

## **WHAT DO KENYAN WILDLIFE CONSERVANCIES THINK ARE THEIR MOST IMPORTANT MANAGEMENT SKILLS GAPS?**

Enhanced management and business skills can improve conservancy outcomes, but until recently very few educational programs were available that are geared to the specific needs of conservancy leaders and managers. This is beginning to change, with some first-class African institutions offering programs or planning to roll out such programs in the near future. There is demand for such training. At a March 2018 meeting of conservancy board members convened by the Kenya Wildlife Conservancies Association (KWCA), striving for financial as well as environmental sustainability was the dominant theme.

Earlier this year Management Sciences for Wildlife Conservancies (MSWC) and KWCA decided to partner together in creating a list of questions to Kenyan conservancies, to find out what are their most important management skills gaps. Fifty-eight conservancies responded to the survey, mostly “community conservancies” - nonprofit organizations run by elected boards – which are most numerous among Kenyan wildlife conservancies.

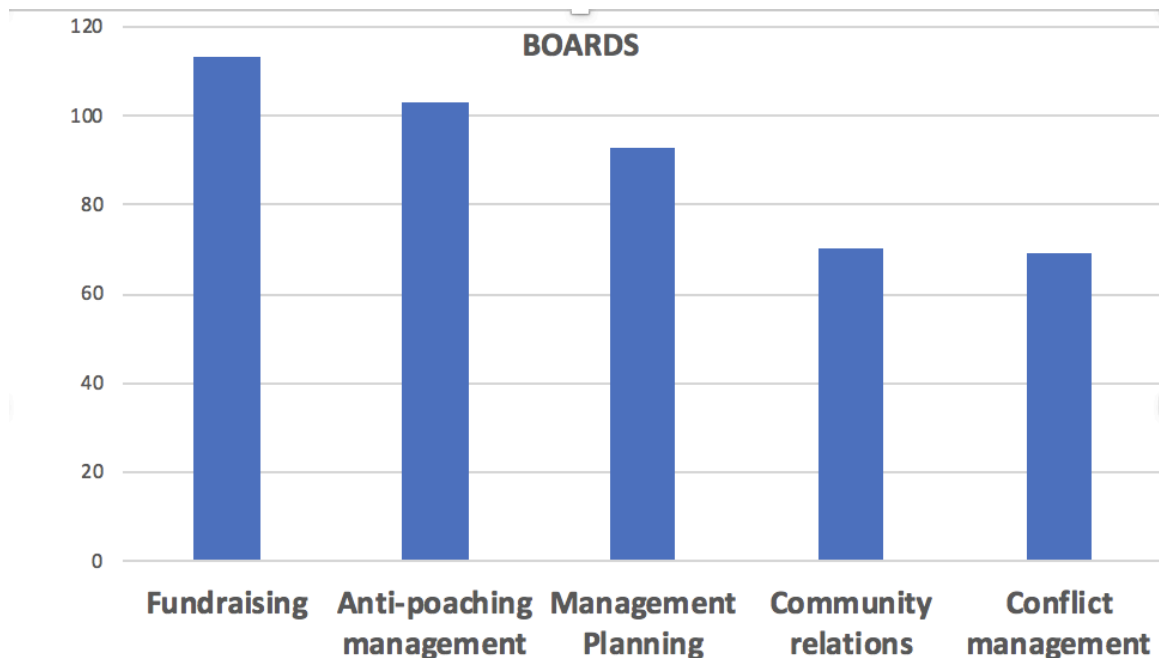
The core of the survey consisted of the following “menu” of 24 management skills among which conservancy leaders were asked which were the top five training priorities.

- Anti-poaching management
- Business plan development
- Camp/lodge management
- Communications skills
- Community relations
- Computer skills
- Conflict management
- Contracting skills
- Disaster management
- Fundraising
- General management
- Government relations
- Human resource management
- Infrastructure management
- Laws and policies
- Leadership
- Management planning
- Managing funds
- Monitoring and evaluation
- Negotiating skills
- Networking
- Procurement
- Reporting and writing skills
- Strategic planning

Conservancies were asked to rank separately the top five skills gaps for their boards and for their management.

