



Strategic Plan

2025-2030



MESSAGE FROM ANGAZA VIJJI'S LEADERSHIP

Dear Partners, Community Leaders, Stakeholders, and Friends, Since our establishment in 2016, Angaza Vijiji has been committed to a singular, powerful vision: Kenya's rural communities building sustainable futures. We work alongside you—the community members—to strengthen capacity, improve livelihoods, and champion the responsible stewardship of our rich natural resources.

Our journey is built on a foundation of two decades of experience in conservation leadership, social entrepreneurship, and community development. We are immensely proud of our achievements so far, which include launching Western Kenya's pioneering community tourism network, marked by significant organizational growth and the successful implementation of community-driven models in conservation, ecotourism, and education across our operational regions, including Western, Nyanza, and the Coast counties. Our work, past and present, spans communities in Kakamega, Vihiga, Kisumu, Busia, Kwale, and Kilifi, and we are grateful for the support of world-class partners like Bat Conservation International and GIZ, whose collaboration has enhanced our reach and effectiveness.

It is with great confidence and renewed determination that we introduce the Angaza Vijiji 2025–2030 Strategic Plan (AVSP 2025-2030). This plan is not just a document; it is our collective roadmap, meticulously aligned with the Sustainable Development Goals (SDGs) and national priorities to ensure our interventions create systemic, lasting impact.

Over the next five years, we will concentrate our efforts across five core strategic focus areas designed to support both people and the planet: This strategy is also fueled by our commitment to youth mentorship and leadership development. Our focus on building local capacity having successfully mentored interns who have won international awards and guided students to secure conservation scholarships is directly integrated into the plan's five core strategic focus areas:

- I. Inclusive Conservation Education & Outreach- Ensuring full inclusion of persons with disabilities in our conservation agenda through accessible programming (including sign language and Braille),
- II. Wildlife Conservation & Research - Driving innovation through the integration of technology and data science into community-led conservation efforts.
- III. Sustainable Energy Enterprises - AV will continue Investing in local ventures focused on renewable and sustainable energy solutions to improve household well-being.
- IV. Ecotourism Expansion - Scaling ethical tourism operations that directly channel revenue back into community capacity building and conservation funding.
- V. Food & Nutrition Security - Implementing strategic programs to promote resilient agricultural practices and secure improved nutrition for rural families, building on our past work in agri-ecological education.
- VI. A Call to Partnership

Angaza Vijiji enters this new strategic period with a clear vision and strengthened resolve to build more strategic collaborations for practical sustainable development learning and modelling. This ambitious agenda requires the sustained commitment of every stakeholder. We believe in the power of collaboration working with community members, government agencies, research institutions, and development partners—to create impactful, inclusive, and scalable solutions.

We invite you to join us in implementing this Strategic Plan. Together, we will realize an ambitious future where our rural undeserved communities thrive economically, socially, and environmentally.

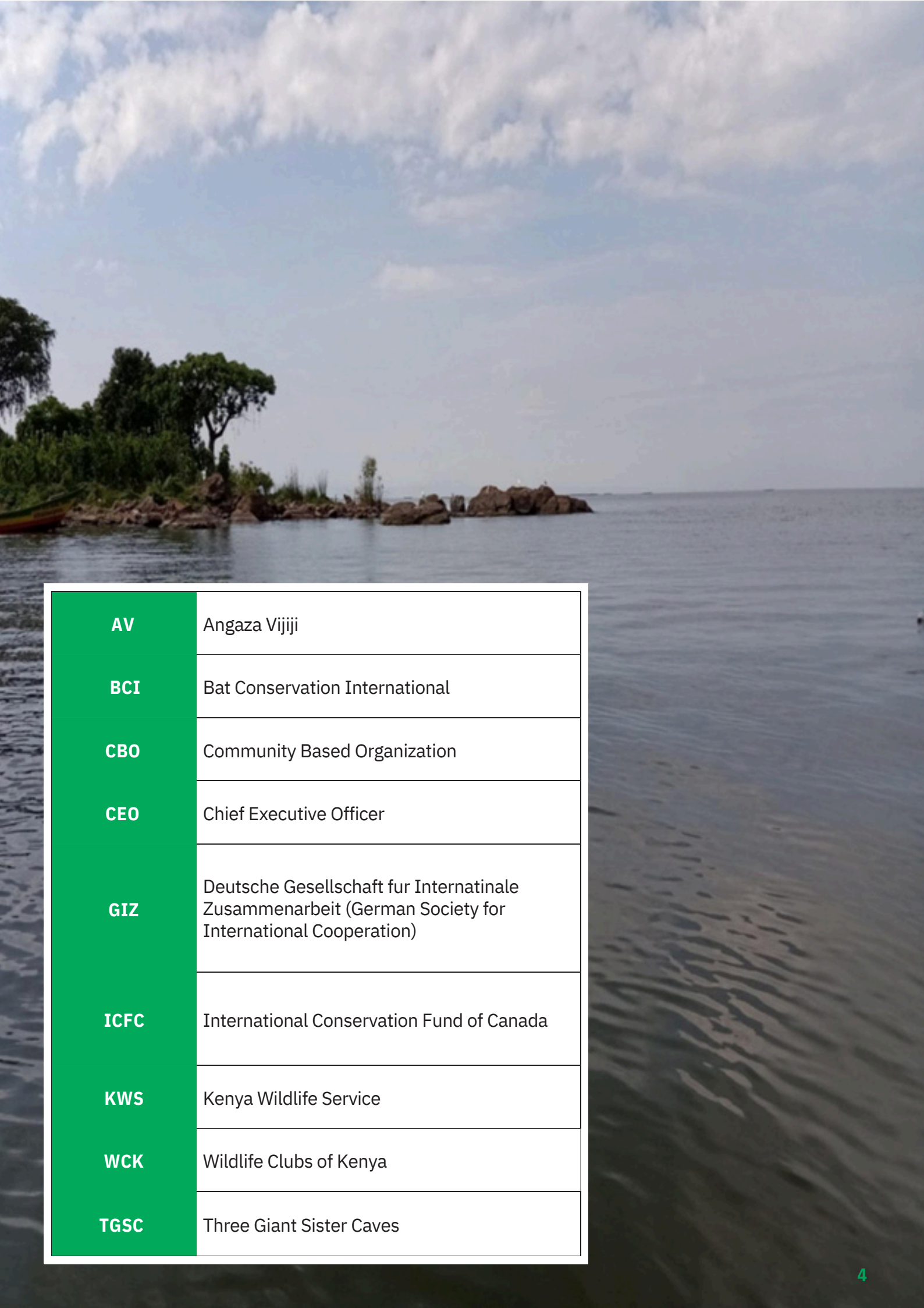
Asante Sana



Evarastus O. Obura
THE CEO ANGAZA VIJJI

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AV	Angaza Vijiji
BCI	Bat Conservation International
CBO	Community Based Organization
CEO	Chief Executive Officer
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (German Society for International Cooperation)
ICFC	International Conservation Fund of Canada
KWS	Kenya Wildlife Service
WCK	Wildlife Clubs of Kenya
TGSC	Three Giant Sister Caves



EXECUTIVE SUMMARY

Formally registered in 2019, Angaza Vijiji is a social enterprise dedicated to advancing sustainable development in Kenya's undeserved and marginalized rural communities. The organization works alongside communities to strengthen their capacity, improve livelihoods, and promote the responsible use of natural resources. Through collaborative partnerships and community-driven models, Angaza Vijiji supports conservation, ecotourism, outreach, and other sustainable practices that create lasting impact.

