

Creating a world in balance

2030 STRATEGIC PLAN



African People
& Wildlife

Contents

- 03 A Message from the CEO
- 04 Our Foundation of Success
- 05 Mission, Vision, and Core Values
- 06 Our Holistic Approach
- 07 Our Overarching Themes
- 08 Our 2030 Goals

Holistic Conservation Goals

- 09 Conserving Wildlife and Promoting Coexistence
- 10 Strengthening Natural Resource Stewardship
- 11 Restoring and Connecting Landscapes
- 12 Developing Conservation Enterprise
- 13 Building Strategic Partnerships

Organizational Goals

- 14 Increasing Organizational Capacity and Leveraging Communications
 - 15 Expanding Philanthropic Support
- 16 Our Path to Scale

This strategic plan and vision reflect the efforts of African People & Wildlife to maximize our impact in Tanzania and across Africa over the next 10 years.

© 2021 African People & Wildlife



Photo credits: Luke Dollar, Laly Lichtenfeld, Fahad Rajab Mwajasho, Erika Pineros, Felipe Rodriguez, and Neovitus Sianga

Now is the time for urgent action.

When African People & Wildlife first broke ground on the Nolooho Environmental Center in northern Tanzania nearly 15 years ago, our team was both inspired by the magnificent landscapes, people, and wildlife that surrounded us and keenly aware of the challenges and threats that this special place was facing. And so we rolled up our sleeves and committed ourselves to the work ahead: building an innovative organization that has attained international recognition for its transformational approach to conservation through collaboration with local people.

African People & Wildlife achieves win-win solutions for people and nature because we deeply involve the communities living in these important landscapes in all that we do. Their efforts to co-create and co-implement programs with us are critical to bringing about systemic change.

Fifteen years later, these vulnerable landscapes, people, and wildlife need us more than ever. Climate change poses an unparalleled danger to all life on Earth, the threat of future pandemics looms with mankind's increasing destruction of the natural world, and the future of biodiversity is at risk. **We can solve these crises—but only if we work together.**

We are excited to share our bold vision for the years ahead in our newly created 2030 Strategic Plan. **Over the coming years, we will both deepen and intensify our on-the-ground impact in Tanzania and bring our expertise and unique approach to new landscapes across Africa.** Together, we will achieve these ambitious goals through data-driven, actionable strategies and thoughtful, culturally attuned community engagement.

Our vision requires commitment, bolstered resources, and further investments in our infrastructure. Most importantly, our new 10-year plan and vision simultaneously celebrate what we have built and accomplished since our organization's inception and boldly outlines a clear approach to what we will achieve in the future.

We chose a 10-year time frame intentionally, recognizing that systemic, long-lasting change does not happen overnight. **But we have done it before.** We know from our track record of success that transformative change is possible.

Throughout these years of hard work and incredible impact, one very important thing has remained constant for African People & Wildlife: Our community members, partners, and supporters continue to share our undaunted resolve to overcome today's greatest conservation challenges. We are proud of the successes we have achieved together on behalf of people and nature and look forward to working with you to save these precious landscapes and the wildlife and communities that depend upon them. Though our core programs remain focused in Tanzania, the continued impact of our work will reverberate across Africa—and the world.

Please join us.



Laly Lichtenfeld

Laly L. Lichtenfeld, Ph.D.
Co-founder and CEO

OUR 2030 TARGETS

650,000

human lives positively impacted through holistic conservation programs

80%

or more of APW-identified focal species conserved in priority landscapes

19 million

acres of vital habitat preserved

1

Nolooho Environmental Center for Holistic Conservation advancing the field across Africa

Our foundation of success uniquely positions us to meet some of Africa's biggest conservation challenges.

African People & Wildlife works hand in hand with communities and other dedicated partners to create a more balanced and sustainable world—inspiring collaborative solutions, protecting and recovering critical species and habitats, spurring economic development, and empowering local people. Our award-winning program officers, educators, scientists, and field team members—98% of whom are African—deeply engage with

communities and continually seek new ways to strengthen our work through dynamic and mutually-beneficial partnerships.

