

AFRICAN WILDLIFE FOUNDATION

Strategic Vision

2020 – 2030

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Forward

Africa is at a crossroads. Its population is growing exponentially—it is predicted there will be 2.5 billion people living on the continent by 2050. The need for additional infrastructure, as well as more land for agriculture and human settlement is real. Africa is now making real choices about how and where development will occur. What areas of Africa should be protected and which ones will be traded off for development? What is the role of wildlife and wildlands in Africa's development? The future of these unique continental natural resources is directly tied to decisions Africans are currently making about its economic development, and population ascendency.

It is AWF'S belief that if Africa does not quickly and directly tackle issues surrounding conservation and development while still in these formative stages of economic development, growth and prosperity, the potential positive socioeconomic, political and environmental gains could be short-lived. The outcome of the discussion on about whether to link conservation and development, or not will determine what will be left of wildlife and wildlands on the continent.

The rapid changes impacting modern Africa dictates that AWF must focus and redefine our vision, evolve strategic approaches, and adapt purposeful African ownership to deliver sustainable conservation impacts. The 'modern Africa narrative' will drive how we address the major threats to wildlife on the continent. Ownership of conservation must rest with the people who ultimately bear the costs and/or reap the benefits of conservation – stakeholders include communities (mostly youth), protected area authorities, national governments, and others who hold rights over the natural resource base (esp. women).

In 2016 we changed our organization mission to one that created new opportunities to change the way 'conservation is done in Africa.' With the new mission statement, renewing our commitment to protect and conserve Africa's wildlife, albeit with a recognition that in "modern Africa" the way wildlife conservation is pursued must be redefined – in consideration of the changes that are rapidly occurring. With a unified sense of direction and a commitment to structurally shift, we realize AWF's destiny as a truly African conservation organization - divining ourselves in three major ways, we now aspire to become:

1. **A Champion for Wildlife** – *to use the strength and power of our voice to ensure that Africa's wildlife and wild lands get the attention they deserve.*
2. **Thought leadership** – *to be the African conservation expert articulating how a modern Africa can move in a way that is friendly to wildlife.*
3. **A Global leader** - *as Africa's oldest conservation organization representing a unique position and global perspective one that leads the discussion about how Africa will manage its natural resources responsibly and accountably.*

It is our conviction that the future of wildlife and wild lands in modern Africa hinges on ensuring that the conservation agenda links to the aspirations and mindsets driving change on the continent. This means two things:

- Bringing African leaders to the table to establish the conservation agenda one that ensures that Africans, particularly younger generations, are passionate about wildlife and wild lands.
- Enhancing the protection, and management of wildlife in situ and conserving wildlands at scale.

We know intuitively (and have witnessed time and again) that conservation success relies on African ownership. No one can speak for African places better than the people who occupy them. It is therefore our primary responsibility to support African governments and people willing to chart futures that embrace wildlife and wild lands. We will raise a voice for local communities who live in wildlife-rich areas and ensure that their needs guide our interventions. We will strengthen our voice of African wildlife; our belief in African leadership and integrity; our work to empower youth and women, our promotion of Africa's prosperity, our belief in technology and innovation, and human rights based conservation approach.

By this vision, we hope to change the debate: proposing that African governments do not have to choose conservation over development or vice versa? This is a false choice. The correct question is how to embrace the future and create an Africa that makes wildlife and wild lands a centerpiece of sustainable development - recognizing its unique and inherent value.

AWF will need strong alliances that bring different sectors together if we are to overcome the challenges of wildlife protection and conservation. We do not yet know how things will unfold with this new Africa development trajectory, but one thing is for sure: the scale, scope and complexity of the economic and social transformation to come will be such that no sector – health, economics, conservation, security, agriculture, tourism, or academia – will be able to manage the transformation alone.

We will only be successful if we focus our work in advising and assisting the national governments and Africa's people in navigating the transition towards economic modernity and social transformation with a significant and representative compliment of wildlife and wild places intact. This requires a shift to an Africa led approach. A shift towards intentional services that empower Africans to lead conservation's future on the continent. The shift that ensures ordinary Africans – especially the youth, step up and voice their interests in conservation of wildlife and wildlands. We must believe that change will come from what people do every day – from parents concerned about their grandchildren, from business people concerned about the future of business and their brand, and from politicians concerned about votes.

As we start on implementation of this vision and addressing the challenges of the new mission, we are keenly aware that the most crucial factor in AWF's work is *people*, our staff, AWF trustees, our partners and donors. Without which, our grand vision, strategic plans, and work on the ground wouldn't be possible. I thank each of you and going forward, we will continue working together to strengthen AWF that is so eager and enthusiastic with a game-changer vision that prioritizes Africa's wildlife, the people of Africa and their future, as well as the policies that govern them.

