



STRATEGIC PLAN

2022 - 2026



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| LETTER FROM THE FOUNDERS

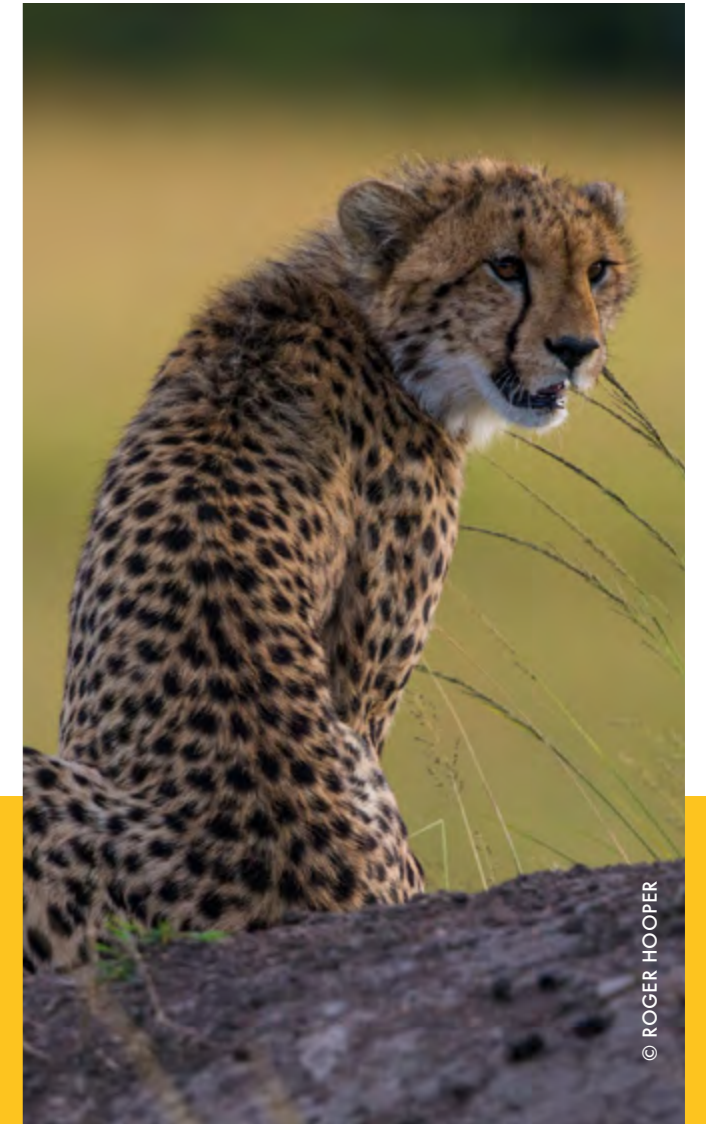
Ten years ago, the extent of our strategic planning was working out how to get our ancient field vehicles to stagger through another rainy season, how to patch up our tents relying almost exclusively on duct tape, and how to raise enough funds to pay our small field teams. It seems amazing that now we jointly run a project which spans four of the most critical wildlife areas in Africa, operates in three countries and employs over 70 staff. Our current situation is exciting but also daunting - not least because we know that we both have a tendency to constantly think up challenging new projects without quite figuring out the necessary details! That combination of excitement and fear inspired this strategic plan: we knew we had made a hugely important step by combining our previous projects into Lion Landscapes, and we wanted to give it every chance of success. We also wanted to harness the considerable collective passion, experience and wisdom of our combined team in shaping the future for Lion Landscapes. We knew that working with Maliasili had been transformational for other similar projects, such as Lion Guardians, and were thrilled to be able to work with them on this process and product.

This strategic plan led to important outcomes before it was even crafted, which was very impressive! At the start of the process, we had staff from different projects in different countries, who all felt quite separate. Through this collective brainstorming, we realised just how shared our goals and passions were, regardless of background, and now we truly feel like one joint Lion Landscapes team, which is already helping us work more effectively together. More specifically, this plan has made us really consider what we do and why and how we want to change things for the better in the future. It helped us define

THIS PLAN HAS MADE US REALLY CONSIDER WHAT WE DO AND WHY AND HOW WE WANT TO CHANGE THINGS FOR THE BETTER IN THE FUTURE. IT HELPED US DEFINE THE CENTRAL PILLARS OF OUR WORK, WHICH MAKES IT FAR EASIER TO COMMUNICATE OUR AIMS AND IMPACTS TO A BROADER AUDIENCE.

the central pillars of our work, which makes it far easier to communicate our aims and impacts to a broader audience. That improved focus and communication will allow us to be more efficient in our work, garner more support, achieve more through our community-based conservation, and hopefully enable others to learn from our journey.

We want to thank everyone who has helped us get to this point: the amazing Maliasili team, BAND Foundation, who recognised the importance of this process and who helped fund it, and to the entire team for so wholeheartedly committing to our work, both as part of the strategic plan and far more broadly as well.



Amy Dickman and Alayne Cotterill each have over 20 years of experience in field conservation, have relevant PhDs, and are committed to building Lion Landscapes as an example of collaborative, impactful conservation.





| EXECUTIVE SUMMARY

In 2020, the Ruaha Carnivore Project and Lion Landscapes joined forces, integrating their various projects into a new, single organisation - the 'new' Lion Landscapes described in this strategic plan. This new organisation brings together over 30 years of combined experience in conserving large carnivores across East and Southern Africa, with field projects and operations in three large, critical ecosystems for lions and other wildlife in Kenya, Tanzania and Zambia.

Lion Landscapes' new vision is a future where the positive value of carnivore conservation drives better outcomes for people and wildlife. While the name focuses on lions, their work is not exclusively focused on them. Lion Landscapes currently works on five large carnivore species (lion, leopard, cheetah, African wild dog and spotted hyaena). The nominal focus on lions merely reflects the importance of top carnivores in a landscape. Lion Landscapes will focus on creating and restoring integrated landscapes where people and wildlife have the space and resources to exist together for mutual benefit.

LION LANDSCAPES BELIEVES THAT POSITIVE VALUE IS DEVELOPED THROUGH THREE INTERRELATED AREAS OF ACTION, WHICH HELP FRAME THE ORGANISATION'S VISION AND CORE GOALS:

- 1. Stop the loss of wildlife and habitat**, so it remains to be valued.
- 2. Reduce the costs** brought about by large carnivores to reduce pressure on people
- 3. Increase the local benefits** of the presence of large carnivores, both tangible and intangible, monetary and non-monetary.

Together, these actions, combined with efforts to strengthen conservation evidence and use communications to make the case for positive change, should increase the willingness of local people to engage in coexistence.



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INTRODUCTION

Lion Landscapes believes in a world where large carnivores such as lions are an asset to the local people who live alongside them and are indicative of the health of the entire landscape as well as the tolerance of local people. When the value of wildlife, right up to the top predators, can be unlocked and realised, both people and nature will benefit. Communities can develop more resilient livelihoods. Landscapes become more connected. Biodiversity of all kinds will thrive. Lions, and other carnivores, can therefore play a key role in unlocking a better future for communities, wildlife, and the environment we all depend on.