The Angaza Vijiji 2025–2030 Strategic Plan is aligned with global, regional, and national development priorities, including the Sustainable Development Goals (SDGs), ensuring that its interventions address social, economic, and environmental challenges while promoting inclusive and sustainable growth.

Over the years, the organization has experienced significant growth and strengthened its strategic positioning. Collaboration with reputable partners such as BCI and GIZ has enhanced operational effectiveness, expanded community reach, and accelerated the implementation of innovative solutions. These partnerships continue to reinforce Angaza Vijiji's commitment to long-term, scalable, and sustainable development across rural Kenya.

This Strategic Plan sets out the organization's direction and priorities for the next five years. It outlines targeted interventions designed to advance conservation, support community enterprise, and improve overall well-being.

This Five-Year Strategic Plan (2025-2030) outlines an ambitious agenda to achieve systemic, scaled impact. Over the next five years, Angaza Vijiji will concentrate efforts across five core strategic focus areas & pillars as follows:

Angaza Vijiji enters this strategic period with confidence in its capabilities, strengthened networks, and a renewed commitment to empowering rural communities. Guided by this plan, we will continue to collaborate with community members, government agencies, and development partners to create impactful, inclusive, and sustainable solutions that support both people and the environment.



- 01 Inclusive Conservation Education & Outreach:** Expanding school and community initiatives through focused, accessible programming (including sign language, Braille, and specialized programs) to ensure the full inclusion of persons with disabilities in the conservation agenda and embed long-term environmental stewardship.
- 02 Wildlife Conservation & Research:** Driving innovation by integrating technology and data science into local, community-led conservation efforts in direct collaboration with various research institutions and local learning institutions.
- 03 Sustainable Energy Enterprises:** Investing in and developing local ventures focused on renewable and sustainable energy solutions.
- 04 Ecotourism Expansion:** Scaling ethical, sustainable tourism operations that directly channel revenue back into community capacity building.
- 05 Food & Nutrition Security:** Implementing strategic programs to promote resilient agricultural practices and secure improved nutrition for families.

KEY ACHIEVEMENTS (2020–PRESENT)

Angaza Vijiji has achieved significant growth and expanded its programmatic impact across Kenya, demonstrating strong capability in grassroots mobilization, resource generation, and global partnership development.

01

Partnership Growth

Expanded Global Network: Grew the partner base from three local entities to a robust network of eleven international partners, significantly enhancing global support and reach for AV.

02

Financial Growth

Quadrupled Revenue Base: Increased combined annual income (enterprise and donations) by 385% over five years growing from ksh 4.39 million to ksh 16.90 million, demonstrating financial stability and successful resource mobilization.

03

Grassroots Conservation: Established Grassroots Organizations: Created and capacitated seven fully functioning community-led conservation organizations across six counties (Kakamega, Vihiga, Kisumu, Busia, Kwale, and Kilifi) actively engaged them in local biodiversity conservation since 2020.

04

Fostered Global Youth Exchange: Developed a strategic partnership with eight (8) schools to manage learning clubs for participation in the National Geographic Explorers' education exchange program, promoting global learning.

05

Sustainable Education: Launched Inclusion Programming: Successfully launched a dedicated Sustainable Development learning inclusion program for students with disabilities in special schools within Kakamega County, with support from IREX and the American Embassy. Five (5) model schools established and program running (in partnership with Wildlife Clubs of Kenya, IREX, and the American Embassy), focusing on promoting sustainable practices in Kisumu and Kakamega counties.



1.0 INTRODUCTION

1.1. Background

Angaza Vijiji, meaning “Light Up Communities” in Swahili, is a non-governmental organization working to empower rural communities in Kenya’s Western, Nyanza, and Coastal regions. By focusing on undeserved and marginalized populations, Angaza Vijiji serves as a catalyst for socioeconomic growth, environmental conservation, and increased access to opportunities.

1.2 Development of the Strategic Plan

This Strategic Plan was developed through a rigorous, consultative, and highly participatory process spanning three phases and involving key stakeholders across the organization, community, and partner network. This inclusive approach ensured the plan is firmly rooted in community needs, aligned with organizational priorities, and responsive to emerging national and global development trends.

Key Methodologies and Stakeholder Involvement:

The plan’s development relied on the following key activities:



1. Initial Consultations and Desk Review

An in-depth review of Angaza Vijiji’s past performance reports, financial records, donor reports, and the previous strategic plan was conducted to establish a baseline.

One-on-one structured interviews were held with the Chief Executive Officer (CEO) and Senior Staff Members to capture institutional knowledge, identify critical challenges, and define preliminary strategic directions.



2. Stakeholder Workshops and Validation

A dedicated session was held to secure the Board’s strategic guidance on the Vision, Mission, and core strategic pillars, ensuring high-level commitment and fiduciary oversight.

A workshop involving local and international partners was held to align the plan’s objectives with ongoing partnership agreements and potential funding opportunities, focusing on mutual goals and resource sharing.

A multi-day workshop was conducted with all staff members and elected community representatives from the seven grassroots organizations. This utilized participatory tools (e.g., SWOT analysis, priority ranking) to define specific objectives, targets, and implementation strategies based on local needs.



3. Final Review and Endorsement:

Draft Review: The consolidated draft was circulated to a core review committee (including a Board member, the CEO, and two partners) for technical and editorial feedback.

Final Validation and Endorsement: The final draft was formally presented to the Board of Directors for final validation, approval, and official adoption, formally launching the strategic period.

Summary of Key Strategic Partners and their Roles in AVSP 2025-2030 implementation.

The partners of Angaza Vijiji can be grouped into three main categories, reflecting their primary contributions to the Strategic Plan’s implementation: Capacity & Funding, Conservation & Ecotourism, and Grassroots & Education.



Purpose of the strategic plan

The purpose of this Strategic Plan is to outline Angaza Vijiji's direction over the next five years. The plan:

- 01** Define the organization's vision, mission, values and sustainability commitments.
- 02** Outlines strategic goals, thematic areas, and key actions.
- 03** Provides a clear framework for resource mobilization, implementation, and performance measurement.