This fight is ours to win.

Thank you!

Kaddu Sebunya, Chief Executive Officer.

The African Wildlife Foundation’s **vision** is of an Africa where sustainable development includes thriving wildlife and wild lands as a cultural and economic asset for Africa’s future generations. Our **mission** is to ensure that wildlife and wild lands thrive in modern Africa. Our **approach** is to engage and support leadership at all levels in their efforts to stabilize Africa’s wildlife habitats, protect wildlife and wild lands, eliminate illegal wildlife trade, and ensure the development of Africa is inclusive and green.

Modern Africa

Dynamic, growing and young

Africa has evolved into a dynamic and rapidly growing continent. A deep understanding of and connection with the aspirations and mindsets driving change on the continent is essential for success in achieving our mission of ensuring wildlife and wild lands thrive in modern Africa.

The 1990’s witnessed the emergence of a modern Africa narrative that challenges the dominant colonial and post-colonial narrative of hopelessness and dependency. Growing confidence across the continent described by many as “Africa rising” is transforming African nations into some of the world’s fastest growing economies. Investments in innovation, education, and healthcare have slowed the ravages of diseases. Fewer children are dying and on the whole Africans are living longer. Millions are enrolling in schools and the number of Africans pursuing higher education degrees more than doubled between 2000 and 2010.

While grim news is still too common in pockets of the continent, Africa has never been in a better place politically. Democracy is taking root in many places, from only 5 countries with electoral system in 1980s to now more than 45 of the 54 countries. Levels of armed conflict are significantly lower than during the immediate post-Cold War period. Development has shifted from “handouts” to market oriented strategies, driven by the fact that, since 1994, Africa has experienced the longest sustained period of growth since decolonization in the sixties.



THE AFRICAN WILDLIFE FOUNDATION

Vision

An Africa where human development includes thriving wildlife and extensive wild lands as a cultural and economic asset for Africa’s future generations.

Mission

To ensure that wildlife and wild lands thrive in modern Africa.

Approach

To engage and support leadership at all levels, in their efforts to stabilize Africa’s wildlife habitats, protect wildlife and wild lands, eliminate illegal wildlife trade and ensure the development of Africa is inclusive and green.

This transformation is not happening accidentally. Around the continent, African governments are putting in place policies to ensure that economic growth continues. From ending armed conflicts to lowering inflation, trimming foreign debt, improving the business climate, and investing in infrastructure. Many of Africa's leaders are focused on ensuring the path to economic prosperity.

Development partners are taking note – Asian, North American, and European governments and development cooperation agencies are reshaping strategies to support governance reforms and market driven growth. The corporate sector is increasingly important in Africa's investment landscape with foreign direct investment consistently above \$50 billion in recent years. These players are increasingly relying on African leaders to set their own development priorities.

Remarkable progress is being made, but much of this growth is taking place without proper consideration of Africa's natural resources. The Africa rising narrative faces important challenges stemming from a burgeoning human population which will place increasing pressure on the available resources. Africa's population is projected to double to two billion by 2050, with more than 800 million under the age of 15 and 665 million 15-29 year olds. This represents an average of 25 million new people joining the workforce each year.

As prosperity spreads across the continent, people's demands will place more pressure on the natural resource base. Business as usual scenarios guiding growth at the moment will lead to increasing demands for land and resources, pitting people and wildlife in greater competition. Under these scenarios land becomes degraded and less productive, people impoverished, and ultimately both people and wildlife will suffer.

A more positive future for Africa's wildlife, wild lands, and people hinges on how leaders on the continent, at all levels, and Africa's development partners will respond to these challenges.

A false choice

Africa's economic and population growth is already coming with a high ecological cost. Whereas many of the right steps are being taken to attract financial capital, the same care is often not being taken to preserve Africa's natural capital. Poorly planned agriculture, settlements, infrastructure development, and resource extraction are driving degradation of forests, rivers, and grasslands. The resulting habitat loss and fragmentation threaten ecosystem goods and services upon which people and wildlife both depend. Without adequate training, technical support, and empowerment, African leaders risk decisions that rank short-term benefits above long term growth.

Developing this way is a choice. For conservation to succeed in Africa, it must be owned and led by African leadership. The dominant narrative among African decision makers is that this degradation is the "cost of progress", and that wildlife is "someone else's concern". From a household level to the statehouses, many believe that the transformation in Africa will come at the cost of wildlife and wildlands, perhaps that it even should.

In fact, the opposite is true, the services that are being lost underpin human well-being, political stability, and the continued economic prosperity that African leader's desire.