This strategic plan provides the vision for a new, bigger, and more ambitious Lion Landscapes. It guides the actions and growth of our new organisation created by the merger of the

Ruaha Carnivore Project and the original Lion Landscapes. It builds on over 30 years of collective experience between the two previous organisations and presents a larger vision of change that the new Lion Landscapes can deliver on.

THE NEW LION LANDSCAPES: RATIONALE FOR THE MERGER

Lion Landscapes and the Ruaha Carnivore Project have had a close history of working together for many years. Our connection as leaders grew when we both became a part of the collaborative carnivore conservation network called PRIDE, which brought together the leaders of five leading field-based carnivore conservation organisations from Eastern and Southern Africa. PRIDE was founded on a shared commitment to collaboration, scale, and the development of best practices. We realised we could take the ethos of PRIDE and apply it with more detail and rigour within our own organisations. From this, the idea of merging the two organisations began, and the new Lion Landscapes was born.

The merger presents opportunities to scale our work in a variety of areas including:

- » Greater pool of shared resources, knowledge and experience;
- » Larger support network;
- » Expanded toolkit of conservation and management solutions;
- » Greater pool of human resources conversant with the programmes;
- » Larger number and diversity of donors and supporters;
- » Ability to increase organisational capacity, e.g. employing specialist fundraising, marketing and communications personnel;
- » Ability to use the geographical reach and expansive talent to develop exciting models of innovation. Having multiple sites to test new advancements in conservation creates a unique opportunity for learning and establishing new best practices in carnivore conservation;
- » Ability to support other programmes led by African nationals and build wider capacity in the carnivore conservation and human-wildlife coexistence field.

HISTORY AND TIMELINE OF ACHIEVEMENTS

Lion Landscapes was formally established in 2020 through the merger of two organisations - the Ruaha Carnivore Project (RCP) in Tanzania and the original Lion Landscapes (LL) in Kenya and Zambia. The key timeline of these two organisations and their merger into the 'new' Lion Landscapes is provided below.

	LION LANDSCAPES	RUAHA CARNIVORE PROJECT
2009		→ The Ruaha Carnivore Project (RCP) was started by Amy Dickman under a Fellowship at Oxford University, based on her previous ten years of work in large carnivore conservation.
2011		→ RCP breakthrough with the Barabaig pastoralist community (who killed most lions) around Ruaha National Park to agree to work together; development of core programmes to reduce conflict.
2013		→ Developed the first extension of Lion Guardians programme beyond Kenya to engage Barabaig warriors in conservation; started community benefit programmes and placed first guarding dogs.
2014		→ Established ecological monitoring alongside conservation work; Finalist for Tusk Conservation Award in Africa.
2015	→ PRIDE Lion Conservation Alliance formed, with Alayne Cotterill and Amy Dickman as two of the six co-founders.	
2016	→ The original Lion Landscapes (LL) founded by Alayne Cotterill as a not-for-profit UK registered company, based on her previous 22 years of large carnivore conservation work. → Continued already-established lion behavioural research in Laikipia. Signed the first MOU with BioCarbon Partners in Zambia and started monitoring wildlife in the areas they manage for carbon offsets.	→ Expansion of our field programmes, including the 'Community Camera Trapping' initiative where community benefits are explicitly linked to wildlife presence; → Awarded 2016 St Louis Zoo Conservation Award and 2016 Vice-Chancellor's Award for Public Engagement in Research.
2017	→ Initiated lion collaring programme (Collaring for Coexistence) to reduce conflict with livestock.	→ Placed the first satellite collars on lions in the Ruaha ecosystem to better understand their movements; continued and expanded our community benefit programmes.

2018	→ Developed the 'Lion Carbon' concept in partnership with BioCarbon Partners; began developing formal MOUs with Laikipia land managers (initially Loisaba) over shared conservation goals and resources. → Developed the Lion Ranger Programme in partnership with Laikipia Conservancies and Ranches to implement consistent best practices for reducing human-wildlife conflict at the landscape scale. → Partnered with The Peregrine Fund (TPF) to form the 'Coexistence Co-op' to address the shared goal of reducing wildlife poisoning. This consisted of Collaring for Coexistence and Lion Rangers led by LL, and Community Coexistence Training led by TPF.	→ Expanded the successful Community Camera Trapping programme to additional villages.
2019	→ LL went digital - transferring all data collection to SMART. Coexistence Co-op activities expanded rapidly. → Expanded wildlife monitoring in Zambia to cover BioCarbon Partners' second carbon offsetting project - The Luangwa Community Forests Project.	→ Collared lions and spotted hyaenas in village land to better understand conflict hotspots. First used canvas bomas (livestock enclosures) to reduce conflict amongst more mobile pastoralists and published a local children's book around carnivore conservation.
EARLY 2020	→ Consolidated the Coexistence Co-op activities after rapid expansion. → Lion Rangers won the first Wildlife Ranger Challenge. → Started to develop the Lion Friendly Livestock concept to address unsustainable livestock production as a main threat to predators and prey.	→ Expanded conflict work to Selous-Nyerere landscape in southern Tanzania and started community engagement there. → Contributed to Tanzania's National Human-Wildlife Conflict strategy.
THE MERGER: LION LANDSCAPES		
LATE 2020	→ Decision made to merge RCP and LL: Lion Landscapes became a UK registered charity; RCP applied for a new Tanzanian permit and formed a Tanzanian registered NGO under Lion Landscapes as the International NGO; strategic planning agreed & funding secured; back office preparations for merger begin.	
2021	→ At the Pathways Conference, Alayne and Amy started discussing the African Internship, Mentorship and Partners programme (IMPs) concept. → Merger explained to all key partners; strategic planning process began; first grants secured together & first staff hired together; scaling & sharing of programmes across sites. → Lion Landscapes became a Charitable Incorporated Organisation; the first Mentee signed up.	
2022	→ Amy Dickman takes over as Director of Oxford University's WildCRU, a post she holds while still remaining as joint CEO of Lion Landscapes.	