AND WE GET RESULTS.

Our innovative efforts on the ground drive effective, measurable, and lasting outcomes for people and the planet. Capitalizing on our core programmatic strengths and unrivaled community

engagement expertise, we are harnessing the immense possibilities of co-creation to realize our vision of a world where Africa's people and wildlife coexist and thrive in vibrant, healthy landscapes.

Visit africanpeoplewildlife.org/impact-summary to read about our latest impact.

IMPACT HIGHLIGHTS

Rebounding Wildlife



Recovering and stabilizing populations of key wildlife species, including the African lion and the fringe-eared oryx

Empowered Women and Girls



Improved income retention, education, and employment opportunities in support of greater gender equality

Data-Driven Community Action



Increased evidence-based decision-making and knowledge sharing through conservation technology

Peaceful Coexistence



Greater tolerance toward human-wildlife coexistence, including in landscapes with previously high levels of conflict

Resilient Landscapes



Improved monitoring of critical grasslands and increased habitat protection efforts by communities



OUR MISSION

We protect wildlife, invest in people, and restore balance to Africa's vital ecosystems through effective conservation action, applied science, and collective impact.

OUR VISION

We envision a world where Africa's people and wildlife coexist and thrive in vibrant, healthy landscapes.

OUR CORE VALUES

Action

We act dynamically in the face of change and ensure that our efforts result in measurable, positive impact on the ground.

Balance

We value the concept of symmetry and emphasize win-win, synergistic outcomes for people and wildlife.

Collaboration

We champion partnerships and believe people and organizations must join together to solve conservation challenges.

Empowerment

We mobilize and uplift our co-workers, partners, and fellow community members to inspire and motivate sustainable change.

Innovation

By evaluating existing practices, encouraging strong science, and learning from experience, we continually develop new models, tools, and concepts.

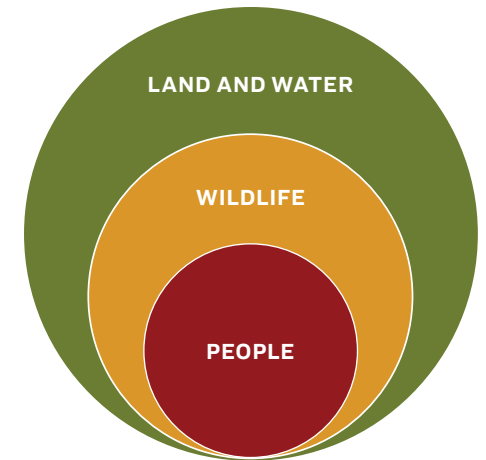
Respect

We embrace a diversity of opinions and ideas, and we treat our co-workers, partners, supporters, and fellow community members with dignity.

Our holistic approach is designed to create win-win solutions for people and the planet.

African People & Wildlife recognizes the deep interconnections among communities, wild species, and the diverse ecosystems they call home. As stewards of the land who depend on the natural world, people are at the heart of everything we do. We join together with communities and partners to form inclusive, long-term relationships that

provide the opportunity for all to participate. By working across the conservation and sustainable development fields and ensuring that each of our programs benefits human lives, conserves vulnerable wildlife, and protects critical habitats, our **theory of change** results in a world where communities and wildlife coexist and thrive.



OUR THEMES

Our approach is grounded in a set of overarching themes that we address through all of our programs. We believe each of these themes is a vital part of solving some of the world's most pressing challenges and advancing the United Nations Sustainable Development Goals. Read more about our themes on page 7.



OUR COMMITMENT TO A SCIENCE-DRIVEN AND ADAPTIVE APPROACH

We consistently measure our results, track progress toward our goals, and evaluate the effectiveness of our work. By engaging in a process of constant learning, we use feedback to make data-driven decisions and to adjust our strategies and actions when needed. Adapting our programming may involve experimenting with a new way of working, scaling an approach that demonstrates value, or acknowledging when something just isn't working.