The bar charts show the results for the 59 responding conservancies.<sup>1</sup>

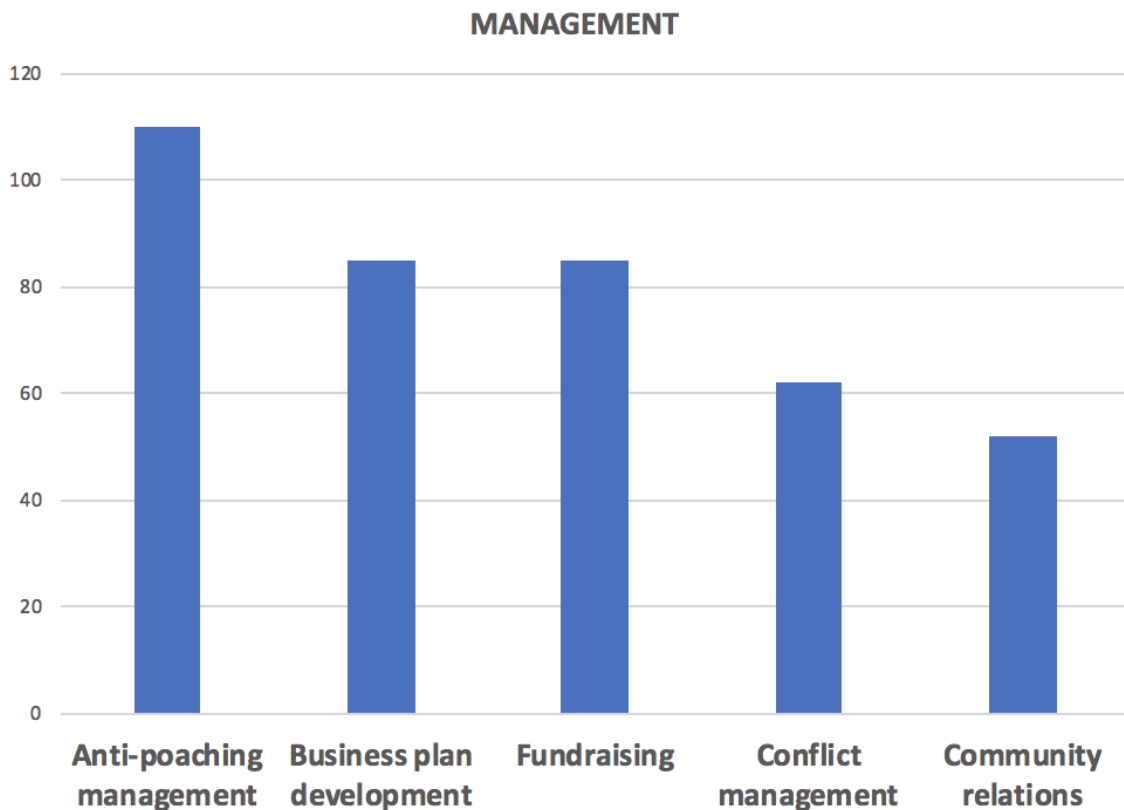
Conservancy boards pointed to the following top training priorities: Fundraising, Anti-poaching management, Management planning, Community relations and Conflict management as the top skills gaps. Together, these represent nearly half of all selections.



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<sup>1</sup> The following weights are used: 1 st priority: 5 points; second priority: 4 points; 3 rd priority: 3 points; 4 th priority: 2 points; 5 th priority: 1 point.

Conservancy managements pointed to the following top training priorities: Anti-poaching management, Business plan development, Fundraising, Conflict management and Community relations. Together, these represent 45 percent of all selections.



Lastly, the following shows the relative importance attributed by conservancy respondents to each of the 24 menu options.

<b>BOARD</b>			<b>MANAGEMENT</b>	
Fundraising	113		Anti-poaching management	110
Anti-poaching management	103		Business plan development	85
Management Planning	93		Fundraising	85
Community relations	70		Conflict management	62
Conflict management	69		Community relations	52
Business plan development	59		General management	49
Leadership	59		Management planning	52
Laws and policies	50		Strategic planning	42
Strategic planning	48		Leadership	41
General management	39		Monitoring and evaluation	39
Human resources	34		Communications skills	32
Communications skills	30		Laws and policies	36
Infrastructure management	25		Reporting and writing skills	33
Camp/lodge management	22		Human resource	26
Government relations	23		Infrastructure management	26
Networking	16		Camp/lodge management	26
Disaster management	15		Managing funds	20
Negotiating skills	13		Contracting skills	13
Reporting and writing skills	13		Negotiating skills	12
Monitoring and evaluat	11		Disaster management	11
Managing funds	11		Procurement	11
Contracting skills	8		Government relations	13
Procurement	3		Computer skills	7
Computer skills	3		Networking	8