THIS IS LION LANDSCAPES

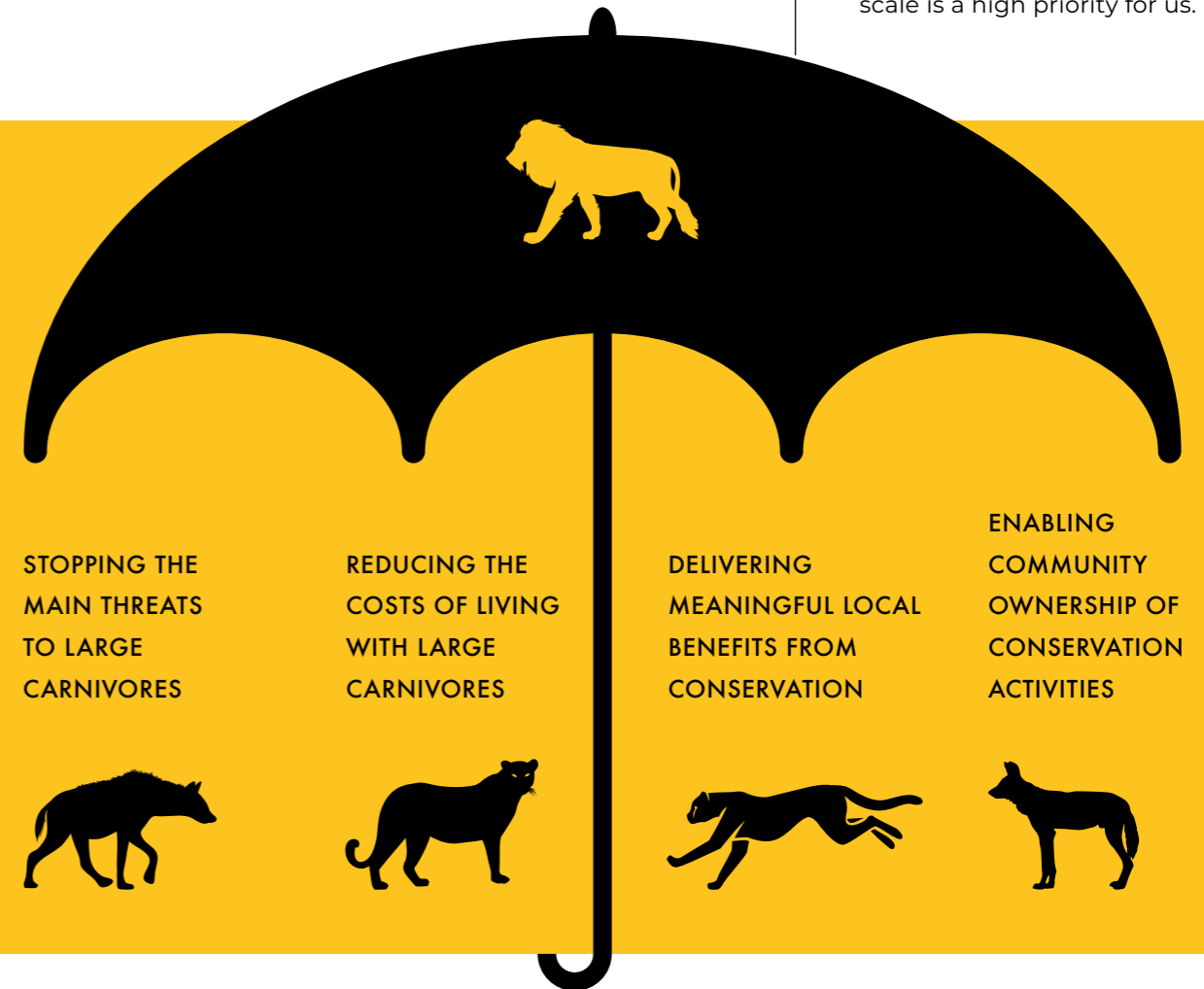
We are a passionate group of conservationists from diverse backgrounds who believe that conserving lions and other wildlife can unlock greater prosperity for people while safeguarding biodiversity. As you move through this strategic plan and we demonstrate how this belief will become a reality, we intentionally use specific language and concepts to describe our work. The definitions of these words, and the description of our approach, is central to understanding who we are and the values central to our work. This section will present the geographies we work in, break down some of the technical language we use, and describe the foundational concept of the place of a lion in a landscape.



WHY DO WE FOCUS ON 'LION LANDSCAPES'?

While our name focuses on lions, we are not exclusively focused on them. We currently work on five large carnivore species (lion, leopard, cheetah, African wild dog and spotted hyaena), and our nominal focus on lions merely reflects the importance of top carnivores in a landscape. These apex carnivores represent wildlife and the wider ecosystem and require the proper engagement of local communities and other stakeholders to deliver long-term conservation. Our approach involves not only reducing the direct local costs associated with the presence of carnivores but also delivering meaningful benefits and ensuring long-term conservation.

The specific choice of having lions in the name reflects not only that they are iconic and internationally engaging but also that they are the hardest African carnivore to coexist with for local people. Therefore, by using lions as a key indicator species, we will be able to assess whether we are delivering effective conservation, even for those most challenging species. Effectively communicating that our work is not singularly focused on lions but on wider conservation at a landscape scale is a high priority for us.



THE LION LANDSCAPES DICTIONARY

IN ORDER TO DESCRIBE OUR WORK, WE USE SOME TERMS THAT HAVE TECHNICAL OR WEIGHTED MEANINGS. IT IS IMPORTANT TO US THAT AS YOU READ OUR STRATEGIC PLAN, YOU UNDERSTAND THE NUANCE AND MEANING BEHIND THE WORDS WE CHOOSE. THESE ARE IMPORTANT TERMS TO LION LANDSCAPES, WHICH YOU WILL FIND USED THROUGHOUT OUR STRATEGY. THESE DEFINITIONS REPRESENT OUR VALUES AND CORE APPROACHES IN OUR WORK.

Benefits: Benefits are positive inputs and outcomes (both monetary and non-monetary) that help improve a situation. Benefits are the mechanisms that enable positive value to be created.

Co-existence: Where humans and wildlife occupy the same landscape without significant negative impacts on one another.

Conflict: When human-wildlife interactions have significant negative impacts on either one. Many species cause conflict: we focus on cases where conflict is likely to be of conservation concern.

Effective Conservation: When wildlife and its habitat is maintained long-term, using appropriate, locally-accepted approaches.