Importantly, our science-driven and adaptive approach integrates the traditional conservation knowledge of our community partners. Using cutting-edge technology solutions, we customize tools that empower local people to collect, access, and analyze their critical conservation information in real time.

Our Monitoring and Evaluation team analyzes a wide range of biophysical and social science data. Biophysical science methods include the use of geospatial data to assess lion population movements and large carnivore conflict, wildlife counts that estimate population densities through distance sampling, and habitat modeling using remote sensing and the study of indicator species. Social science methods include household surveys, qualitative interviews, and participatory rural appraisal techniques to understand the contribution of our programs to improved human well-being and attitudes toward coexistence.

Through our commitment to science, African People & Wildlife contributes to conservation knowledge and best practices on a global scale.

Our overarching themes inform everything we do.

At African People & Wildlife, we know that local solutions — designed from the ground up — can make an important contribution to solving global challenges. We recognize that the root causes of some of today's biggest threats to nature and human well-being are deeply connected, and we address them in our work through the following themes:



Climate change poses a growing threat to Africa's people, wildlife, and ecosystems. Rising temperatures, longer and more intense droughts, and more extreme weather will impact healthy habitats, food security, water sources, and human health and safety. We work to fight climate change through programs like the Sustainable Rangelands Initiative and Women's Beekeeping Initiative, which link conservation health with human well-being.



In many parts of Africa, rural and indigenous women and girls bear the primary responsibility for collecting water, caring for the land, and farming. Yet men often assume a greater role than women in managing precious natural resources. We tap into the enormous potential of women and girls to become champions of nature through programs like the Women's Beekeeping Initiative, Women in Conservation internships, and Girls Clubs.



With nearly 60% of its population under the age of 25, Africa is the world's youngest continent. We recognize the power and possibility of the next generation to become future environmental leaders and advocates. Through our Youth Environmental Education programs, scholarships, and opportunities for engagement in our programs, we connect youth with skills and resources to drive positive impact in their communities and the world — both today and tomorrow.



Rural and indigenous people collectively protect about 80% of our world's biodiversity. These communities hold deep knowledge about the lands they call home, but they often face discrimination and exclusion from natural resource decisions that may affect their rights. Through programs like ACTIVE® Community Engagement, we invite our partner communities to the table from the beginning as co-creators and co-implementors of programs that impact their lives.

Our 2030 goals: Where opportunity meets impact

Holistic conservation goals

Conserving wildlife and promoting coexistence

We will conserve a greater diversity of critical wildlife species and promote coexistence by advancing current and new conservation solutions that reflect local needs and perspectives.

Strengthening natural resource stewardship

To strengthen natural resource stewardship, we will advance nature-based solutions that recognize the links between human well-being and ecosystem health.

Restoring and connecting landscapes

To enhance connectivity, we will develop and/or strengthen strategic partnerships to ensure an interconnected mosaic of flourishing lands for the long-term resilience of people and wildlife.

Developing conservation enterprise

We will support current and new conservation enterprise opportunities that empower rural communities to benefit from and protect their surrounding natural resources, with an emphasis on women and youth.

Building strategic partnerships

To intensify our impact in Tanzania and further the adoption of our approach across Africa, we will strengthen and expand our collaboration with key partners and invest in Nolocho to establish Africa's first Center of Excellence for Holistic Conservation.

The following pages highlight the route we will take to achieve our 2030 goals, including the strategies and/or activities we will prioritize for achievement by 2024. We envision this 2030 Strategic Plan, which complements a more detailed internal plan, to be a living document to be updated and revised every three years as African People & Wildlife—and the world—continue to evolve.

Organizational goals

Increasing organizational capacity and leveraging communications

To achieve our aggressive goals, we will build capacity at all levels of the organization, elevate our team, and direct our communications toward greater thought leadership.