1.4 Strategic Planning Overview

The Angaza Vijiji 2025–2030 Strategic Plan is aligned with global, regional, and national development priorities, as articulated through the Sustainable Development Goals (SDGs). The Sustainable Development Goals (SDGs), established by the United Nations in 2015, comprise 17 global goals and 169 targets designed to tackle social, economic, and environmental challenges. They aim to eradicate poverty and hunger, protect and restore the planet, promote prosperity and well-being for all, foster inclusive and peaceful societies, and strengthen the partnerships needed to achieve a sustainable future by 2030

Angaza Vijiji's initiatives directly contribute to several Sustainable Development Goals (SDGs) by addressing environmental, social, and economic priorities. Through wildlife conservation and research, the organization supports SDG 15 (Life on Land) and, where applicable, SDG 14 (Life Below Water), promoting biodiversity and ecosystem protection. Sustainable energy enterprises advance SDG 7 (Affordable and Clean Energy) and SDG 13 (Climate Action) by providing renewable energy solutions and mitigating climate impacts. Ecotourism development creates jobs and fosters responsible practices, aligning with SDG 8 (Decent Work and Economic Growth) and SDG 12 (Responsible Consumption and Production). Outreach and education initiatives enhance environmental awareness and lifelong learning, contributing to SDG 4 (Quality Education), while food and nutrition programs improve community health and food security, supporting SDG 2 (Zero Hunger) and SDG 3 (Good Health and Well-Being). Additionally, AV promotes SDG 5 (Gender Equality) and SDG 10 (Reduced Inequalities) through inclusive participation and leadership opportunities for women and youth as well as persons with disabilities, and strengthens SDG 17 (Partnerships for the Goals) by collaborating with government agencies, NGOs, research institutions, and local communities. Collectively, these efforts demonstrate AV's integrated approach to sustainable development across rural Kenya.

2.0 SITUATIONAL ANALYSIS

2.1 SWOT

Below is a simple but powerful framework for analyzing AV's strengths, weaknesses, opportunities and threats enabling the management to make clear and effective plans:

SWOT

This situational analysis provides a comprehensive understanding of the internal and external factors that influence Angaza Vijiji's operations. By examining strengths, weaknesses, opportunities, and threats, the organization can identify areas where it has competitive advantage, anticipate challenges, and leverage emerging opportunities. This analysis informs the formulation of strategic priorities by aligning resources, partnerships, and interventions with community needs, environmental considerations, and organizational capacity. It ensures that AV's initiatives are both responsive and impactful, guiding decision-making to achieve sustainable development outcomes across its thematic focus areas.



S

Strength

- Strong organizational systems and partnerships in conservation, tourism, and energy.
- Deep expertise in core thematic areas.
- Diverse and experienced Board of Directors
- Adaptive, innovative, and learning-oriented team.
- Strong community trust and participation.
- Strong networks at the grassroots
- A versatile leadership

W

Weakness

- Limited resource mobilization capacity affecting expansion.
- Heavy reliance on the CEO for fundraising.
- Dependence on external donor funding.
- Limited staff capacity to grow and manage the enterprise arm as all of our staff are conservation science oriented.
- The board is limited to an advisory role and this limits their prioritization of their duties.
- Limited administrative capacity and reliance on an outsourced accounts firm for administrative duties limits our ability to systematize internal administration.

O

Opportunities

- A strong and very knowledgeable and experienced board
- Leveraging our ecotourism enterprise can help fund most of our priority areas.
- Transforming the board to an executive role for more accountability.
- Solicit for development of unrestricted funding opportunities to leverage enterprise for sustainability in fundraising.
- Leveraging technology into all operations could help to fast-track growth.

T

Threats

- Increased human activities around conservation areas.
- Poor road and tourism infrastructure in remote regions.

2.2 Strategic niche

Angaza Vijiji specializes in empowering marginalized communities through conservation, enterprise, ecotourism, and education initiatives. The organization stands out for working directly with grassroots communities to promote inclusive and locally owned development

Areas of Competitive Advantage

Angaza Vijiji specializes in empowering marginalized communities through conservation, enterprise, ecotourism, and education initiatives. The organization stands out for working directly with grassroots communities to promote inclusive and locally owned development

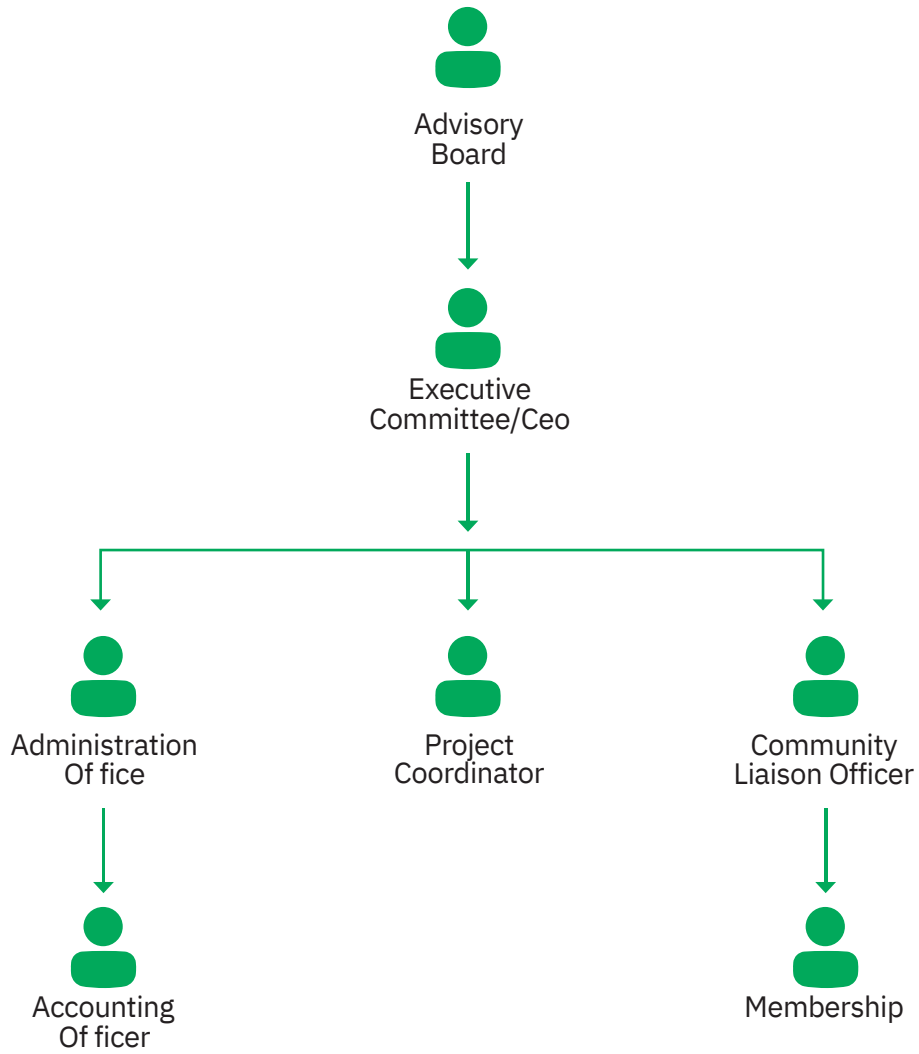
Angaza Vijiji's unique strengths include:

-  Strong grassroots networks.
-  Effective financial and administrative management.
-  Deep understanding of community needs
-  Proven capacity-building and empowerment approaches.
-  Trust-based relationships with underserved populations.
-  Sustainable, long-term program models



Awarding action group members and leaders in Suswa

Organizational Structure



A photograph of a cyclist riding on a gravel path in a park. The cyclist is wearing a green shirt, grey pants, and a black backpack. The path is surrounded by green grass and rocky hills under a clear blue sky. In the background, other cyclists are visible on the path. A large green circle with a yellow border is overlaid on the top left of the image, containing the text.

