Stewardship</td>
<td>• Financial Performance</td>
<td>how do we create value for our owners? how do we maximize value and effectiveness for our mission?</td>
</tr>
<tr>
<td></td>
<td>• Value</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Effective use of Resources</td>
<td></td>
</tr>
<tr>
<td>Customer / Stakeholder</td>
<td>• Satisfaction</td>
<td>Through the eyes of our customers and stakeholders: how well do our products and services meet their needs?</td>
</tr>
<tr>
<td></td>
<td>• Retention</td>
<td></td>
</tr>
<tr>
<td>Internal Processes</td>
<td>• Process Efficiency</td>
<td>How can our employees improve internal processes to deliver our product and services better, faster, and cheaper?</td>
</tr>
<tr>
<td>Organization Capacity or Learning &amp; Growth</td>
<td>• Human Capital Learning</td>
<td>How can we support the internal processes through improved knowledge, skills and abilities of our employees, thro provision of tools &amp; technology, and leadership?</td>
</tr>
<tr>
<td></td>
<td>• Tools</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Innovation</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Infrastructure</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Leadership</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Culture</td>
<td></td>
</tr>
</tbody>
</table>
Why BSC?

With the BSC strategy has become everyone's Job!
Building & Implementing A Balanced Scorecard: Nine Steps To Success™

- BSC Development Plan
- Strategic Elements
- Change Management

- Strategy Results
- Revised Strategies

- Customer Value
- Strategic Themes
- Strategic Results

- Alignment
- Unit & Individual Scorecards

- Strategy Action Components

- Software
- Performance Reporting
- Knowledge Sharing

- Cause-Effect Links

- Strategic Projects

- Performance Measures
- Targets
- Baselines

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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

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

<table>
<thead>
<tr>
<th>Criterion</th>
<th>Assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Describes a picture of the future</td>
<td>Yes</td>
</tr>
<tr>
<td>Brief and memorable</td>
<td>Yes</td>
</tr>
<tr>
<td>Inspiring to employees</td>
<td>Yes</td>
</tr>
<tr>
<td>Covers entire organization</td>
<td>Yes</td>
</tr>
<tr>
<td>How is it viewed by external world</td>
<td>ok</td>
</tr>
</tbody>
</table>

**Our Vision**
To be a world leader in wildlife conservation
## ASSESSMENT-MISSION

<table>
<thead>
<tr>
<th>Criterion</th>
<th>Assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Briefly tells who we are and what we do</td>
<td>Yes</td>
</tr>
<tr>
<td>States our permanent purpose</td>
<td>Yes</td>
</tr>
<tr>
<td>Identifies stakeholders</td>
<td>Yes</td>
</tr>
<tr>
<td>Indicates scope of people served</td>
<td>Yes</td>
</tr>
<tr>
<td>Identifies unique features of our org</td>
<td>Yes</td>
</tr>
</tbody>
</table>

**Our Mission**
To sustainably conserve and manage Kenya's wildlife and its habitats in collaboration with stakeholders for posterity
### ASSESSMENT-VALUE STATEMENT

<table>
<thead>
<tr>
<th>Criterion</th>
<th>Assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Describe traits and qualities considered imperative</td>
<td>Yes</td>
</tr>
<tr>
<td>Describe how we will behave to all stakeholders</td>
<td>Yes</td>
</tr>
<tr>
<td>Unique and authentic to KWS</td>
<td>Yes</td>
</tr>
<tr>
<td>Describe authentic values held by leadership of KWS</td>
<td>Yes</td>
</tr>
</tbody>
</table>

**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

<table>
<thead>
<tr>
<th>Customer/Stakeholders Group</th>
<th>Examples of customers</th>
<th>Behaviours We Want to See</th>
<th>Their Needs (Value They Are Seeking)</th>
<th>Resistance Issues</th>
<th>Their Influence</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Primary Customer</strong></td>
<td>✓Tourists ✓Hoteliers ✓Tour operators</td>
<td>✓Customer satisfaction &amp; retention ✓Product appreciation</td>
<td>✓Wildlife diversity ✓Good roads ✓Quick service ✓Visitor safety</td>
<td>✓Product price ✓Park policies ✓Demand value for money</td>
<td>✓Financials ✓Policies</td>
</tr>
<tr>
<td><strong>Other Customers</strong></td>
<td>✓Airlines ✓Transport industry ✓suppliers</td>
<td>✓Partnerships, our services complement theirs</td>
<td>✓Wildlife to sustain value chain</td>
<td>✓Policies, products</td>
<td>✓Financial ✓Service Delivery</td>
</tr>
<tr>
<td><strong>Stakeholders</strong></td>
<td>✓Communities ✓Government agencies ✓Local authorities ✓Private conservancies</td>
<td>✓Satisfaction, appreciation, partnerships and relationships ✓Goodwill and support</td>
<td>✓Resource sharing, ✓Service, financial and conservation stewardship</td>
<td>✓Policies ✓Accountability ✓Service</td>
<td>✓Policy ✓Support ✓Financial ✓Goodwill</td>
</tr>
</tbody>
</table>
Critical Step: Understand Your Customer