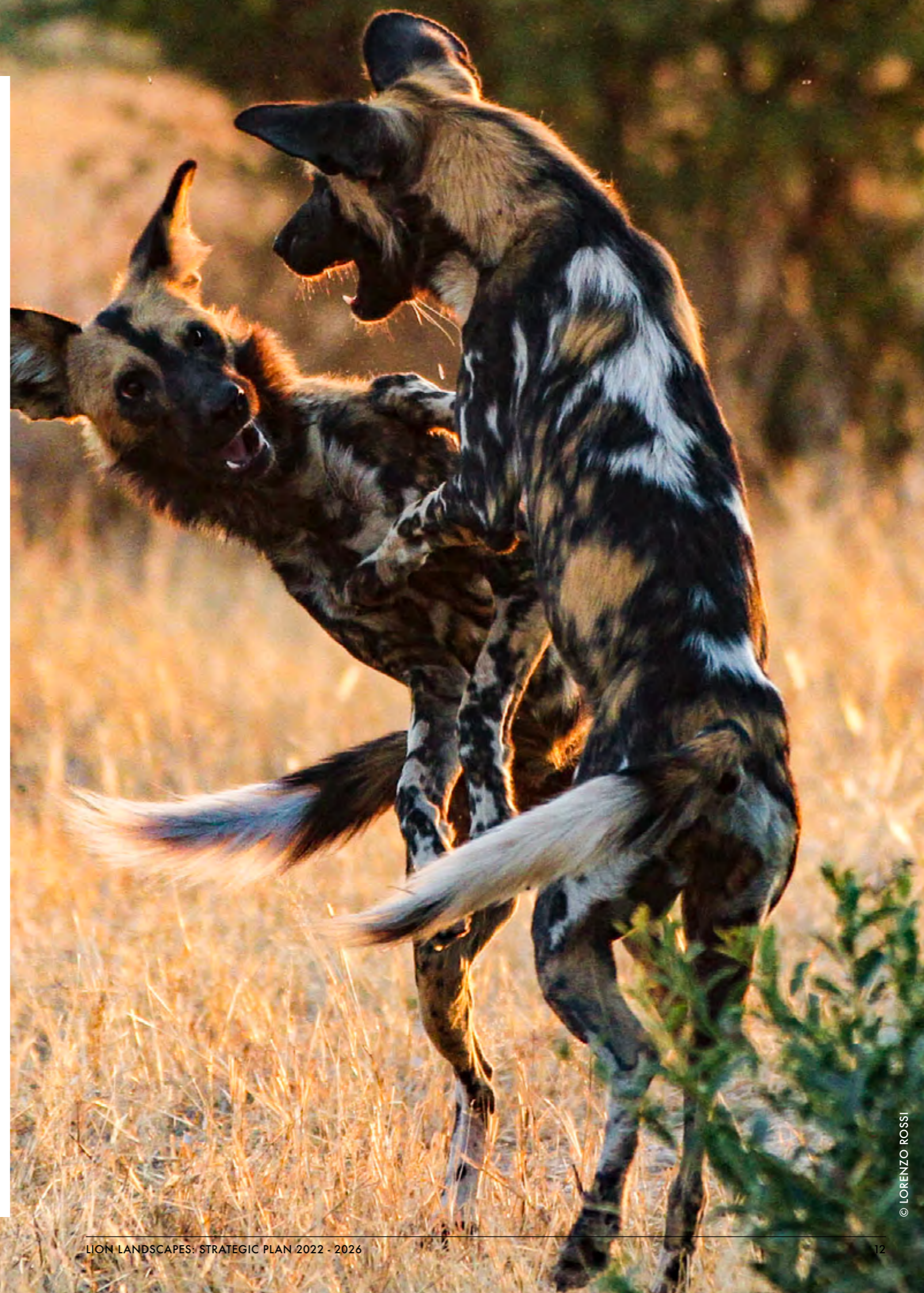
Empower/Enable: Creating a situation where people have the voice, power and ability needed to make informed decisions and take effective conservation actions.

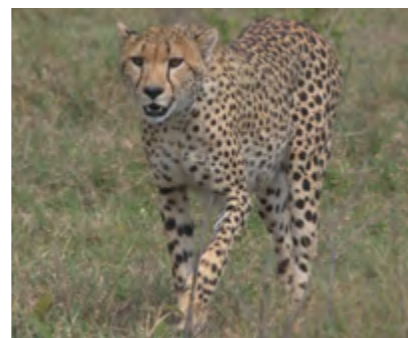
Evidence-based: Ensuring that conservation decisions are developed from the best available scientific research, traditional, and operational knowledge.

Large Carnivores: The largest meat-eating mammals in the landscape, which normally form the top of any food chain.

Thriving Landscapes: A landscape where the needs of local people and biodiversity are met, and the ability of the landscape to provide ecosystem services is maintained for future generations.

Value: Value represents perceived worth, including both intrinsic factors (such as the beauty of an animal) and extrinsic factors (such as the tourism dollars that come from looking at animals). Value can be positive or negative based on the balance of local costs and benefits.





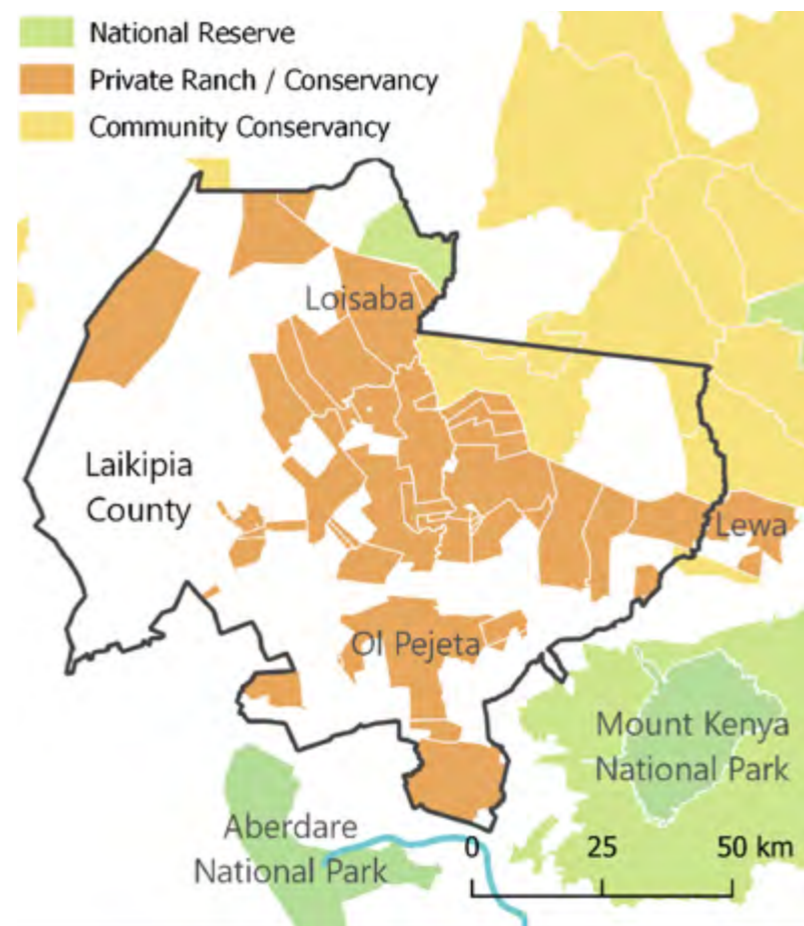
GEOGRAPHICAL LANDSCAPES

Lion Landscapes works in critical habitats where there is an opportunity to make a real difference in conserving populations of lions and other large carnivores while also improving human well-being. Currently, we work in four key landscapes, which represent over 150,000km² of Africa's largest wildlife areas and which also support tens of thousands of people. Successful co-existence in these areas can substantially improve conservation and livelihood outcomes.