A tourist cycling in Hells Gate National Park

3.0 ASPIRATIONS

3.1 Vision, Mission and sustainability

To fully realize its mandate and core functions, Angaza Vijiji has defined clear strategic aspirations that guide its priorities and actions. These aspirations reflect the organization's commitment to empowering rural communities, fostering environmental stewardship, promoting sustainable livelihoods, and driving inclusive, technology-enabled, and community-led development. This section outlines the strategic directions that will shape AV's impact and ensure long-term, sustainable outcomes



3.1.1 Vision statement

To be a catalyst for sustainable development in marginalized rural Kenya, transforming communities through innovative and inclusive solutions.



3.1.2 Mission statement

To empower marginalized communities in rural Kenya by promoting sustainable enterprises, enhancing food security, fostering renewable energy adoption and community-led conservation of natural resources.



3.1.3 Sustainability statement

We are committed to advancing practices that promote long-term community led environmental stewardship, social well-being, and economic resilience.



3.1.4 Core Values - DICRRIS

Angaza Vijiji's strategic efforts and engagements are guided by seven core values, conveniently captured in the acronym DICRRIS. These values reflect the principles that shape our work and define how we interact with communities, partners, and stakeholders:



Dedication

Demonstrating commitment to our mission and communities.



Innovation

Applying modern technology and research to enhance conservation, ecotourism, and community development..



Collaboration

Leveraging collective strengths to achieve lasting impact.



Resilience

Adapting to environmental and socio-economic changes through innovative sustainable solutions.

3.2 Target beneficiaries

In the next five years of this strategic plan, AV will decisively focus its actions resources on engaging with key beneficiaries to drive meaningful change. Beneficiaries are as follows: Over the next five years, Angaza Vijiji will strategically focus its resources and actions on engaging key beneficiaries to drive meaningful and sustainable change. Primary beneficiaries include:



Undeserved and marginalized rural communities.



Schools in rural locations, including those serving persons living with disabilities.



Priority engagement of youth and women.

Angaza Vijiji has established strategic alliances that enhance its capacity to achieve organizational goals. These partnerships span government and county government agencies, educational institutions, international organizations, research entities, and private sector actors that can support and amplify AV's initiatives. Key partnerships include Bat Conservation International (BCI), the National Museums of Kenya (NMK), and other relevant stakeholders that strengthen conservation, education, and community development programs.



3.4 Achievements

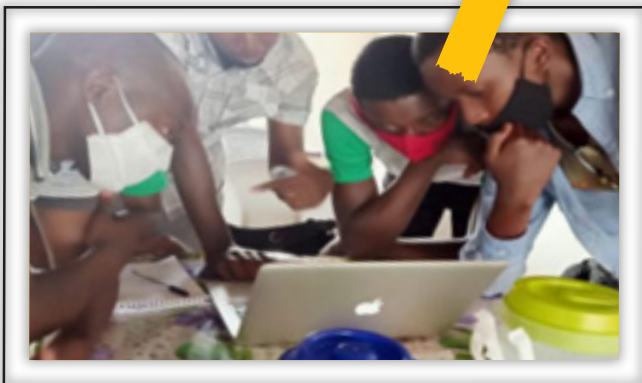
Key achievements of the 2018 – 2022 Strategic Plan are as follows:



Established schools and community-based monitoring programs for straw-colored fruit bats in Vihiga County



Implemented mobile-enabled biodiversity monitoring systems for straw-colored fruit bats (*Eidolon helvum*) in Vihiga County, enhancing data collection and conservation efforts



Trained over 30 community youth as citizen scientists, equipping them with critical skills to conserve important wildlife habitats.



Initiated ecotourism awareness circuits in Kisumu and Vihiga Counties, promoting sustainable, community-based ecosystem use



Mentored more than 20 recent college graduates in tourism management and conservation science, contributing to Angaza Vijiji receiving the Eco-Warrior Award in 2013.



Supported the Tswaka Three Giant Sister Caves Community-Based Organization to enhance food security and operational capacity by establishing a kitchen garden, setting up an office with equipment and records, digitizing their constitution, and drafting a management plan



Participants (Angaza Vijiji team and Tswaka Three Giant Sister Caves CBO representatives) group photo after a successful group management and group dynamics, and communication training.

Participants (Angaza Vijiji team and Tswaka Three Giant Sister Caves CBO representatives) group photo after a successful group management and group dynamics, and communication training.

4.0 THE STRATEGIC APPROACH

AV's approach is based on the foundation of our vision, mission and sustainability statements.

4.1 Strategic Goals

- 01 Strengthen wildlife conservation and community engagement**
To empower communities in coastal and western Kenya through school clubs, local groups, and mentorship programs for aspiring leaders. We have also integrated advanced technology into our conservation methods.
- 02 Promote sustainable energy enterprises to improve household livelihoods.**
AV emphasizes the sustainable use of natural resources by promoting agribusiness and sustainable energy initiatives, including the use of energy-saving jikos.
- 03 Enhance ecotourism practices for community development and environmental protection.**
Sustainable tourism addresses the needs of travelers, the tourism sector, and local communities today, ensuring that future generations can meet their own needs as well.
- 04 Expand outreach and education to build conservation awareness.**
- 05 Enhance food and nutrition security through sustainable agricultural practices.**



4.2 Our Approach

AV's approach is based on the foundation of our mission, vision and sustainability statements.

4.3 Summary of the Strategies and proposed actions

1. Enhanced conservation and research initiatives

- Incorporate more sophisticated technologies into the conservation efforts for Hildegard's Tomb Bat and straw-colored fruit bats through advanced citizen science.
- Engage additional schools and communities in conservation activities.
- Have AV staff participate in and present at external workshops, conferences, and meetings focused on conservation, ecotourism, enterprise, and initiatives.
- Conduct more training sessions for local communities regarding conservation and capacity building.
- Strengthen existing collaborations and establish new partnerships with individuals and organizations that share similar goals.
- Prepare and submit more proposals to funding bodies to support and expand conservation initiatives.

2. Sustainable energy investment enterprises

- Research effective energy-saving jiko designs to be used in training sessions and implementation of the expected pilot project.
- Collaborate with experts to train local communities on how to create, use, and sell these energy-saving jikos.
- Organize and lead a benchmarking exercise to promote knowledge sharing and exchange.
- Enhance existing partnerships and initiate more partnerships with like-minded people.