Primary Customer
Other Customers
Stakeholders

Segmentation

Customer Needs

Identify what customers and stakeholders are seeking from you:

Product / Service Attributes + Relationship + Image

Function Quality Timeliness Economics (Price or Cost)
## SWOT

<table>
<thead>
<tr>
<th>STRENGTHS</th>
<th>WEAKNESSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ Unique wildlife resources and landscape</td>
<td>▪ Outdated wildlife legislation</td>
</tr>
<tr>
<td>▪ Well established anti-poaching unit</td>
<td>▪ Inadequate financial resources to cope with mandate</td>
</tr>
<tr>
<td>▪ Support and goodwill from Kenyans</td>
<td>▪ Lack of biodiversity inventories</td>
</tr>
<tr>
<td>▪ Committed and competent workforce</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>OPPORTUNITIES</th>
<th>THREATS</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ Government support and goodwill</td>
<td>▪ Insecurity in some areas</td>
</tr>
<tr>
<td>▪ Supportive donor and development partners</td>
<td>▪ Poaching of wildlife products</td>
</tr>
<tr>
<td>▪ Bio-prospecting opportunities</td>
<td>▪ Human wildlife conflict due to upsurge of human population</td>
</tr>
<tr>
<td>▪ Potential to reduce operational costs</td>
<td>▪ Poverty</td>
</tr>
</tbody>
</table>
## 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)*
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

Mission
Vision
Customer Needs

Increased Customer and Employee Satisfaction and Retention; Increased Community involvement and Satisfaction; Resources Mobilized for Sustainable Conservation (Ecological Integrity); Improved Wildlife Industry Governance; Goodwill for Conservation

Engaged Leadership: Interactive Communications
KWS Values: Integrity, Professionalism, Teamwork, Responsiveness, Quality.

Our High Performance = Shared Vision + Bold, Well-Executed Strategy + Efficient Communications and Processes + Motivated Staff

Organization-Wide Strategy (Strategy Themes)
Support Vision

People
Technology
Image

Customer / Stakeholder
Financial
Internal Processes
Learning & Growth
Mission
To Sustainably Conserve and Manage Kenya’s Wildlife and its Habitats in Collaboration with Stakeholders for Posterity

Enhance Wildlife Conservation
- C1: Strengthen Vision 2030 Delivery
- C2: Enhance Wildlife Conservation
- C3: Enhance Conservation of Endangered Species
- C4: Reduce Human-Wildlife Conflict
- C5: Improve Wildlife Industry Governance
- C6: Enhance Partnerships with Customers & Stakeholders
- C7: Retain & Grow Customers
- C8: Strengthen Law Enforcement & Security
- C9: Enhance Corporate Social Responsibility

Enhance Financial Sustainability
- F1: Enhance Resource Mobilization
- F2: Enhance Financial Management
- F3: Increase Revenue Streams

Enhance Quality Service Delivery
- I1: Improve Service Quality
- I2: Enhance Business Processes
- I3: Improve Risk Management
- I4: Enhance Science/Research Driven Decision-Making

Strengthen and Modernize Institutional Capacity
- L1: Enhance Strategic Placement of Human Capacity
- L2: Enhance Multi-Skilling & Empowerment of Staff
- L3: Improve Reward & Performance Management Systems
- L4: Improve Technology & Knowledge Systems
- L5: Improve Alignment of Employee Aspirations with Corporate Objectives
- L6: Promote & Entrench Culture of Urgency, Trust & Teamwork
- L7: Enhance Creativity and Innovation
- L8: Enhance Internal Synergies
- L9: Improve Reward & Performance Management Systems

Learning & Growth
Enhance Partnerships with Customers and Stakeholders
# BALANCED SCORE CARD - REPORTING

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