Expanding philanthropic support

To support our strategic plan and vision, we will achieve robust, year-over-year growth in contributions by diversifying our funding streams, growing our core network, and enhancing our culture of philanthropy.



Conserving wildlife and promoting coexistence

WHAT SUCCESS LOOKS LIKE BY 2030

Reduced conflict, greater local involvement in wildlife conservation, and increased tolerance of communities living in and near wildlife areas result in stable and thriving wildlife populations in key geographies.

WHY IT MATTERS

Africa's vast wealth of animal, plant, and marine life comprises approximately one-fourth of global biodiversity. The continent is also home to the world's greatest intact large mammal populations. However, many critical species are increasingly at risk due to climate change, habitat loss and degradation, and escalating conflicts with people. Several of African People & Wildlife's focal species—including lions and elephants—are keystone species whose presence is essential to preserving vital ecosystems. By ensuring that local populations of these animals and many others endure, we will help to prevent the catastrophic crisis of mass extinction.

To help wildlife populations survive and thrive, African People & Wildlife works with communities to advance conservation initiatives like Living Walls that reflect local needs and perspectives. Our expertise in creating win-win solutions for people and nature positions us as a leader in holistic conservation.

ON THE ROAD TO SUCCESS, BY 2024 WE WILL:

1.

Diversify our species conservation focus beyond big cats to include additional threatened species

2.

Develop two new conflict mitigation approaches and expand the high performing Living Walls initiative by doubling annual installations

3.

Increase youth involvement and leadership in wildlife monitoring and conservation activities in Tanzania, emphasizing the value of long-standing cultural connections to wildlife

Strengthening natural resource stewardship

WHAT SUCCESS LOOKS LIKE BY 2030

Strong community stewardship of rangeland and watershed resources promotes economic, ecological, and social benefits, leading to prosperous human lives and resilient habitats for vulnerable wildlife species.

WHY IT MATTERS

Africa's wild places and rural communities will bear the brunt of climate change. The combined, negative effects of changing weather patterns, increasing livestock populations, and shifts in land use are leading to a decline in the quality of critical pastures. Rising human populations also create great challenges for the conservation of the continent's wealth of natural resources and wild species.

The sustainable use and management of Africa's land and water are essential to improving human lives while preserving the natural environment for future generations. We partner with communities to co-create and co-implement programs like the Sustainable Rangelands Initiative, which enhances traditional grazing practices through technological innovation and greater knowledge sharing. By advancing nature-based conservation solutions that recognize the links between human well-being and ecosystem health, our programs serve as replicable models for other parts of Africa and even other continents.



ON THE ROAD TO SUCCESS, BY 2024 WE WILL:

1.

Expand the Sustainable Rangelands Initiative's emphasis on grassland monitoring to strengthening practical rangeland management across all partner communities

2.

Incentivize community-driven rangeland conservation activities by introducing a system of payments for ecosystems services

3.

Initiate a local watershed restoration effort in the Tarangire-Manyara ecosystem as a demonstration project

Restoring and connecting landscapes

WHAT SUCCESS LOOKS LIKE BY 2030

Corridors and buffer zones — linking protected areas, communal and private lands — are managed and supported through enhanced government, local, and private partnerships and support healthy, intact ecosystems for the benefit of people and wildlife.

WHY IT MATTERS

One of the greatest threats to Africa's wildlife, ecosystems, and rural communities is habitat loss and fragmentation. There is an urgent need to preserve healthy, connected landscapes for the long-term benefit of everyone — people, parks, and wildlife. In Tanzania and many other countries, changing weather patterns already affect the daily lives of community members whose livelihoods are tied to the natural world. Evidence also shows that many wild species shift their ranges in response to climate change, which can negatively alter critical ecosystems.

Through strategic partnerships and our innovative community engagement programming, African People & Wildlife is uniquely situated to lead collective efforts to restore and connect landscapes. We promote an interconnected mosaic of flourishing lands that supports critical wildlife corridors, preserves healthy habitats, and helps vulnerable human and wildlife populations become more resilient to present and future climate impacts.