3. Ecotourism – Sustainable tourism

- Include bat conservation areas and roost sites in our itinerary.
- Enhance existing partnerships and initiate more collaborations with like-minded individuals.

4. Outreach

- Develop an education and outreach program in the coastal and western regions in collaboration with key external stakeholders.
- Facilitate learning exchange visits between targeted schools.
- Strengthen existing partnerships and establish new collaborations with like-minded individuals.
- Improve fundraising and resource mobilization strategies to support outreach programs.
- Increase the involvement of more schools in outreach initiatives.

5.0 LEADERSHIP AND GOVERNANCE

5.1 Management team

The management team is committed to fostering an open, inclusive, and collaborative work environment. By encouraging staff input and promoting shared ownership, the team ensures that organizational decisions reflect diverse perspectives and strengthen institutional performance. Regular communication—through physical meetings, virtual engagements, and continuous dialogue—helps maintain operational coherence and supports a motivated, informed workforce. The team is responsible for driving the implementation of this Strategic Plan, ensuring that all decisions, actions, and operational processes remain aligned with AV’s core values and long-term strategic direction.

5.1.1 Organizational structure.

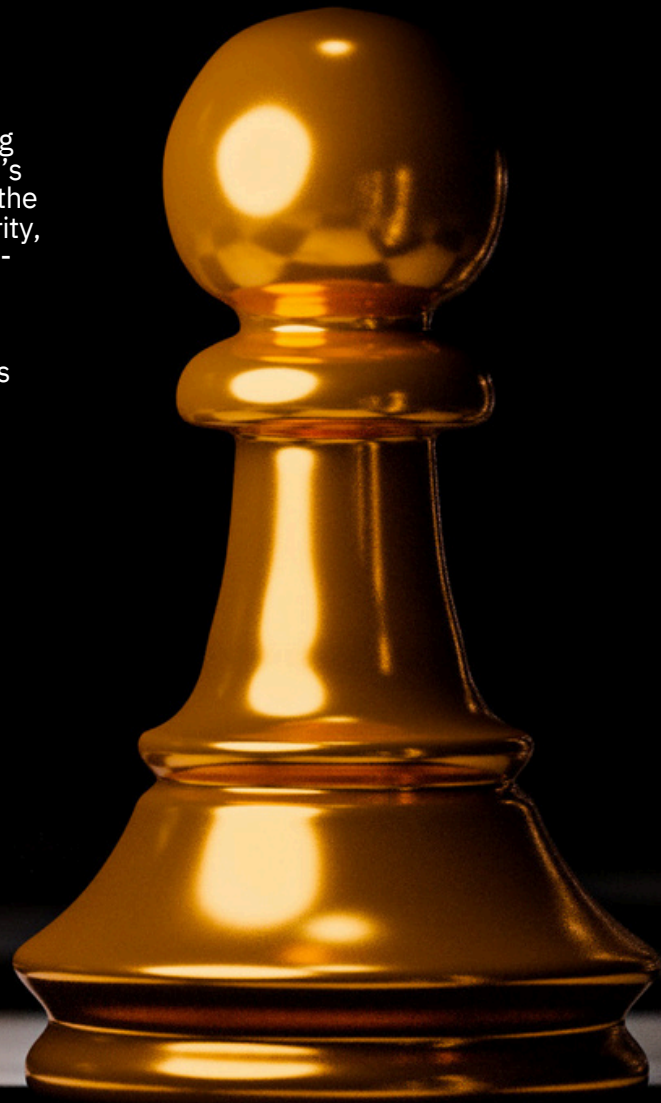
The structure will provide clarity on roles, responsibilities, and reporting lines to support efficient implementation of the Strategic Plan and strengthen organizational accountability

To implement this strategic plan, the organizational structure will guide us:

5.2 Governance

AV recognizes the crucial role of the Board of Directors in providing strategic oversight, ensuring accountability, and safeguarding the organization’s mission. Strengthening the partnership between the Board and the management team remains a priority, enabling effective governance, informed decision-making, and responsive leadership.

Through this collaborative governance approach, AV will enhance institutional integrity and build the organizational resilience needed to achieve its strategic goals.



Resource Requirement for Implementing the AVSP 2025-2030

Risk Type	Strategic risks	Likelihood (Low, medium, High)	Mitigation measure(s)	Comment
Governance	Possible Conflict between the executive and the advisory board	low	Board meetings	We are planning to hire a consultancy to manage the arrangement.
Operational	Low uptake of technology into operations	medium	Identify and deploy a tool	We are in discussions with partners to support us with access to necessary tools.
Financial	Reliance on part time outsourced expertise	medium	Recruit an internal accounts management team	We are seeking to stabilize our internal unrestricted income from enterprise to be able to keep an internal accountant.
Political	Interference from vested local political interests	low	Be apolitical	Keep of local community politics in our engagements.
Compliance	The expansion of our operations from community to regional	medium	Might require a form new compliance	Hire a consultancy to manage

Cost Areas	Projected Resource Requirements in Ksh (Million)					
	Y1	Y2	Y3	Y4	Y5	Total
1. Strengthen Community-Based Wildlife Conservation and Research	7.5	8.63	10.51	11.56	12.72	50920000
2. Promote Sustainable Energy & Enterprise Development	3.1	3.41	3.75	4.13	4.542	18932500
3. Improve and Expand Community-Led Ecotourism Models	24.14	27.76	31.92	36.7	42.21	162736916
4. Expand Environmental Education & Community Outreach	1.5	1.725	1.98	2.28	2.623	10108197
5. Strengthen Leadership, Governance, and Institutional Capacity	0.5	0.575	0.67	0.76	0.88	3385000
Total						246,082,613

S01: Strengthen Community-Based Wildlife Conservation and Research

Strategies	Key Activities	Key Performance Indicators (KPIs)
1.1 Enhance conservation research and monitoring programs	<ul style="list-style-type: none"> Integrate advanced citizen science tools into bat conservation initiatives (Hildegarde's Tomb Bat & Straw-colored fruit bats) Conduct ecological surveys and monitoring exercises Produce and disseminate research publications 	<ul style="list-style-type: none"> Number of citizen science tools deployed Number of surveys conducted per year Number of publications/research briefs produced
1.2 Expand conservation education and community capacity building	<ul style="list-style-type: none"> Train local communities on species conservation and monitoring Conduct annual conservation and capacity-building workshops Facilitate AV staff participation in external workshops, conferences, and meetings 	<ul style="list-style-type: none"> Number of trainings conducted Number of community members trained Number of conferences/workshops attended
1.3 Strengthen partnerships and collaborations	<ul style="list-style-type: none"> Maintain collaborations with conservation networks, institutions & NGOs Identify and secure new partnerships with like-minded organizations 	<ul style="list-style-type: none"> Number of new partnerships established annually Number of active MoUs
1.4 Enhance resource mobilization for conservation	<ul style="list-style-type: none"> Prepare and submit proposals to funding agencies Expand fundraising and donor engagement activities 	<ul style="list-style-type: none"> Number of proposals submitted per year Amount of funds secured annually