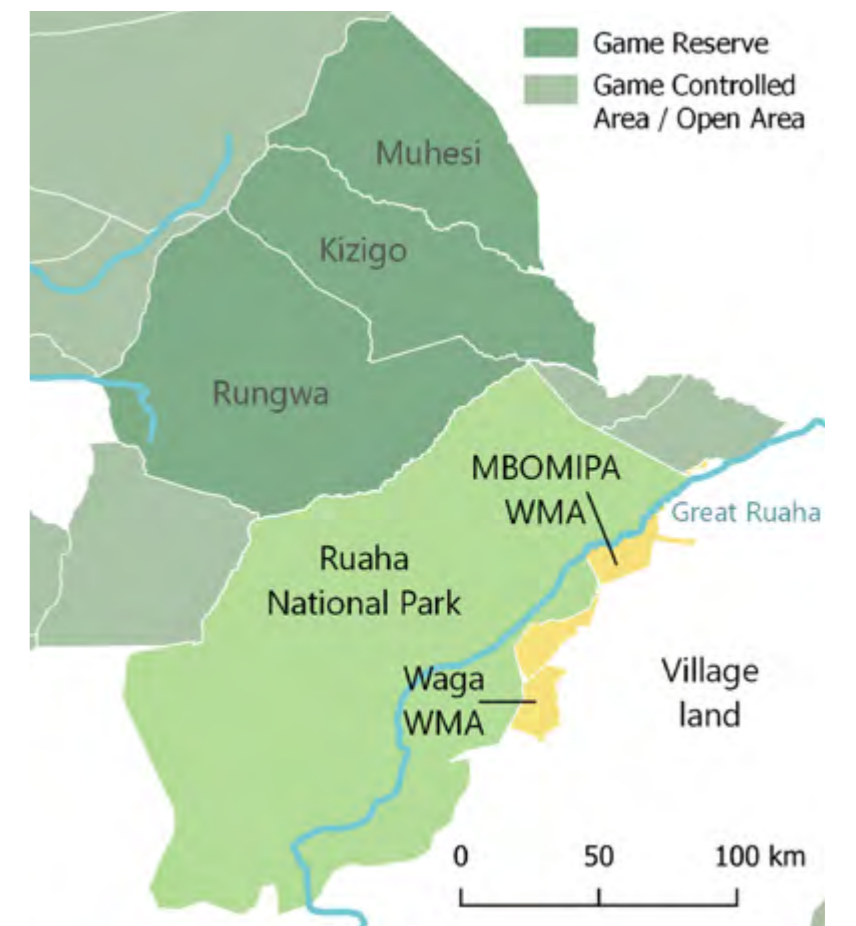
LAIKIPIA, KENYA

Located within the Rift Valley in central Kenya, Laikipia forms part of the Laikipia-Samburu ecosystem and covers an area of around 9,000 km² of rangeland in the foothills of Mount Kenya. The region comprises a mosaic of many different land use types, including private and community wildlife conservancies, commercial ranches and pastoralists' community land, none of which have official protected status. Despite the lack of officially protected land, Laikipia is of global conservation significance due to its populations of black rhino, elephant, African wild dog, Grevy's zebra, and Rüppell's vultures, and is home to Kenya's 3rd largest population of lions. Laikipia is also home to pastoralist communities who rely heavily on livestock to support families.



RUAHA, TANZANIA

Tanzania's Rungwa-Ruaha landscape covers over 50,000km² and supports one of the largest remaining lion populations in the world, as well as globally important populations of cheetahs and African wild dogs. The heart of the landscape is the Ruaha National Park, which at over 20,000km² is the second largest in East Africa. Though we conduct some ecological research within the Park, most of our work occurs on village land to the south-east of the Park, in particular two community Wildlife Management Areas. The village land supports over 40,000 people, many of whom rely heavily on livestock, so this area has traditionally had high rates of human-carnivore conflict and carnivore killings.



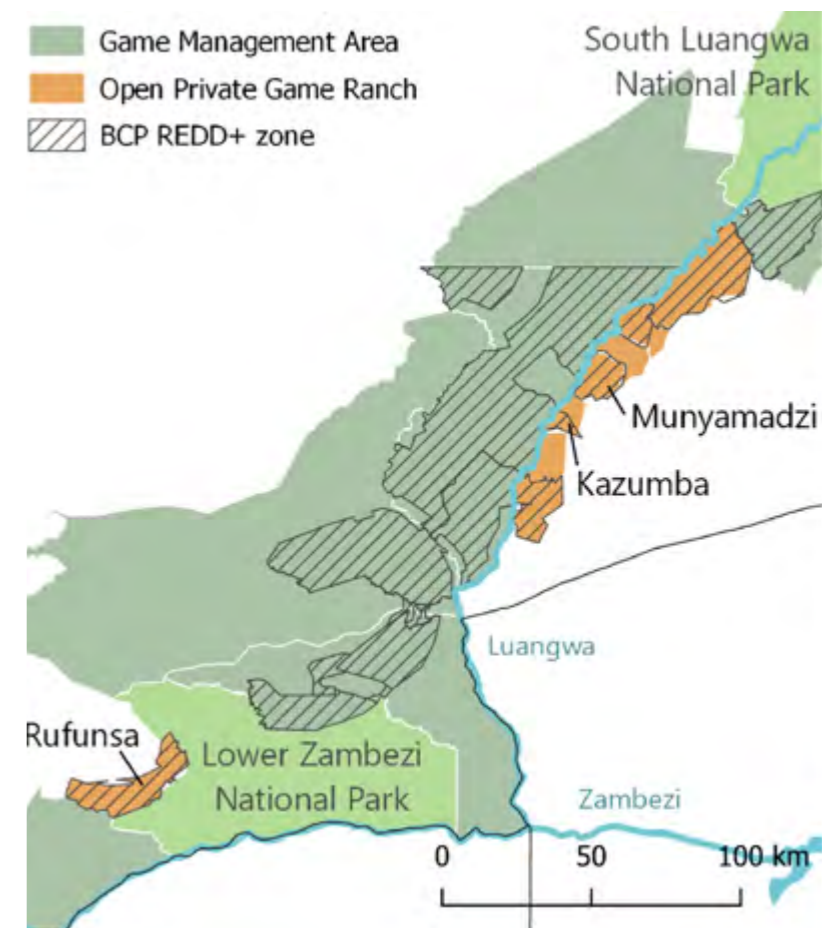
SELOUS-NYERERE, TANZANIA

The Selous-Nyerere landscape in southern Tanzania is one of Africa's largest wilderness areas. Established in 1922, Selous Game Reserve was until recently the largest protected area on the African continent, covering an area of more than 50,000 km². In 2019, the government of Tanzania upgraded nearly two-thirds of Selous to National Park status, with the remaining 20,000 km² continuing on as Selous Game Reserve. This new park was named Nyerere National Park and is over 30,000 km². The Selous-Nyerere landscape is believed to potentially be home to Africa's largest population of both lion and the endangered African wild dog, as well as globally important populations of leopard and spotted hyaena. We conduct ecological research throughout both Selous Game Reserve and Nyerere National Park as well as working in village land in the north-east area heavily populated by pastoralists with high rates of human-carnivore conflict and carnivore killings.



LUANGWA VALLEY, ZAMBIA

Located in eastern Zambia, with relatively near borders to Malawi, Mozambique and Zimbabwe, the Luangwa Valley and mid-Zambezi ecosystems together cover over 70,000 km² of largely unfenced wilderness area. The Luangwa Valley is an important area for connectivity between South Luangwa National Park, the Luano Valley and Lower Zambezi National Park, and associated Trans-Frontier Conservation Areas into Malawi, Mozambique and Zimbabwe. The area is home to a wide array of species, including the endemic Luangwa Giraffe and Cookson's Wildebeest, over 450 species of birds, a globally important hippo population, and Zambia's largest population of lions, leopards and African wild dogs. Lion Landscapes' operations are currently carried out in partnership with BioCarbon Partners, focusing on biodiversity monitoring in their REDD+ community forests and in partnership with private wildlife ranch owners and communities in the central area of the valley.