ON THE ROAD TO SUCCESS, BY 2024 WE WILL:

1.

Facilitate improved collaboration between national parks and communities via the identification of shared goals and joint programming in one new landscape

2.

Support landscape-level connectivity and pastoral livelihoods by increasing coverage and cross-community integration of the rangeland program throughout the Tarangire-Manyara ecosystem

3.

Conserve two critical wildlife corridors by developing incentive-based programming with local communities

Developing conservation enterprise

WHAT SUCCESS LOOKS LIKE BY 2030

Self-sustaining conservation economies lift families out of poverty, empower women and youth, and improve health and education while ensuring flourishing and protected wildlife habitats.

WHY IT MATTERS

Supporting healthy and prosperous communities will help to ensure the long-term resilience of people, wildlife, and the landscapes they depend on. Across Africa, where limited opportunities to support their families exist, community members are more likely to take part in activities that harm the environment, such as charcoaling and bushmeat poaching.

African People & Wildlife's focus on developing conservation enterprise arises from our deep expertise in community development and the understanding that human well-being and environmental protection efforts go hand in hand. In particular, our successful gender-based conservation programs like the Women's Beekeeping Initiative prove that empowered female business owners are likely to invest their earnings into education and health care, thereby uplifting families and communities. Our approach to developing conservation-friendly enterprises is uniquely suited to serve as a model for communities across Africa to benefit from their surrounding natural resources.



ON THE ROAD TO SUCCESS, BY 2024 WE WILL:

1.

Diversify our Tanzanian nature-based economic portfolio to include two new initiatives

2.

Continue to transition the Women's Beekeeping Initiative toward a self-sustaining effort by strengthening the value chain and developing Mama Asali product lines

3.

Support the development of a new conservation enterprise in Angola's Okavango-Zambezi watershed via a partnership with the National Geographic Okavango Wilderness Project

Building strategic partnerships

WHAT SUCCESS LOOKS LIKE BY 2030

Increased outreach and collaboration — with Nolohero as a central hub of learning and open-access sharing— expands our on-the-ground impact in Tanzania, fills programmatic gaps, and furthers the adoption of our holistic approach across Africa.

WHY IT MATTERS

Many organizations and institutions have important, practical experience in the African conservation and development fields. However, there is a need for stronger collaboration among communities, wildlife agencies, NGOs, and conservationists to maximize positive outcomes for human well-being, wildlife abundance, and environmental protection.

Through our ACTIVE® community engagement program, African People & Wildlife is uniquely positioned to catalyze partnerships that lead to increased learning and information sharing; more engaged institutions and government authorities; deeper, sustainable impact for people and wildlife; and a shift in institutional mindsets towards more inclusive conservation. As we advance our 2030 Strategic Plan, we will strengthen and expand our collaboration with targeted and productive partners across critical landscapes to intensify our impact and address programming gaps. To learn more about ACTIVE®, visit africanpeoplewildlife.org/ACTIVE.



ON THE ROAD TO SUCCESS, BY 2024 WE WILL:

1.

Work with five new partners via our ACTIVE® community engagement consultancy services in Tanzania and beyond

2.

Develop a peer-to-peer learning program and formalize three agreements with academic and scientific institutions to facilitate research in holistic conservation

3.

Enhance institutional partnerships with government authorities in Tanzania

Increasing organizational capacity and leveraging communications

WHAT SUCCESS LOOKS LIKE BY 2030

A robust, efficient, and highly trained team expands our expertise, partnerships, influence, and resources — all supported with integrated management systems that enhance our operational effectiveness and communication skills.

HOW WE WILL ACHIEVE OUR GOALS

We will make essential internal changes to critical components of our organization, processes, communications, and infrastructure, ultimately making African People & Wildlife stronger and more nimble. In 2020, we evaluated our organizational alignment with this 2030 Strategic Plan in order to determine our greatest strengths and to identify areas for improvement. Key recommendations included expanding our team, improving infrastructure at Nolohero, and more effectively leveraging communications to grow audiences, engage influencers, drive advocacy, and mobilize resources.