S02: Promote Sustainable Energy & Enterprise Development

Strategies	Key Activities	Key Performance Indicators (KPIs)
2.1 Promote adoption of clean and efficient household energy technologies	<ul style="list-style-type: none"> Research and test effective energy-saving jiko designs Conduct training for communities on creation, use, and marketing of energy-saving jikos Implement pilot projects in target communities 	<ul style="list-style-type: none"> Number of jiko prototypes tested Number of households adopting improved jikos Number of community members trained
2.2 Strengthen enterprise development for community livelihoods	<ul style="list-style-type: none"> Support community groups in producing and selling energy-saving jikos Facilitate benchmarking exchanges for knowledge transfer 	<ul style="list-style-type: none"> Number of functional community enterprise groups Income generated from jiko enterprises Number of benchmarking missions conducted
2.3 Build strategic partnerships for sustainable energy	<ul style="list-style-type: none"> Collaborate with energy experts, manufacturers, and institutions Secure additional partners for co-funding and technical support 	<ul style="list-style-type: none"> Number of partnerships formed Number of joint projects implemented
2.4 Expand technical skills	<ul style="list-style-type: none"> Conduct technical training on installation & maintenance 	<ul style="list-style-type: none"> Number of technicians trained % of systems maintained locally

S03: Improve and Expand Community-Led Ecotourism Models

Strategies	Key Activities	Key Performance Indicators (KPIs)
3.1 Promote conservation-linked tourism	<ul style="list-style-type: none"> Integrate roost sites and bat conservation areas into tourist itineraries Develop new conservation-themed tourism packages 	<ul style="list-style-type: none"> Number of conservation sites added to itineraries Number of ecotourism packages developed
3.2 Strengthen partnerships and collaboration in ecotourism	<ul style="list-style-type: none"> Build partnerships with tourism operators, communities, community conservancies and conservation bodies Develop joint ecotourism promotional activities 	<ul style="list-style-type: none"> Number of MOUs signed with tourism partners Increase in visitor numbers per year
3.3 Enhance visitor experience	<ul style="list-style-type: none"> Improve interpretation materials (signage, brochures, guides) Train local tour guides on bat conservation messaging 	<ul style="list-style-type: none"> Number of guides trained Visitor satisfaction rating
3.4 Digitize marketing & storytelling	<ul style="list-style-type: none"> Create digital platforms for promotion 	<ul style="list-style-type: none"> Number of digital platforms created Web/social media engagement rates

S04: Expand Environmental Education & Community Outreach

Strategies	Key Activities	Key Performance Indicators (KPIs)
4.1 Strengthen school-based conservation programs	<ul style="list-style-type: none"> Expand outreach programs in coastal and western regions Facilitate learning exchange visits between schools Increase number of schools in conservation clubs 	<ul style="list-style-type: none"> Number of schools engaged Number of exchange visits conducted Number of students participating
4.2 Develop communication and awareness materials	<ul style="list-style-type: none"> Produce educational materials (posters, manuals, videos) Conduct public awareness campaigns with stakeholders 	<ul style="list-style-type: none"> Number of awareness materials developed Number of sensitization sessions conducted
4.3 Enhance fundraising & resource mobilization for outreach	<ul style="list-style-type: none"> Strengthen existing fundraising strategies Secure new donors and partnerships to support outreach work 	<ul style="list-style-type: none"> Number of new donors engaged Amount of funding secured for outreach
4.4 Build and strengthen stakeholder partnerships	<ul style="list-style-type: none"> Collaborate with schools, NGOs, government agencies, and private sector in outreach programming 	<ul style="list-style-type: none"> Number of partnerships established Number of joint outreach activities conducted

S05: Strengthen Leadership, Governance, and Institutional Capacity

Strategies	Key Activities	Key Performance Indicators (KPIs)
5.1 Improve organizational management and leadership effectiveness	<ul style="list-style-type: none"> Maintain open communication between management and staff Conduct regular engagement forums (virtual & physical) Implement leadership development initiatives 	<ul style="list-style-type: none"> Number of staff engagement meetings Staff satisfaction index
5.2 Strengthen board–management collaboration	<ul style="list-style-type: none"> Provide regular updates to the board Facilitate joint strategic review sessions 	<ul style="list-style-type: none"> Number of board–management meetings Timeliness of reporting
5.3 Improve organizational systems and structures	<ul style="list-style-type: none"> Review and streamline organizational structure Update internal policies and operational procedures 	<ul style="list-style-type: none"> Number of policies reviewed Updated organizational structure approved
5.4 Enhance institutional resource mobilization and sustainability	<ul style="list-style-type: none"> Diversify funding sources Strengthen donor management and reporting systems 	<ul style="list-style-type: none"> Percentage increase in diversified funding Donor retention rate



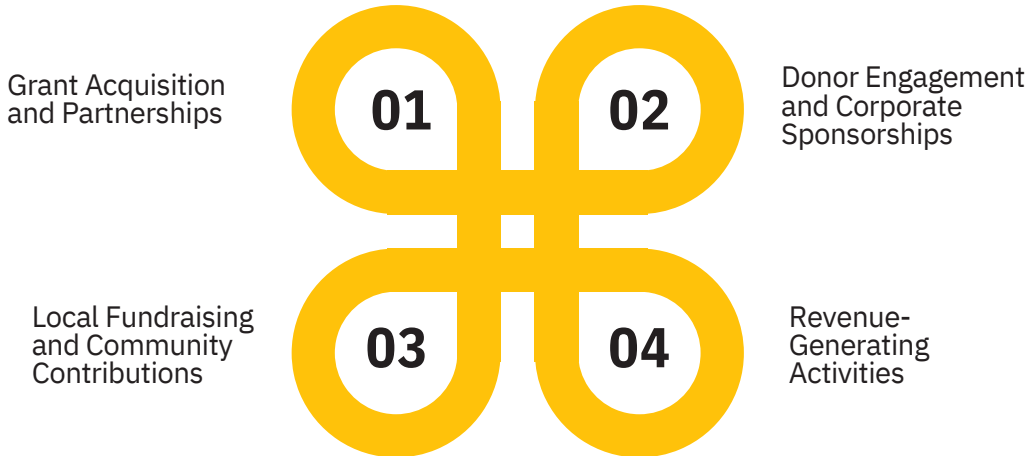
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6.0. RESOURCE MOBILIZATION & FUNDRAISING STRATEGY

Sustainable funding is necessary to achieve our long-term objectives. We will diversify our revenue streams through grant applications, donor engagement, and community-led initiatives.

6.1 Key Strategies



Grant Acquisition and Partnerships:

- Identify and apply for grants from international conservation organizations, government agencies, and private foundations.
- Establish strategic partnerships with NGOs, universities, and research institutions for collaborative conservation projects.
- Develop tailored grant proposals that align with funders' priorities and showcase AVE's impact.