OUR CONTEXT

THIS CONTEXT HAS GUIDED THE CHOICES MADE IN THIS STRATEGIC PLAN. IT SUMMARISES THE PAST AND CURRENT INTERNAL AND EXTERNAL FACTORS INFLUENCING LION LANDSCAPES' WORK, ENSURING WE LEARN FROM THE PAST AND ADAPT TO FUTURE CHANGES.



STRENGTHS OF THE NEW LION LANDSCAPES

STRONG LEADERSHIP

We are proud at Lion Landscapes to have strong, innovative leaders who are highly recognised and respected and who provide a solid foundation for Lion Landscapes' growth and success.

COLLABORATIONS AND PARTNERSHIPS

The foundation of Lion Landscapes' approach is our collaboration with local communities, land managers, landowners and local authorities. Our highly successful partnerships and co-funding models have enabled us to grow our reach and influence despite our relatively small size.

INNOVATION

Before the merger of Lion Landscapes, both previous organisations were noteworthy for their novel solution-oriented approaches, backed by strong science and monitoring and focused on generating new incentives for community-based conservation. The partnership with BioCarbon Partners (BCP) to bring a species-focused direction to the carbon market is seen by many as spearheading a new approach. In addition, the Community Camera Trapping programme, which directly links community benefits to wildlife presence and conservation, has become a scalable solution to community engagement in conflict reduction.

EVIDENCE-BASED CONSERVATION

A strength of our approach is the calibre of science driving the organisation's practice, our formal ties with the University of Oxford, and the multiple academic relationships many members of the organisation hold. Our practical expertise at the nexus of research and conservation adds credibility to our work and provides a strong foundation for continued innovation.

PRIDE ALLIANCE

Being founding members of the PRIDE Alliance (a network of six female carnivore conservation leaders in Southern and Eastern Africa) has been important for both organisations and helped provide the impetus for the merger. PRIDE continues to be a strength for Lion Landscapes, championing the values of collaboration and greater collective impact.

" WE THINK THEIR INNOVATIVE IDEAS COMBINED WITH THEIR PRACTICAL EXPERTISE POSITIONS THEM AS A LEADER IN THE LANDSCAPE."

- MICHAEL DYER, MANAGING DIRECTOR, BORANA CONSERVANCY

" LION LANDSCAPES ARE SKILLED AT TRANSLATING CUTTING EDGE RESEARCH AND MONITORING INTO INNOVATIVE AND PRACTICAL CONSERVATION SOLUTIONS"

- TOM HANCOCK, BOARD CHAIRMAN, BIOCARBON PARTNERS



Partnerships help us achieve innovative pathways to impact e.g.,

1. The **Coexistence Co-op**: a training and conflict-mitigation partnership between Lion Landscapes, The Peregrine Fund (TPF), Kenya Wildlife Service (KWS), and all the ranches and conservancies in Laikipia. This partnership enabled us to combine different expertise to effectively address a shared key threat on the landscape - the poisoning of wildlife - which impacts large carnivores and endangered vultures.
2. **Lion Carbon**: a partnership with BioCarbon Partners (BCP) in Zambia, who are operating one of the largest carbon projects in Africa. Lion Landscapes has been a long-term partner, providing support and wildlife conservation expertise to the carbon project. By working in partnership, we have been able to efficiently embed carnivore conservation within the carbon offsetting framework over large areas.
3. **Community camera-trapping**: a partnership between the project and local villages to deliver tangible benefits which are measurably linked to conservation. By partnering directly with the communities, we co-developed an innovative, locally accepted approach to conservation, incentivising tolerance of wildlife presence on village land and improving local livelihoods.

“ LION LANDSCAPES INVEST IN PEOPLE - THEIR EMPLOYEES AND COMMUNITIES UPON WHOM THE OUTCOMES OF CONSERVATION EFFORTS DEPEND. BY GAINING THE TRUST OF THE LOCAL COMMUNITIES AND WORKING TO DEVELOP A SENSE OF OWNERSHIP OVER CONSERVATION EFFORTS, LION LANDSCAPES LAY THE FOUNDATIONS OF SUCCESS. EXCITINGLY, THESE EFFORTS ARE NOW BEING SCALED, BUT WITHOUT LOSING THE PERSONAL TOUCH.”
- PETER LINDSEY, DIRECTOR, LION RECOVERY FUND

CHALLENGES TO THE NEW LION LANDSCAPES

FUNDRAISING

The merger is a test of the theory that a more joined-up approach to conservation will be attractive to donors and that the new organisation can generate more funds than either previous organisation could have done independently. There is a risk, particularly where donors have a limit on funding per organisation that the merged organisation could be eligible for less funding as a combined entity. In addition, as we grow and engage in new opportunities, we need to ensure that we have a realistic and effective fundraising strategy which enables us to grow at an appropriate speed and scale.

MOVING FROM A LOCAL TO AN INTERNATIONAL SCALE

Before the merger, each organisation only had to manage relationships, policies and expectations in one or two countries. The expanded organisation needs to standardise its policies internally, as well as navigating relationships and regulations across four countries.

OVERSIGHT AND COLLECTIVE REPUTATIONAL RISK

As the organisation continues to grow and operate in new landscapes, strong oversight will be needed to make sure that the organisation's values are upheld. Anything that harms the reputation of one LL member or activity will damage the whole organisation.

“ ENGAGING CLOSELY WITH OTHER STAKEHOLDERS, INCLUDING GOVERNMENTS, AND GOVERNMENT AGENCIES, HELPS LION LANDSCAPES TO ADAPT AND RESPOND QUICKLY TO CHANGING SOCIO-ECONOMIC, POLITICAL AND PHYSICAL LANDSCAPES”
- MOHAMED MOYO, IRINGA DISTRICT COMMISSIONER



© AMI VITALE

OPPORTUNITIES FOR THE NEW LION LANDSCAPES

SCALE, COLLABORATION, AND IMPACT

The newly merged Lion Landscapes will have field operations in three countries that are critical to lion conservation. This merger could become an example of how increased collaboration and reduced competition can scale solutions for carnivore conservation and demonstrate a more impactful conservation model.

RAPIDLY CHANGING CONSERVATION LANDSCAPE

The conservation funding landscape is changing, with more new money being focused on landscapes and ecosystems rather than a singular species focus. Our strategy of leveraging partnerships and focusing on ecosystem-level changes resulting from large carnivore research and conservation means we are well positioned to respond to this change, as long as there is an understanding that our work goes beyond lions. Additionally, the strong community focus of Lion Landscapes' work will become increasingly important as donors look for more holistic approaches.



OXFORD COLLABORATIONS

Highlighting Lion Landscapes' key links with Oxford University's Wildlife Conservation Research Unit (WildCRU) and leveraging Amy Dickman's role there as the Director of WildCRU will also add benefits when it comes to academic institutions.

INNOVATIVE CONSERVATION MODELS

Lion Landscapes works with diverse partners, including those from private enterprises, to explore and develop mixed models that create positive local value from wildlife conservation. This creates a huge opportunity for Lion Landscapes to develop innovative, cutting-edge solutions to address current and future threats to carnivore conservation.