We will build capacity at all levels of the organization— leadership, core staff, and field team members— while remaining focused on greater efficiency and maintaining our strong track record of employee retention. We will support and elevate our team by directing more resources toward opportunities to improve and/or develop new skills and by creating additional paths for advancement within the organization.



ON THE ROAD TO SUCCESS, BY 2024 WE WILL:

1.

Add at least nine staff members to our current 40+ full-time team while introducing several key leadership positions, including a Tanzanian country director and a U.S. director of conservation

2.

Increase infrastructure and resources at Nolohero via a capital campaign, including the construction of a new Innovation Lab to advance peer-to-peer learning and thought leadership

3.

Create a more robust communications strategy and team, with a greater emphasis on producing action-oriented campaigns and developing partnerships with key influencers to raise awareness and resources

Expanding philanthropic support

WHAT SUCCESS LOOKS LIKE BY 2030

A strong culture of philanthropy across the organization, together with a diverse network of dedicated donors and supporters, drive effective conservation action and create transformative change.

HOW WE WILL ACHIEVE OUR GOALS

Achieving our 2030 Strategic Plan will require substantial investment and commitment as we continue to expand philanthropic support. Moving ahead, we will capitalize on our successful history of growth, our proven track record of meeting donors' philanthropic objectives and renewing their support, and our lean and efficient use of contributions. We will drive our momentum forward with robust, year-over-year growth with a target to increase our annual conservation budget from \$1.1 million in 2019 to approximately \$5 million by 2030. We will also continue to diversify our funding streams to provide long-term stability, increase our capacity, and ensure flexibility.

To be successful, the staff, board of directors, council members, and key volunteers will serve as organizational ambassadors to expand our funding base. We will also recruit new board members who will bring increased resources and contacts to the organization. The CEO will play a powerful role in this effort, devoting 50% of her time to philanthropy and the expansion of our core network.

ON THE ROAD TO SUCCESS, BY 2024 WE WILL:

1.