Donor Engagement and Corporate Sponsorships:

- Develop donor engagement strategies, including newsletters, impact reports, and exclusive events for donors.
- Build relationships with corporate entities to secure sponsorships and CSR funding for conservation initiatives.
- Offer sponsorship packages for companies interested in supporting ecotourism and environmental education programs.



Local Fundraising and Community Contributions:

- Organize community fundraising events such as conservation walks, tree-planting campaigns, and ecotourism festivals.
- Encourage community contributions through membership programs and small-scale investments in ecotourism enterprises.
- Promote donation drives, including crowdfunding campaigns, to support specific projects such as bat conservation and school outreach.



Revenue-Generating Activities

- Develop and market eco-lodges and guided nature tours to generate sustainable income.
- Establish conservation training workshops for tourists, researchers, and conservation enthusiasts.
- Create and sell branded merchandise such as eco-friendly souvenirs and conservation-themed apparel

Expected Impact:

- Increased financial stability for AV's conservation and education programs.
- Stronger partnerships with donors, government agencies, and private enterprises.
- Greater local ownership and support for conservation initiatives through community contributions.

6.2 Annual Milestones 2025

Milestones:

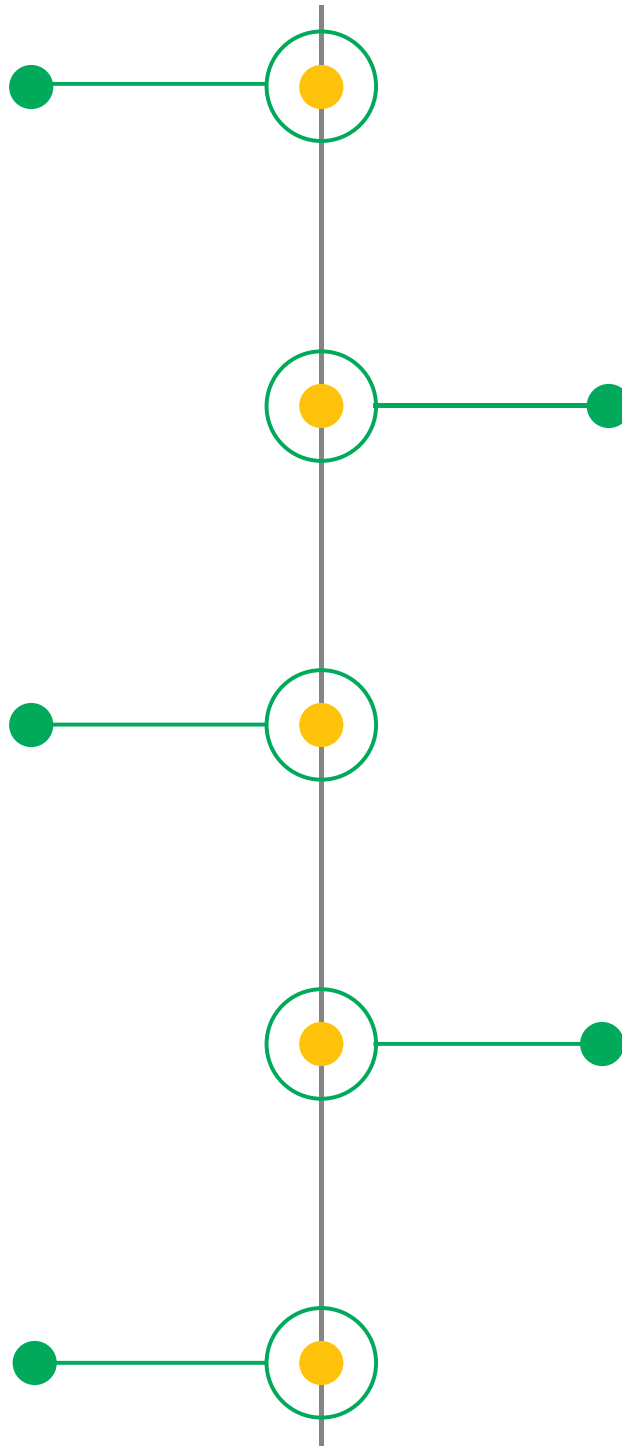
- Secure \$100,000 in grant funding.
- Establish partnerships with at least five international conservation organizations.
- Launch the first eco-tourism site as a pilot project.
- Engage 20 schools in conservation education programs.

2027 Milestones:

- Secure \$250,000 in cumulative funding.
- Implement a digital monitoring system for biodiversity tracking.
- Scale eco-tourism initiatives to attract international visitors.
- Organize an annual conservation summit bringing together key stakeholders.

2029 Milestones:

- Achieve full financial sustainability through eco-tourism and conservation enterprise models.
- Publish a five-year impact report detailing success stories and lessons learned.
- Implement a nationwide conservation education program.
- Strengthen policy influence by working with the government on conservation laws.



2026 Milestones:

- Expand eco-tourism operations to at least 20 businesses per year.
- Increase school outreach from the current 27 to 40 per year
- Generate at least Kshs 200,000 from school programming as an enterprise.
- Train 200 community members and establish at least five more community led initiatives and enterprises.
- Develop an online learning portal for conservation education as a medium for schools interactions.

2028 Milestones:

- Establish at least one sustainable development learning pedagogy in one of our areas of operation.
- Expand operations to two more regions in Kenya beyond Western, Nyanza and Coast.
- Develop a policy framework for government engagement in community led sustainable development learning..
- Introduce a conservation research grant for students and researchers.

AV Outcome Performance Matrix (2025–2030) S01: Strengthen Conservation Research, Education & Capacity

Outcome	Outcome Indicators	5-Year	Y1	Y2	Y3	Y4	Y5	Budget (Kshs)	Responsibility
Improved conservation research and monitoring systems	No. of citizen science tools; No. of surveys; No. of publications	6 tools; 25 surveys; 10 publications	1 3 1	1 4 2	1 5 2	1 6 2	2 7 3	25M	Conservation Lead
Increased community capacity	No. of trained; No. of trainings	1,000 trained; 40 trainings	150 6	200 8	200 8	225 9	225 9	18M	Education and Outreach Manager
Strengthened partnerships	No. of new partnerships; No. of MoUs	15 partnerships; 20 MoUs	3 4	3 4	3 4	3 4	3 4	5M	Executive Director and Communications Officer CEO,
Enhanced funding	No. of proposals;	20 proposals; 100M	4 20M	4 20M	4 20M	4 20M	4 20M	2M	Communications Officer and Resource mobilization Advisor

S02: Promote Sustainable Energy & Enterprise Development

Outcome	Outcome Indicators	5-Year Target	Y1	Y2	Y3	Y4	Y5	Budget (Kshs)	Responsibility
Increased adoption of sustainable household energy technologies	No. of prototypes; No. of households	5 prototypes; 2,000 households	1 200	1 300	1 400	1 500	1 600	30M	Energy Program Lead
Strengthened community enterprises	No. of groups; income	20 groups; 10M income	3 1M	4 1.5M	4 2M	4 2.5M	5 3M	15M	Enterprise Dev Coordinator