SCALING THROUGH INVESTING IN EMERGING AFRICAN RESEARCHERS AND PRACTITIONERS

Lion Landscapes is using our growing organisational capacity to develop new supportive collaborations with Africa-led projects and local government and academic institutions. Additionally, partners such as Tusk, Lion Recovery Fund (LRF), Wildlife Conservation Network (WCN), and others are increasing investments into building local capacity in important wildlife areas. Positioning Lion Landscapes as an implementer of this kind of capacity building is a real opportunity to leverage this funding into scaling proven effective conservation initiatives beyond the landscapes in which we work.

“ LION LANDSCAPES ARE DEMONSTRATING THAT COLLABORATION CAN LEAD TO GREATER CONSERVATION IMPACTS. UNITING RESOURCES AND KNOWHOW THROUGH A MERGER HAS HELPED US TO BECOME A MUCH MORE RESILIENT AND EFFECTIVE ORGANISATION.”
- MOREANGELS MBIZAH, LION LANDSCAPES TRUSTEE

STRATEGIC FRAMEWORK: WHAT GUIDES OUR WORK

PROBLEM CONTEXT

For as long as people have lived on earth we have lived alongside wildlife. Iconic species, such as lions are valued all over the world. However, the global value of wildlife is rarely translated into tangible benefits for local people who live alongside wildlife. Iconic species rely on the landscape they share with people, where the local cost of living with wildlife typically outweighs the benefits, leading to tension, conflict, and often the killing of wildlife. It is these landscapes, where wildlife and people live together, where biodiversity is often under most threat. People who live within and alongside wildlife areas in Eastern and Southern Africa include some of the most vulnerable communities. Typically these communities lack access to basic services and subsist on livelihoods dependent on the environment. Making wildlife and habitat conservation valuable to local people will help ensure the long-term wellbeing of communities, wildlife, and their shared environment.



VALUES

Collaboration

We can't do it all. The conservation of wildlife poses a challenge that can only be tackled by working together. By engaging groups with different interests, from local communities to other NGOs, we enable better conservation outcomes.

Balance

Integrating different perspectives is foundational to our success. We strive to balance perspectives, information, and knowledge to create something greater than the individual parts. We also strive for a culture of balance within our organisation, enabling personal well-being alongside professional success.

Trust

Building trust is fundamental to effective conservation. Trust is gained through fair, open, honest, and transparent communication, and so we build all our relationships on that foundation. We take the time to listen, build trust, and understand the contexts in which we work, and how conservation might fit within them.

Authenticity and Integrity

We always speak up for what we believe is right. Integrity underpins all our actions and is central to our reputation.

Enabling Positive Change

We believe and are committed to creating a better tomorrow for people and wildlife. Our approach matters as well as the outcomes: we actively strive to build a better model of collaborative, supportive conservation.

Courage

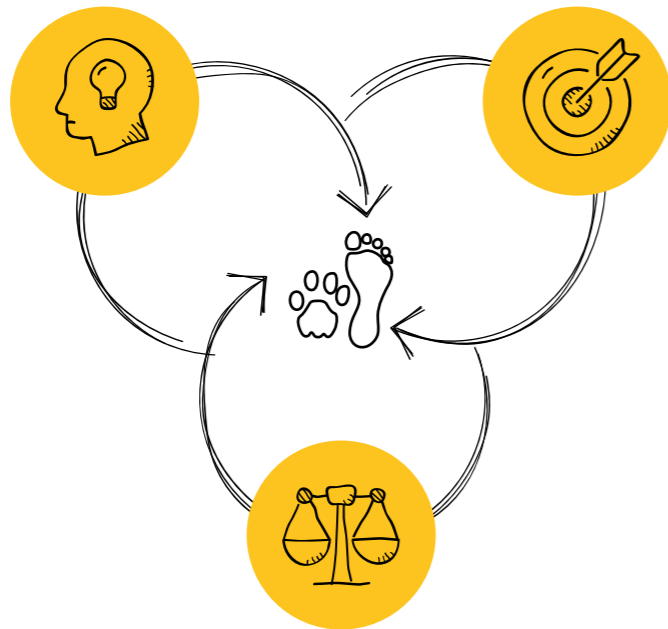
We believe in strength and humility. We are courageous in our choice of action, and are constantly learning in the face of the results.

Commitment

We know that creating our vision will not be easy, but are committed to providing the time and effort needed for success. We respect and value the work everyone contributes towards our success.

VISION

People and wildlife thrive within healthy landscapes.



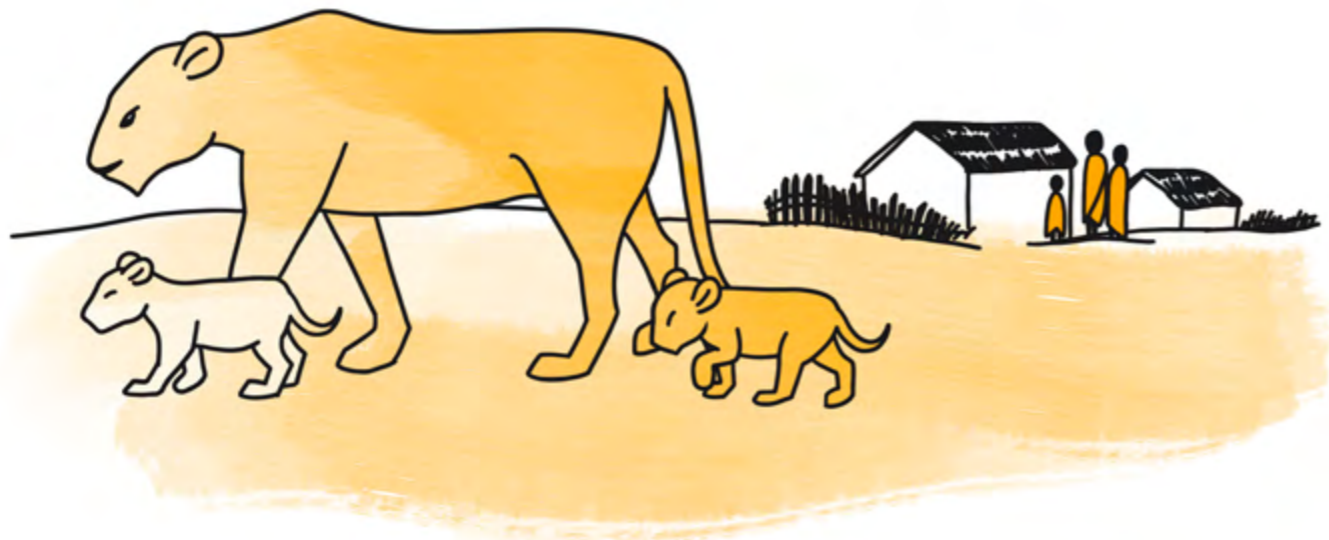
MISSION

To make large carnivore conservation valuable to local and global communities.

VALUE PROPOSITION

We are a conservation organisation committed to developing community-based solutions to enable better coexistence between people and wildlife, particularly large carnivores. We integrate local knowledge and experience with world-class science to deliver effective, evidence-based conservation. Our collaborative, locally-driven approach allows us to create lasting solutions for both people and wildlife, helping support large, diverse landscapes.