International trade

The world's economy in 2019 is more connected than it has ever been. While this connectivity brings benefits in terms of investment, access to information, and the possibility to connect to global markets, it also has a cost, particularly for the environment.

A surge in global demand for illegal wildlife products since 2010 has decimated Africa's wildlife populations. From ivory to rhino horn, pangolin scales, lion bone, and more, Africa is being robbed of its wildlife resources by international criminals servicing the demand of a global black market. The role this trade plays in undermining good governance and funding violent conflict is well documented.

Lion populations have plummeted by 42 percent in the last twenty years and have disappeared from 16 African nations. Elephant populations declined by nearly a third between just 2007 and 2014. There are fewer than 30,000 rhinos left in Africa, with the Northern White subspecies effectively extinct as of 2018. Habitat loss, hunting, and bush meat trade have led the giraffe to now being categorized as "vulnerable to extinction," with populations declining by as much as 40 percent in three decades.

The poaching crisis puts into clear focus why one cannot separate conservation and development. There are three variables that enter into the calculation of wildlife trade on the supply side – the reward, the punishment, and the likelihood of being caught and penalized.

Crimes that have high rewards and are easy to get away with will be more prevalent. But the calculation also depends on the situation of the person. The calculus of a desperately poor person who has few alternatives is different from a person who is better off and stands to lose more from being convicted for a crime. This analysis goes to the heart of the conservation crisis in Africa, and specifically to the role of communities and governments.

Crime syndicates recruit local people who have few alternatives to do the actual poaching, leading vulnerable rural Africans to take the greatest risk in return for the smallest portion of the illicitly won reward. The willingness of communities to cooperate with crime syndicates and government officials to ignore the crime is related to their own connection to wildlife and wild lands, but also to their economic situation – both as a household or nation.

Land and resource allocations

The largest and most serious long-term threat to wildlife in Africa is habitat loss and fragmentation. The result is a steady decline in the space available for wildlife and increasing pressure on places set aside for conservation. This trend threatens Africa's iconic species and the resilience of the fabric of living systems thus putting at risk Africa's economic development and human wellbeing by degrading important ecosystem goods and services.

Approximately 16 percent of land in sub-Saharan Africa has been designated as protected area, amounting to just under 3.9 million square kilometers (a size nearly equal to the entire European Union). However, most of these protected areas, including community-based conservation areas, are poorly managed and/or dramatically underfunded. As a result, many of Africa's protected areas perform

poorly as refuges for wildlife populations, sources for ecological goods and services, and engines for wildlife economies. Cycles of decline and disinvestment from protected areas ultimately mean that many decision-makers face a false dichotomy between development and conservation. In an increasingly urban Africa, people are more and more detached from nature; hence value protected areas less. There is an urgent need to shift the perceived value of nature in the minds of urban and rural communities, African leaders, and especially youth. If wildlife and wild lands are to thrive, then they must be interwoven into the positive narrative of growth on the continent.

The wildlife in Africa is an incredible resource that can provide greater economic and social opportunities while promoting ecological integrity and resilience. In many areas, wildlife offers far greater viability for custodians of the land than livestock which is rapidly encroaching into wildlife habitat across the continent. This is increasingly important due to the impacts of climate change. Wildlife has greater resilience to drought and disease as well as offering a wider range of potential enterprises that can be developed with associated employment opportunities. Also, wildlife can sustainably carry more biomass per unit area than livestock due to the range of ecological niches occupied. Where appropriate and with the right support, wildlife can be a competitive land use that can have much greater economic and social benefits than livestock. Through the development of conservancies and other wildlife-based activities communities can diversify their economies and become more resilient to climate change. The result would be an Africa where wildlife is viewed as one of its most unique and greatest assets.

The Case for AWF

AWF as a citizen of Africa

Created in 1961, in the spirit of Africa's independence movement, AWF has always focused solely on conservation in Africa. From initial investments in Africa's wildlife colleges that trained today's cadre of protected area managers and wildlife authority directors, AWF has backed African capacity and leadership for conservation for almost six decades. AWF's approach to supporting priority landscapes is to build the capacity of local institutions to take on roles and responsibilities to deliver conservation. The ownership of conservation must be with the people who ultimately bear the costs and reap the benefits of the action, meaning the communities, protected area authorities, and national governments who hold rights over the resource base. AWF works in service of these decision makers and our credibility as a citizen of Africa is key.

African governments are far more likely to listen to an African organization. Likewise, governments and private sector all over the world are seeking new approaches and a different style of partnership with Africa. AWF leadership, continued investments in fostering African conservation leadership, our support for countries' development agendas, and AWF's brand need to reflect our identity as Africa's international conservation organization. Regardless of history, if we are driven by or seem to be driven by an American, Chinese, or European agenda, then we will be treated as outsiders in Africa and ultimately fail.