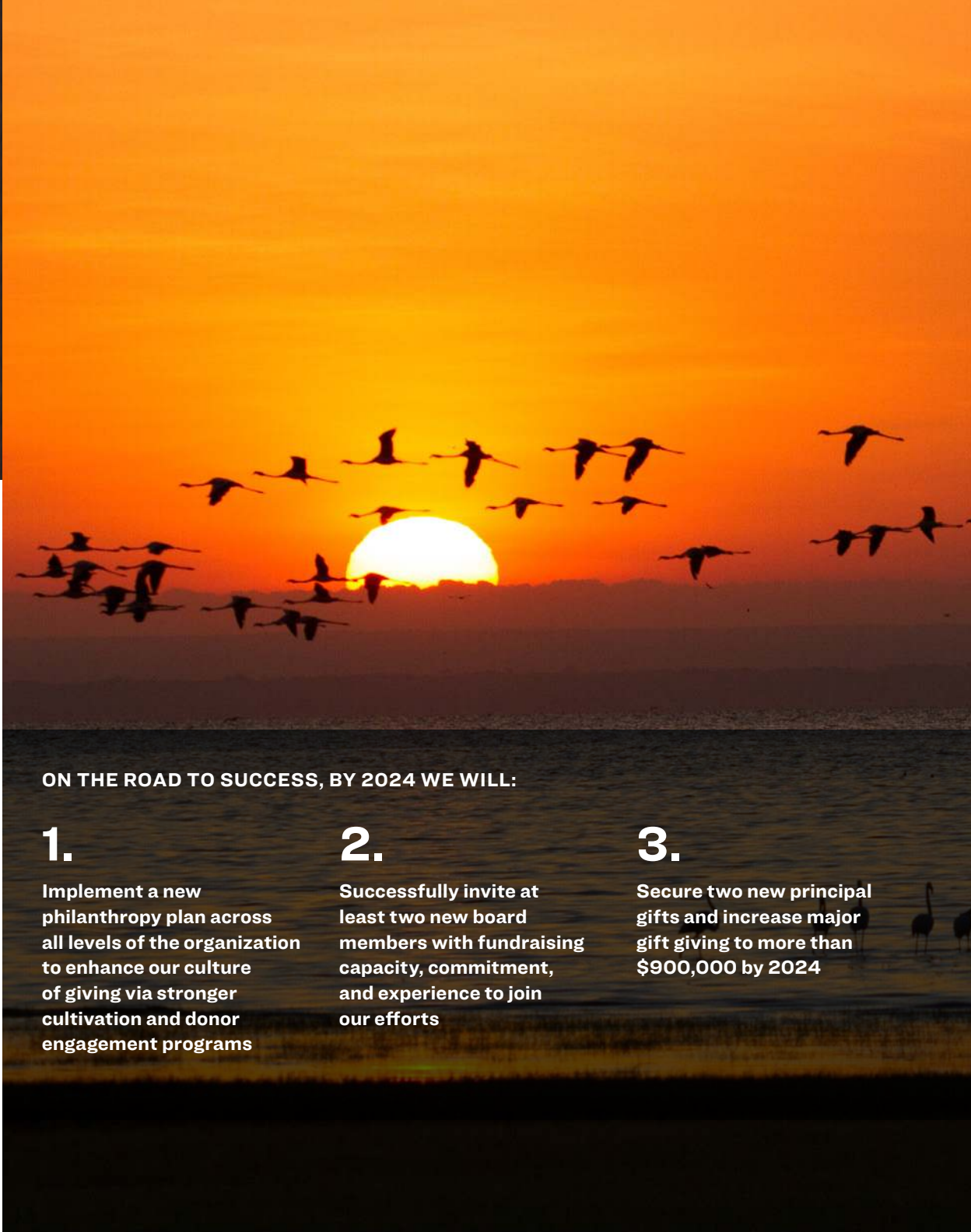
Implement a new philanthropy plan across all levels of the organization to enhance our culture of giving via stronger cultivation and donor engagement programs

2.

Successfully invite at least two new board members with fundraising capacity, commitment, and experience to join our efforts

3.

Secure two new principal gifts and increase major gift giving to more than \$900,000 by 2024

