



KENYA WILDLIFE CONSERVANCIES ASSOCIATION

WILDLIFE CONSERVANCIES BUSINESS ENTERPRISES

PLANNING TEMPLATE 2014



INTRODUCTION

A conservancy, although commonly understood as a wildlife conservation strategy, is attractive to communities due to the potential business and income opportunities it presents. The long term financial sustainability of a conservancy largely depends on its capacity to develop and manage profitable business enterprises. Managing conservancies is costly, funds are needed to build infrastructure, provide services to members, employ management, rehabilitate the land and market the conservancy. Although many conservancies receive grants from private and corporate bodies, such funds only last through the conservancy establishment phase or as long as the donor project cycle last. Even for conservancies that receive commencement grants or support to specific activities, donors often require that conservancies demonstrate ability to in future generate funds to run their activities. Conservancies with well thought out plans to generate funds become more attractive to prospective donors and have a better chance of attracting investments.

Some conservancies in Kenya collapse or enter into long periods of protracted conflict over income generation and benefit sharing. This is because conservancy stakeholders during the formative years often focus their energy in building governance structures and conservation programs. They rely on donors to provide the resources needed to meet the financial needs of the conservancy. While donor funding has been extremely helpful in supporting conservancies, they often run out, when the project period ends or the donors change their funding priorities. When this happen, the gains made during the funding period fail to be sustained and in some instances the conservancy may collapse. This doesn't happen because of lack of business ideas, it is often because the ideas are not prioritized, documented, analyzed and presented in a formal and structured way.

This template is intended to demonstrate in a simple and logical way how a community may proceed to identify, analyze, prioritize and document a business idea. Depending on the enterprise chosen, the governance model employed or the relations between various stakeholders, conservancy enterprise planning may be structured in many different ways. Refer to <https://connect.tnc.org/sites/ConservationPlanning>, for some detailed examples.

This template can be used by established or conservancies under formation to document their potential enterprise. It does not cover planning and budgeting for the operational cost of a conservancy but rather is designed for use in developing a income generating enterprise within a conservancy.

Potential businesses in a conservancy are numerous, and can only be limited by ones imagination and the diverse needs of the conservancy stakeholders. It may be used to develop businesses such as; eco-camp, walking safaris, athletic events, bicycle hiring, hiking services, beef or milk production, Hide and skin tanning, beadwork, cultural villages, culture events, medicinal herbs marketing, seeds marketing, wildlife safaris, hiking services, research centres, water bottling, fish production and marketing, kitchen garden, and various services provided by community members to the above businesses, using a conservancy as the institutional platform..

1.0 About the Conservancy

Provide a description of the conservancy:, Name, type of registration, location (Country, County, distance to nearest city), size, date when established, number of landowners and beneficiaries, attractions that make the conservancy unique , existing businesses, and any other information relevant to the proposed business idea.

Conservancy Description	
Enterprise Name	

2.0 About the Enterprise

Describe the business idea:, Name of enterprise,, goods and services handled, size of the business, reasons for business choice, alternate business ideas considered, factors contributing to choice of business

2. ENTERPRISE IDEA SUMMARY	
Opportunity	<i>What opportunity is the business idea exploring and how does it contribute to conservation and livelihood goals at a wider perspective</i>
Business description	<i>What kind of business is being established and what business sector does it fall into</i>
Products and services	<i>What product or services are going to be sold and who are the target buyers</i>
Success factors	<i>What factors make the sale of the services or products viable and profitable</i>
Contribution to conservation	<i>How is the enterprise going to benefit conservation of the environment, wildlife, and other resources</i>

3. MARKETING	
Target Buyers	<i>What market is being targeted to sell the service or product</i>
Product Delivery	<i>How will the goods or services being produced distributed to the market</i>

Promotion	<i>How will the product/service be advertised to encourage buyers to buy</i>
Competition	<i>What products/services will yours compete with and Who are your competitors, what advantage do you have over the competitors and how do you intend to exploit your comparative advantage</i>

4. ROLES AND RESPONSIBILITIES

Management Role	<i>Who will manage the enterprise on a day to day basis, who will be responsible in decision making, how do they need to meet to make decisions, how will management challenges be addressed. what are the expertise of the persons involved in management, what management gaps exists and how will they be addressed</i>
Enterprise supporters	<i>What other persons or organization will participate to make the enterprise viable, what role will they play, how will the partnership be managed</i>

5. REGISTRATION AND LICENCING

Registration	<i>What type of organization or entity need to be established to make the business a legal entity, does this entity exist, how is it registered,</i>
Licensing	<i>What kind of licensing is required to operate the entity, what costs is required to secure the license(s), what timelines are licensed e.g annual,monthly, etc</i>
Reporting	<i>How will the actual day to day enterprise be reported, what kind of reports are necessary, who will prepare and who will review. what are the communication lines</i>
Approvals	<i>What approvals are needed to get the business operational, who will secure it and at what stage</i>

6. INVESTMENTS

Finances	<i>What financial resources are required to enable the development of the enterprise, what financial flows are needed at the different stages of establishment and what are the potential sources of this funds</i>
Assets	<i>What physical assets are required to make the business operational, who owns this assets and how will they be acquired, who will acquire them , at what costs, and when are they available</i>

Personnel	<i>What set of skills are necessary to effectively manage the enterprise, what human resources are required, how many and for what cost</i>
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7. BUSINESS IMPACTS

Benefits	<i>What financial benefits will the business generate, what levels of benefits at different scenarios, how will the benefits be shared, who are the beneficiaries</i>
Conservation impact	<i>What conservation benefits will be secured by establishing the enterprise, what natural resources will benefit and how</i>
Delivering Impact	<i>What action is needed to ensure benefits and conservation impacts are realized sooner and at optimum levels</i>
Monitoring	<i>What indicators of success/failure will be monitored. How regular will they be monitored and by who</i>

8. ANTICIPATED RISKS

Risks	<i>What are the significant risks that may influence the success of the enterprise, what conditions make this risks more prevalent, what risks are anticipated in the future</i>
Risk Reduction	<i>What action will be required to minimize the risks</i>

9. BUDGET

Financial requirement	<i>What finances is required to start and manage the enterprise, how will this finance requirement change with time,</i>
Funding Needs	<i>What finances are locally available, how much is required to make the enterprise operational, what level of operations will be attained upon securing of this level of funding, how is the funding split between operational and capital investments</i>

Funding sources	<i>What funding sources are available, what needs to be sought for, what terms for the external funds are favourable, what financial flow is desirable, how might the repayable sources of finance be repaid</i>
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11. WORK PLAN	
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Activities	<i>What set of activities are necessary to operationalize the enterprise, what approximate time will each activity take, what factors may influence the timelines suggested</i>
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