AWF's unique voice

Our mission requires us to assist the governments and people of Africa to navigate the continuing economic transition with a significant and representative patrimony of wildlife and wild places intact.

During AWF's last strategic planning process, we challenged ourselves to consider what it meant to be the African Wildlife Foundation. We asked ourselves 'what was the promise implicit in our name?' During the process, we determined that AWF was uniquely positioned to be 'Africa's voice for conservation.' As we enter our next phase of strategic planning, we need to live up to that promise and to allocate the required resources. This means setting priorities and making choices.

AWF can achieve this in two principle ways. First, we are uniquely positioned and qualified to help articulate, describe, and promulgate a vision for the future of Africa in which wildlife coexists with modern cities, productive farmlands, expanded infrastructure, rural areas, and manufacturing. Second, we have a repertoire of processes, tools, approaches, and practical experiences built through decades of implementation that shows how conservation and development can be delivered together and takes decision making beyond the false dichotomy of conservation or development.

Our vision needs to be consistently promoted to the African Union, the African Development Bank, the Pan African Parliament, regional economic blocks, and national and local governments. AWF's new emphasis on advocacy is a commitment to invest more of our time seeking a seat at the table when big economic decisions are being made at the national, continental and global level, rather than preaching to the choir.

In addition to being environmental policy advocates, AWF needs to continue to prove this case through a compelling portfolio of practical, on-the- ground projects and investments spanning sub-Saharan Africa. This portfolio must include projects of sufficient scale to demonstrate and ultimately convince people that thriving wildlife and wild lands can contribute meaningfully to the growth of African economies, and the well-being of its people. These have and will continue to help us catalyze change at national and continental level.

In addition to field programs, AWF will form strategic partnerships with local communities, NGOs, the private sector, education institutes, and others to deliver this strategy. We cannot do it alone. Sometimes we will convene, other times, we will take a step back to let others lead. However, we will consistently play an instrumental role as a preferred partner, the "voice for wildlife" in planning, decision making, and economic investment that is shaping the continent.

Many of AWF's most successful programs embrace and promote Africa's progress. As we are going forward, we must position ourselves as a partner to Africa in creating a prosperous future—not at the expense of wildlife and wild lands, but because of them.

AWF's Values, Unique Value and Voice

Our organization's 3Vs (values, value and voice) are critical foundations on which its brand should be built. Unless a brand identity is grounded in all three elements of this foundation, it will never be authentically reflected or experienced by its stakeholders. African Wildlife Foundation's 3Vs are as follows.

VALUES

The core values that connect you to the people and community you serve

Balance

(We believe in the intrinsic value of wildlife in harmony with people and their needs.)

Africans and African leadership

(We believe in the unlimited potential of Africans to lead solution-making for the continent and world.)

Empowerment

(We believe in building the strength of others to accomplish what no one individual can do alone.)

Inclusivity

(We believe that inviting diversity into—and being invited into—partnership is the only path to mission success.)

Innovation

(We believe in fostering innovation that shapes the future of modern Africa.)

UNIQUE VALUE

The unique tangible and intangible benefits you provide

Homegrown expertise that shapes and informs the specific goals of individual African countries to deliver holistic results on the ground.

+

Trusted perspective and interests of Africans to amplify the conversation about wildlife and wildlands conservation at scale and in the context of modern Africa.

+

Global perspective and presence.

VOICE

The persona you present to the world

Authentic

Optimistic

Respectful

Experienced

Inspiring

Pragmatic

Dedicated

AWF's New Strategy Vision – Principles, Threats, Goals, and Strategic Objectives

This strategy vision is to clarify what AWF will do, and perhaps more importantly, what AWF will not do.

Our vision implores us to make good and hard choices about the models that are most likely to achieve a desirable future for Africa's people and wildlife. It is especially important that AWF and our collaborators invest at the interface of Africa where wildlife and wild lands intersect with human activities and settlements. AWF's experience in delivering a holistic participatory landscape approach to conservation in Africa is demonstrated to deliver lasting and sustainable conservation impact. The choices we make in the corresponding business plan will address this interface in details.

AWF is uniquely positioned in the competitive conservation landscape on the continent. AWF has found a valuable niche – and one that it can uniquely lead in with authenticity - encompasses the combination of:

1. Taking an in-situ approach that serves the conservation and development goals of individual African countries.
2. Providing and elevating African voices for wildlife and wildlands both on the continent and abroad; while also
3. Offering a global presence and perspective.

To achieve our vision, we approach our work in line with six overarching principles:

We are the voice of African wildlife: We serve as the primary advocate for Africa's wildlife, ensuring its right to exist in modern Africa, and promoting the integral part it will play in Africa's overall success.