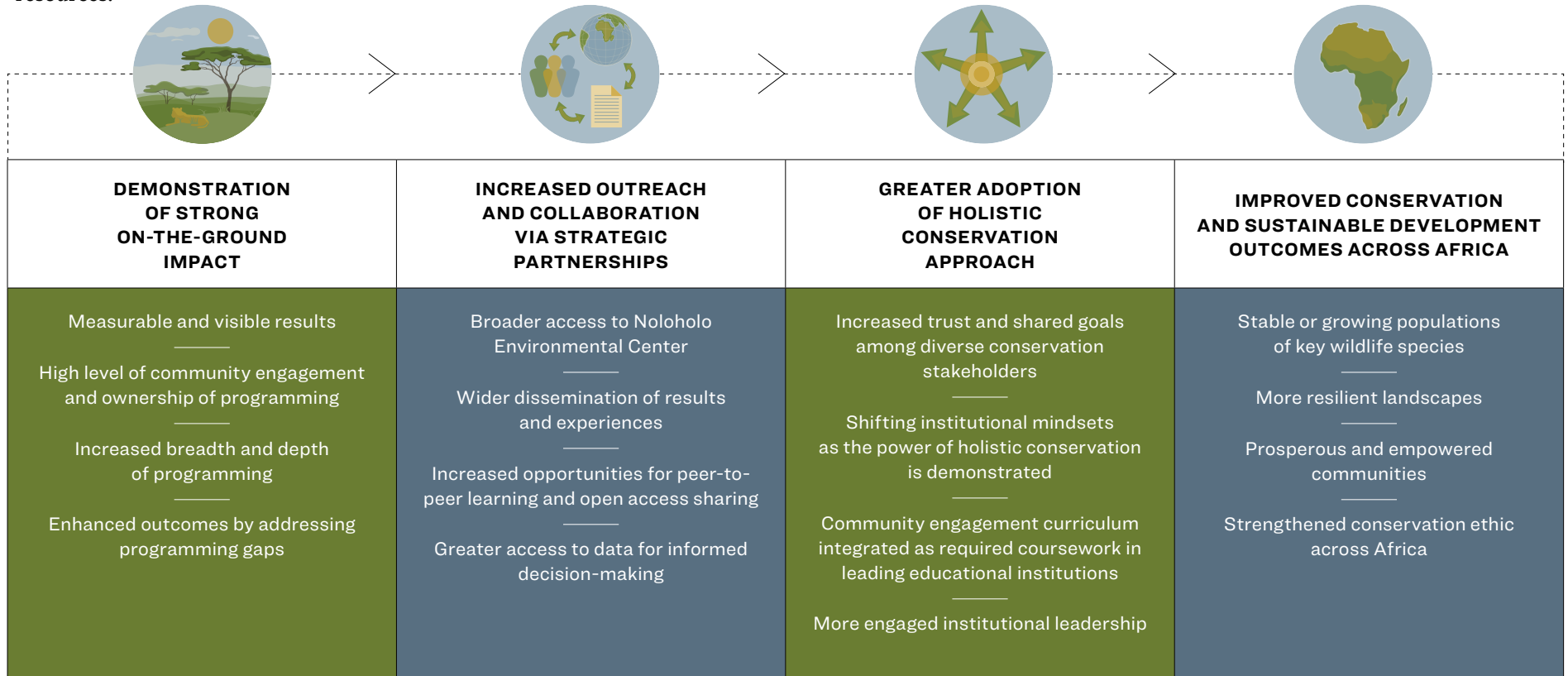


Our path to scale will maximize our impact both in Tanzania and across Africa.

At African People & Wildlife, we understand that the overarching path to scale will take time. We also know we cannot create widespread, meaningful impact alone. Our holistic approach to conservation is founded on the belief that constant collaboration and dialogue among communities, village and district governments, NGOs, the private sector, and national wildlife agencies are essential to the long-term resilience of Africa's people and natural resources.

As we work to quadruple our programmatic reach in Tanzania, we believe that our opportunities for scale and expansion across Africa lie in the “how to” of community engagement in conservation. There is no one-size-fits-all solution on a continent where environmental conditions and community dynamics on the ground are highly varied and nuanced. However, across the conservation field, there is a growing acknowledgment that deeper

community engagement is needed to effectively address growing threats to biodiversity. By scaling our impact over the next 10 years, African People & Wildlife is well-positioned to revolutionize the way African conservation is practiced, unite people and parks, and positively impact millions of individuals and wild animals across the continent while ensuring the health and connectivity of vital ecosystems.



As our work moves forward, our vision of a world where Africa's people and wildlife coexist and thrive in vibrant, healthy landscapes will continue to guide our decisions and actions every day.

African People & Wildlife's 2030 Strategic Plan builds on our solid foundation of proven and effective programming, vast expertise in community engagement, and robust partnerships developed over the organization's 15-year history. This ambitious plan and vision was created with deep involvement from the board of directors, council members, strategic partners, and staff, who worked collaboratively to develop top-level strategies, goals, and targets. By working across the conservation and sustainable development fields to implement our 2030 goals, we will create transformative, positive change for people and wildlife across the African continent.



**African People
& Wildlife**

Finding the Balance for Communities and Nature



info@africanpeoplewildlife.org
africanpeoplewildlife.org

 [@AfricanPeopleWildlife](https://www.facebook.com/AfricanPeopleWildlife)

 [@AfricanPeopleWildlife](https://www.instagram.com/AfricanPeopleWildlife)

 [@AfricanPplWild](https://twitter.com/AfricanPplWild)