S03: Improve and Expand Ecotourism Activities

Outcome	Outcome Indicators	5-Year Target	Y1	Y2	Y3	Y4	Y5	Budget (Kshs)	Responsibility
Enhanced ecotourism experiences	No. of sites; No. of visitors	10 sites; 20,000 visitors	2; 2000	C3000	2; 4000	2; 5000	2; 6000	20M	Enterprise Lead
Increased collaboration	No. of partnerships; No. of events	15 partnerships; 20 events	3; 2	3; 3	3; 4	3; 5	3; 6	6M	Chief Executive Officer and Communications Officer
Enhanced visitor awareness	No. of guides; % satisfaction	100 guides; 90%	15% 75%	20% 78%	20% 82%	20; 86%	25%90%	8M	Enterprise lead

S04: Improve Outreach, Education & Public Awareness

Outcome	Outcome Indicators	5-Year Target	Y1	Y2	Y3	Y4	Y5	Budget (Kshs)	Responsibility
Expanded outreach programs	No. of schools; No. of exchanges	50 schools; 20 exchanges	10 2	10 3	10 4	10 5	10 6	22M	Community Liaison and Education Lead
Strengthened public awareness	No. of materials; No. of campaigns	50 materials; 30 campaigns	10 4	10 5	10 6	10 7	10 8	10M	Administration and Education Lead
Improved resource mobilization	No. of donors; Amount of funding secured	25 donors; 50M	5 5M	5 8M	5 10M	5 12M	5 15M	3M	CEO and Project Coordinator
Increased outreach partnerships	No. of partnerships	20 partnerships	4	4	4	4	4	4M	Administration and Education Lead

S05: Strengthen Leadership, Governance & Institutional Capacity

Outcome	Outcome Indicators	5-Year Target	Y1	Y2	Y3	Y4	Y5	Budget (Kshs)	Responsibility
Improved leadership & staff engagement	Staff satisfaction; No. of meetings	90%; 25 meetings	70% 4	75% 5	80% 5	85% 5	90% 6	6M	CEO
Strengthened governance	No. of board meetings; % compliance	25 meetings; 100% compliance	4 90%	5 92%	5 94%	5 96%	6 100%	4M	Advisory Board Secretary
Improved systems	No. of policies; updated structure	10 policies; 1 structure	2 1	2	2	2	2	5M	Administrations Lead
Enhanced sustainability	% funding increase; %retention	50% increase; 80% retention	5% 50%	10% 55%	10% 60%	15% 70%	10% 80%	5M	Accountant supported by all departmental heads



7.0 MONITORING, EVALUATION, & REPORTING

To measure progress, we will implement a robust monitoring and evaluation (M&E) framework that ensures accountability, efficiency, and impact assessment.

7.1 Monitoring Mechanisms

- Prior Development of clear Terms of Reference (ToR) and Theory of Change (ToC) in every project development and Implementation process.
- Establish clear performance indicators and measurable outcomes for all projects.
- Use digital tools such as GIS mapping, data collection apps, and real-time dashboards to track project activities.
- Conduct regular field visits and stakeholder engagement meetings to assess program implementation.
- Consistently build automated systems for M,E &L for tracking change in our operations.

7.2 Evaluation Framework

- Quarterly progress assessments and financial audits to ensure resource optimization.
- Annual impact assessment reports to measure long-term effectiveness and refine strategies.
- External reviews conducted by independent experts to enhance credibility and transparency.

7.3 Reporting and Communication

- Publish detailed annual reports highlighting achievements, challenges, and lessons learned.
- Maintain active communication channels, including a website, newsletters, and social media updates.
- Develop interactive storytelling approaches such as video documentaries and success stories to showcase community impact.

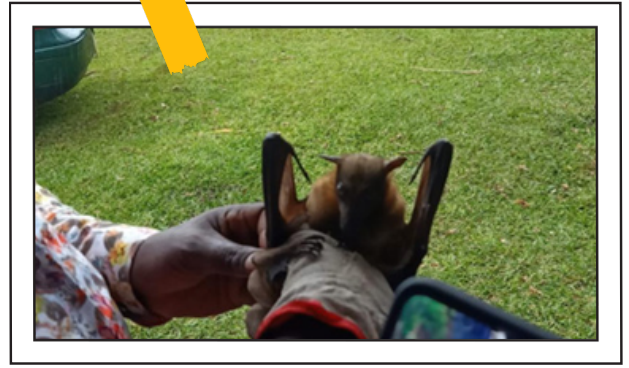
Expected Impact:

- Greater transparency and accountability in project implementation.
- Data-driven decision-making leading to improved program effectiveness.
- Increased stakeholder confidence in AV's ability to deliver sustainable conservation and development results.

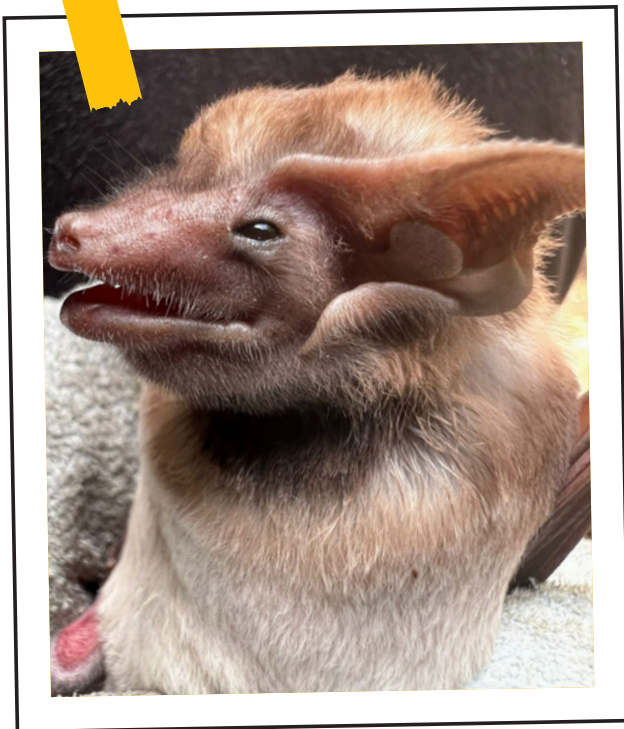


8.0 CONCLUSION

This strategic plan outlines a comprehensive roadmap for the next five years. Our goal is to establish a sustainable and resilient environment. The success of this plan depends on robust partnerships, innovative funding strategies, and active community involvement. We invite local and international partners, government agencies, conservation, enterprise and tourism organizations, and the public to join us in making a lasting impact on biodiversity conservation, sustainable tourism, enterprise and community empowerment. Together, we can create a future where people and nature coexist in harmony.



Straw-colored fruit bat.



Hildegard's Tomb
Bat - *Taphozous
hildegardeae*





Strategic Plan

2025-2030

Get in Touch



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Leisure, Nature and People