We believe in African leadership and integrity: We are most successful when our results are owned and carried forward by others; thus in partnerships, we develop conservation solutions that emphasize African capacity and leadership.

We recognize and empower youth and women: Our work will only be sustainable if future generation subscribe to our mission.

We promote prosperity: We are holistic and pragmatic, creating sustainable conservation gains that preserve wildlife habitat while directly benefitting people living in and near wildlife areas.

We value innovation and technology mechanisms: Mechanisms that can scale up our work and impact, and digital technologies that can create new experiences by more directly connecting people to wildlands and wildlife. Breaking degrees of separation between people and nature and creating - Ownership, Transparency, Demonstrated impact, and Personalization.

We commitment to respect, protect and promote Human Rights: At all times irrespective of gender, race, sexual orientation, age, or class, AWF will adopt a rights-based conservation approach.

Threats AWF will address

In response to the aforementioned opportunities and challenges AWF has prioritized and will address the following threats:

Limited African ownership and stewardship of wildlife and wild lands

All major threats to wildlife conservation in Africa are ultimately driven by a false choice between people and wildlife, resulting in a lack of prioritization of conservation and wildlife in decision-making at all levels. Without adequate training, technical support, and empowerment, African leaders risk decisions that rank short-term benefits above long term growth, leading to long-term environmental collapse. For conservation to succeed in Africa, it must be owned and led by African leaders.

Inefficient and unplanned utilization of land and natural resources

The most serious long-term threat to wildlife in Africa is habitat loss and fragmentation. As a result of Africa's population and economic growth alongside widespread rural poverty and increasing global demand, African governments face significant pressure to allocate more and more land for agriculture, livestock, human settlement, resource extraction, and infrastructure. Without proper planning this leads to a steady decline in the space available for wildlife and habitat fragmentation. Additionally, most of Africa's protected areas, including community-based conservation areas, are dramatically underfunded and/or poorly managed. This threatens Africa's iconic species and puts at risk Africa's economic development and human wellbeing by degrading important ecosystem goods and services.

Poaching and illegal wildlife trafficking

Africa's iconic species, especially elephant, lion, rhino, giraffe, and pangolin, are severely threatened by poaching, which is occurring at an alarming and biologically unsustainable rate. This epidemic is fueled by international demand for wildlife products, exploited by international crime syndicates, and facilitated by the underlying issues of poverty, corruption, and weak enforcement mechanisms within Africa.

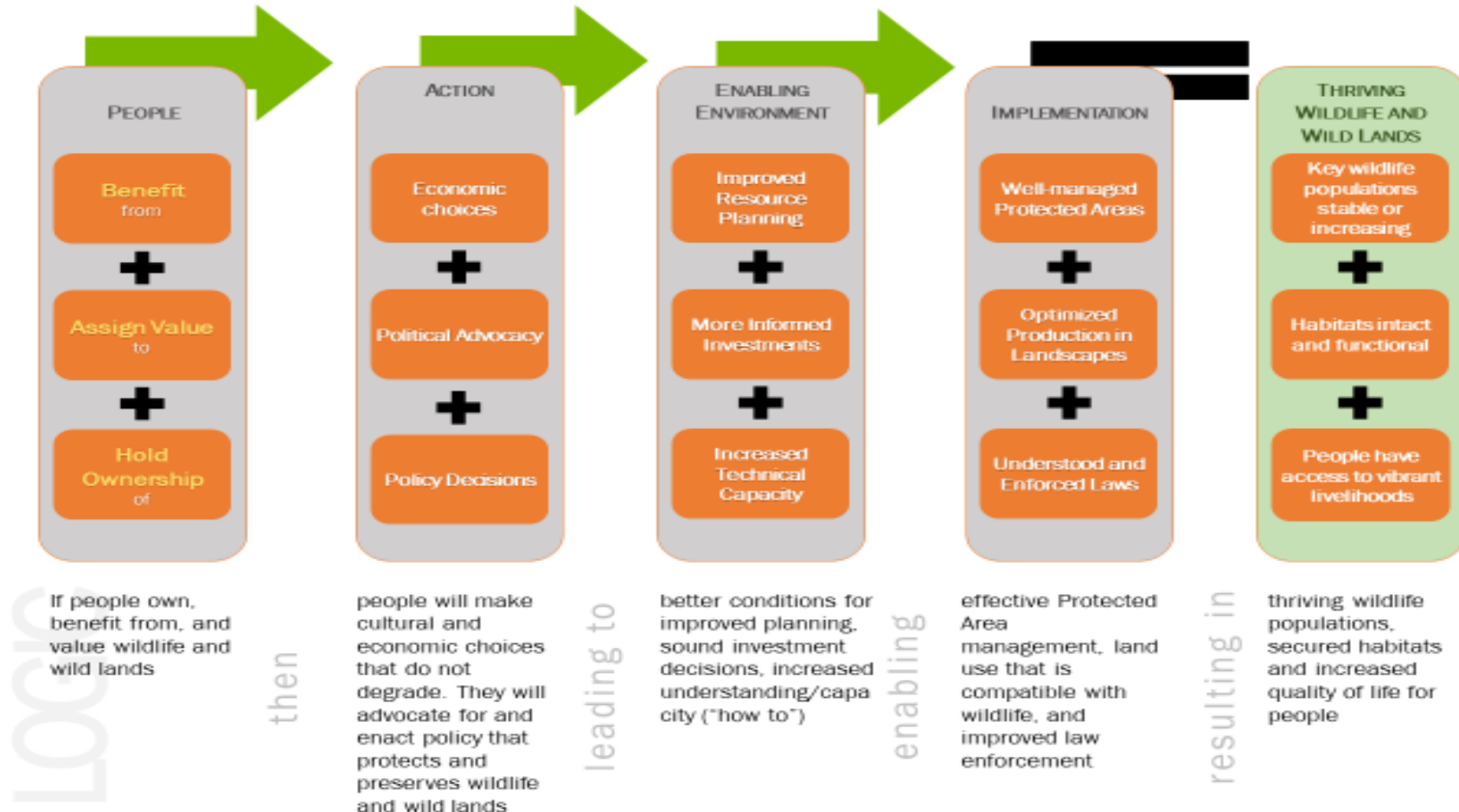
Limited influence of the African constituency for conservation

Although Africa has set aside large areas to protect wildlife and while many Africans love and respect nature with examples of successful grassroots environmental campaigns around the continent, there is not yet a broad affinity for conservation on the continent. This condition is being exacerbated by the broad trend toward urbanization, furthering a generalized disconnect from nature for everyday Africans. Without an African conservation movement, international efforts to conserve wildlife in Africa are doomed to fail in the long-run.

Theory of Change

Alignment of AWF’s programs, leadership, staffing, finances, and systems of accountability and communications with this theory of change is essential to ensuring AWF is the best possible vehicle to deliver on its mission.

THEORY OF CHANGE



Portfolio of AWF Core Strategies

There are number of core strategy types that supplement our values and highlight AWF's strengths, and will be applied, where relevant, to achieve the vision and its goals and objectives as well as our priority at landscapes. These have been grouped by theme, but the application and specific tactics, metrics, funding, and staffing needed for effective execution for will be developed and applied on a landscape by landscape or program basis:

1. **Leadership development and capacity building.** This strategy includes AWF's core work in training, enterprise development, and capacity building for our relevant target audiences in each landscape. Key tactics includes providing training, enterprise opportunities, exposure, and cultivation for up and coming leaders, government officials, youth, indigenous community members and women. On the management and enforcement side it includes training and capacity building for enforcement, wildlife authority rangers, protected area managers, and judiciary as well as prosecutors.
2. **Cutting edge research and thought leadership.** Our goal in this space is to establish wildlife as a competitive land use and use AWF's platform to document what works, what does not and why. Key tactics include: publishing analysis and synthesis that drives the narrative shift, develop case studies, conducting economic assessments that determine the viability of wildlife-based enterprises and develop economic arguments to support the development of wildlife-based enterprises, and sharing priority reads that drive thinking. As part of this strategy we will build our knowledge hub, capitalizing on the opportunity to occupy a unique niche to produce, share and manage knowledge/research that can drive the narrative and practice shift needed for wildlife in development.
3. **Key influencer communications.** We will build from AWF's communications, networking, and leadership strengths to amplify African voices in events and through a communication's campaign targeting key influencers and decision makers. Key tactics include: develop targeted interventions in policy discussions and provide technical advice in public and bilateral meetings, engaging in national economic and development planning to integrate conservation approaches, providing funding, networking and speaking opportunities, as well as media and communications coverage for existing youth networks (e.g. Global Youth Biodiversity Network) and other targeted networks of potential influencers to provide a global policy platform (e.g. Convention on Biological Diversity).
4. **Promote entrepreneurial conservation and innovative technology enterprises.** Through regional private sector, entrepreneurial, or emerging technology partners, we will be able to provide access to or develop projects that support African leadership, community development opportunities, women and youth in conservation enterprises. Additional tactics for this strategy include: advocating for candidates to participate in training for developing conservation/development enterprises, establishing a conservation innovation hub and a fund to support the youth conservation enterprise program and activities, promoting conservation enterprises that generate additional income and fuel socio-economic development and providing technical support for communities; facilitate community ownership and benefit sharing agreements that are fair and equitable. Facilitate capital investment/financing into conservation enterprises (e.g. through Okavango Capital).
5. **Childhood education.** Before we can build the next generation of leaders, we need to ensure that children are inspired and engaged in our work. Through Classroom Africa and partnering with existing wildlife clubs we will support the existing education system in bringing wildlife, wildlands, and development knowledge to primary

school children. Additional tactics in this strategy include: developing new wildlife clubs, providing technical advice on curriculum and outdoor activities that engage youth in the “narrative shift”, and providing support and opportunities for children to engage with youth conservation networks.

6. **Land use planning and community development.** Bringing the right people together for mutually beneficial results is core to this strategy. Through engagement with government agencies responsible for development and land use planning, we will offer support and ensure AWF is included in the planning process to bring the best option for wildlife and development. Include known infrastructure developments in land use plans with environmental considerations added to help guide sustainable development. Additional tactics in this strategy include: facilitation and bringing key stakeholders together, engaging communities living adjacent to protected areas that can play a role in supporting management objectives of the PA, supporting the establishment or strengthening of governance structures, facilitating engagement between the communities and the protected area, and supporting initiatives that provide benefits for the community in return for responsible custodianship.
7. **Government engagement and influence.** Engage government agencies through bilateral meetings and public sessions to prioritize opportunities, concerns and challenges in creating revenue and viability from wildlife-based activities. Provide technical support to government agencies in developing solutions based on investments in ecosystems / biodiversity protection / restoration. Assist Governments with implementation of policies that support wildlife and wildlands where they exist.
8. **Protected areas management and conservation.** Support conducive policy through technical support to policymakers, develop viable context specific conservancy models. Expand models by engaging private land owners / communities to consider conservancies. Improve existing conservancies through improved governance, conservation management and business planning. Help protected areas develop business plans and capitalize on revenue generation opportunities. Work with donors to support protected areas with appropriate funding. Promote the use of business plans in proposals for protected areas developed by AWF. Support the development of other public-private-partnerships for protected areas. Collaborate with other institutions doing co-management of protected areas to ensure information sharing, best practices and prevent unnecessary competition for sites.
9. **Species action planning, convening, and implementation.** This strategy forms the core of our species-specific work, and ensuring that species plans and strategies are based on the best-available science and are integrated with regional development. Key tactics in this strategy include: reviewing the status of the species action and recovery plans in the priority countries, consulting with wildlife authorities to agree on need and development of the AWF priority species action plans, working with relevant ministries to gain high level buy-in, convening stakeholders in species action plan development and executing a national launch and project implementation in priority sites dependent on National Action Plan priorities.
10. **Source, transit and consumer.** This strategy is focused on each stage of wildlife trafficking, from decreasing the opportunities for wildlife trafficking through improving detection and increasing prosecutorial capacity, to reducing demand in target countries. Key tactics in this strategy include: establishing and expanding coverage of canine units at key points of entry and exit (airports seaports, and borders), enhancing the capacity of law enforcement and prosecutors in addressing wildlife crimes through training, mentoring and equipping, addressing emerging wildlife crimes related to illegal wildlife trade (e.g. cyber-crimes) through training and private sector partnerships, deploying canine units in key trafficking hotspots, and the development and implementation of “stop the demand” campaigns in key consumer countries.

AWF's Ten Year Conservation Goals

Goal 1: Africa leaders' commitment to conserve and restore wildlife and wildlands is evidenced in the implementation of economic, political and social agendas as well as development financing across Africa

Since our founding in 1961, AWF has always understood the importance of African-led conservation. While the global community has an interest in preserving Africa's natural heritage, Africa's wildlife is ultimately owned by Africans and thus the responsibility of Africa. The mounting pressures on wildlife and wild lands posed by Africa's accelerating growth necessitate a capable and informed cadre of African conservation practitioners at all levels of society to understand, innovate, lead, make decisions, and/or exert influence on the future direction of conservation and development on this rapidly changing continent.

As Africa's economies grow, populations are becoming more urbanized and less connected to wildlife and wildlands. For many young Africans, wildlife is a novelty, an inconvenience, or something for foreigners to be concerned with. The future for wildlife on a continent of people who do not value wildlife and wild lands will always be precarious. However, there are youth leaders, young rangers, politicians, entrepreneurs, and community leaders across Africa who have deep connections to wildlife, and see the potential for Africa to realize the value of this unique asset.

Equally important, decisions being made by political and economic leaders today could dramatically alter the future for wildlife on the continent. Often political leaders do not even consider the impact of their decisions on wildlife, or the vital ecosystem services that underpin life and growth in Africa. AWF will partner with these leaders to understand how they can define a more sustainable path bringing to the partnerships our long history with African governments and our extensive support of African leadership.

Strategic Objective 1.1: Increase number of influential Africans on the AWF Board of Trustees, who are motivated to speak on behalf of AWF and wildlife conservation.

Strategic Objective 1.2: Increase number of influential Africans who speak on behalf of wildlife conservation.

Strategic Objective 1.3: Enhance effectiveness and prominence of African conservation leaders.

Strategic Objective 1.4: Increase engagement of women and youth in conservation

Strategic Objective 1.5: Drive adoption of innovative development policies and investment that preserves and restores wildlife and wildlands

Goal 2 – Africa’s ecosystems and the services they provide are conserved and restored

Placing economic development and environmental conservation as an either/or option is a false choice. Functional, healthy ecosystems are critical for the long-term stability and prosperity of the continent. Negative development outcomes are driven not by a lack of options but by a failure to invest in the hard decisions around land and natural resource use planning and negotiated trade-offs. Furthermore, private and community landowners are not properly incentivized to develop wildlife as a competitive land use option. As a result, habitat is often converted to other land uses that are more convenient or can yield higher short-term and individual benefits but result in long-term societal costs that are not ecologically resilient.

Africa’s protected area system is the backbone of biodiversity conservation on the continent but many protected areas are underfunded, inadequately managed, and unable to meet their conservation and development targets. It is critical that the African protected area systems be supported to maximize the operational effectiveness in managing their protected area estate and improve associated financial inflows, utilization, and allocations.

To address the issue of habitat loss, AWF will continue to focus on large landscape (Heartlands) participatory conservation planning, working with governments, communities, public-sector partners, development NGOs, and the private sector to facilitate investments and promote policy and economic planning that both promote wildlife as a competitive land use while reinforcing African-led protection of Africa’s wildlife and wild lands.

Strategic Objective 2.1: Develop land use plans that support conservation (i.e. maintain ecosystem services, reduce habitat loss and promote resilience).

Strategic Objective 2.2: Enhance wildlife and wildlands as a competitive land use.

Strategic Objective 2.3: Improve management capacity and operational systems of protected areas to effectively manage the protected area estate and its wildlife.

Goal 3: Africa’s wildlife is conserved in situ

Poachers and international criminal networks engaged in the illegal trade of wildlife products are robbing Africa of its priceless natural heritage. It is a collective responsibility of the world to support and empower Africa’s relevant law enforcement bodies to combat this scourge.

In cases of highest biological threat, AWF will continue to invest in direct activities that address reduction in demand for Africa’s wildlife, and on-the-ground anti-poaching activities with a strong bias toward capacity enhancements to Africa’s own wildlife protection forces. On-the-ground protection will be undertaken within a broad conservation and livelihoods improvement framework to address the needs of communities, recognizing that they are the most effective means of reducing the incidence of illegal wildlife activity. More broadly, AWF aims to make a systemic difference in the fight against illegal wildlife trafficking by empowering Africa’s law enforcement bodies to detect illegal products, apprehend criminals, successfully prosecute, and impose the strictest possible penalties.

Strategic Objective 3.1: Develop and implement national species action and recovery plans to secure key species.

Strategic Objective 3.2: Integrate national species action and recovery plans into regional development plans.

Strategic Objective 1.3: Stop illegal wildlife trade of Africa's key species.

Monitoring and Evaluating our Impact

In order for us to be able achieve this vision successful, we will need to have a fully operational data collection, management, reporting, and learning framework. Therefore, we will be putting the systems and processes in place to ensure we are tracking key indicators that can demonstrate where and how we are successful, as well as where we need to learn and adjust from our challenges.

1. Ensure updated strategic plans are in place that clearly articulate what we are and are not doing, and allow the policy, fundraising and communication's teams to effectively develop and expand our donor base, and message our work effectively;
2. Collect data on baseline and ongoing metrics tied to our goals, objectives, and strategies across the organization;
3. Create space for appreciative inquiry: evaluating our work on an annual basis, learn from what is not working and why, and share lessons on where and how AWF is making the greatest impact;
4. Provide meaningful reports to existing and new donors, government partners, community leaders, media, and the Board of Directors, that objectively capture AWF's impact.
5. Align with ongoing operational changes to ensure we continue to have the infrastructure and resources we need to drive accountability and measurable impact at AWF.

AWF staff and leadership are ready to more deeply evaluate their work, refine our strategies to align with AWF's core strengths, be more accountable to Africa, the people and wildlife we serve, and learn from each other. Our Trustees are also behind the vision and plan. We will build from these enabling conditions to intentionally shift the practices, skills, and culture of AWF to meet the standards needed for this vision.