THEORY OF CHANGE



Lion Landscapes' work is ultimately aimed at creating and restoring integrated landscapes where people and wildlife have the space and resources to exist together in balance. Our contribution to that vision of the future is to create positive value associated with large carnivore conservation to drive better outcomes for people and wildlife. Our theory of change presented below explains how we will achieve our mission.

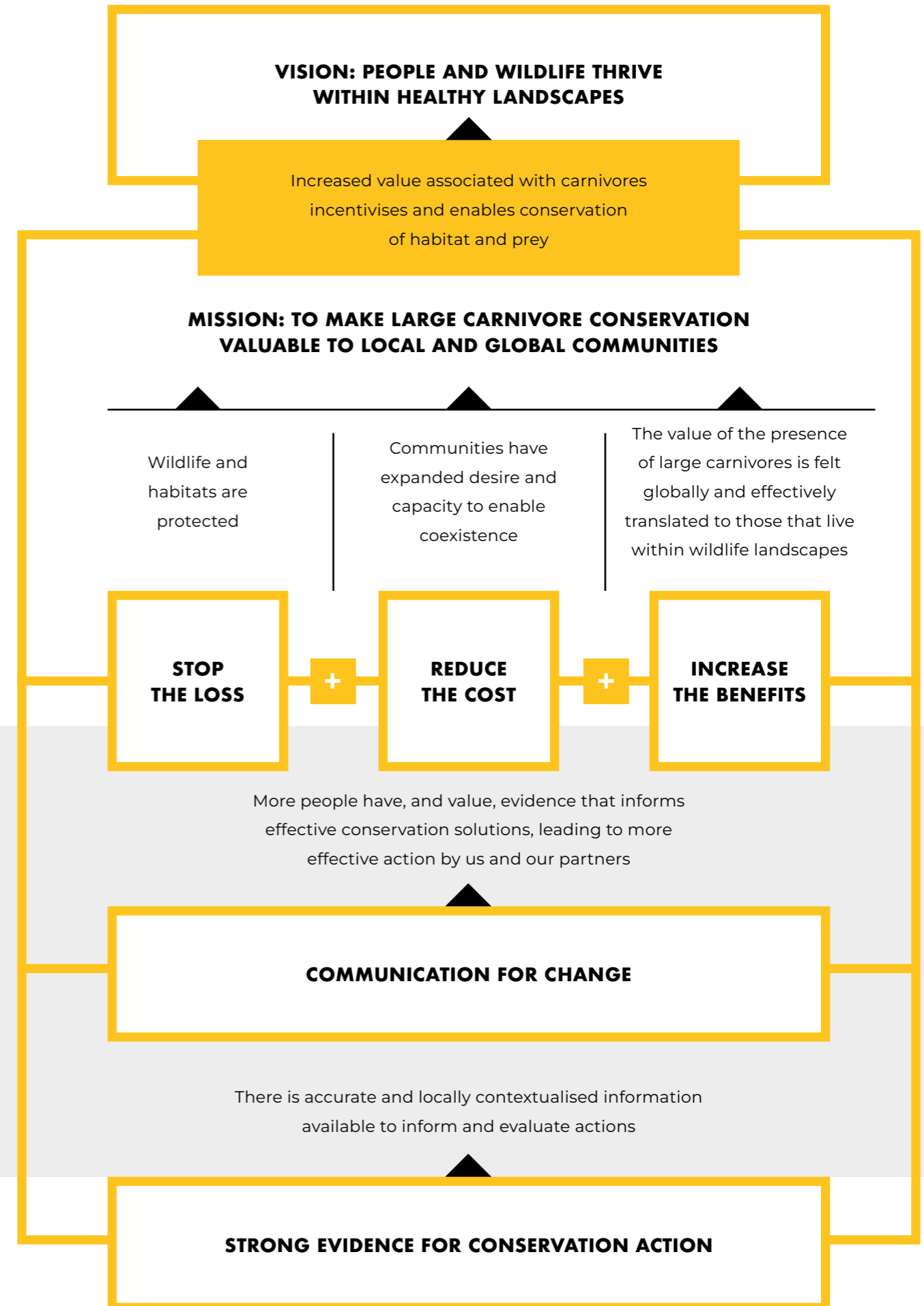
AT LION LANDSCAPES, WE BELIEVE THAT POSITIVE VALUE IS DEVELOPED THROUGH THREE INTERRELATED AREAS OF ACTION:

1. We need to **stop the loss** of wildlife and habitat so it remains to be valued.
2. We need to **reduce the costs** brought about by large carnivores to reduce pressure on people.
3. Lastly, we need to **increase the local benefits** of the presence of large carnivores, both tangible and intangible, monetary and non-monetary.

Together, these actions should increase the willingness of local people to engage in coexistence. We believe that effective actions require accurate, locally contextualised knowledge. We help generate that knowledge and communicate it widely to improve conservation.

OUR THEORY OF CHANGE SITS ON A BEDROCK PHILOSOPHY OF EFFECTIVE COLLABORATION.

IN EVERYTHING WE DO, FROM RESEARCH TO CONSERVATION INTERVENTIONS, MORE EFFECTIVE CHANGE COMES FROM DOING OUR WORK IN PARTNERSHIP WITH LOCAL COMMUNITIES, LAND MANAGERS, OTHER NGOS, AND GOVERNMENT.



STRATEGIC IMPLEMENTATION



The following section outlines the actions Lion Landscapes will take over the next five years to deliver its theory of change and achieve its mission. This has been summarised as five primary goals, namely: (1) to stop the loss of wildlife; (2) to reduce the cost of living alongside wildlife; (3) to increase the benefits associated with wildlife conservation; (4) to communicate for positive change; and (5) to improve conservation evidence. Goals 1 through 3 are the direct implementation goals of Lion Landscapes' work, targeted at activating change at a local level towards achieving Lion Landscapes' mission. These goals are deeply intertwined and happen in connection with each other to address multiple challenges within landscapes simultaneously. Goals 4 and 5 are foundational and cross-cutting, designed to achieve an informed and enabling environment for collective action that can be achieved across multiple scales.

Each of the five primary goals of the strategy are detailed below through a series of intended objectives. Objectives are implemented in a customised way within Lion Landscapes' four focal landscapes, as well as in the fifth area of 'Global Influence', which details activities that connect across landscapes and include a more global scale of influence.

GOAL 1: STOP THE LOSS

The first of Lion Landscapes' direct implementation goals is the work to ensure that the loss of wildlife and habitat is reduced.

Objective 1: Reduce large carnivore mortalities through proactive mitigation strategies that target traditional hunts, retaliatory killings, and local poaching activities

Objective 2: De-escalate conflict situations with large carnivores through immediate and consistent response to conflict

PRIORITY LANDSCAPE TARGETS FOR STOP THE LOSS

Ruaha, Tanzania

- » Continue to employ at least 18 Lion Defenders, covering at least 80% of village land, to help respond to events, reduce hostility and the likelihood of lethal retaliation
- » Trial the use of conservation contracts in at least two local villages, including agreed penalties to deter wildlife killings
- » Conduct community co-existence trainings in at least 10 high-conflict villages by 2026, to reduce poisonings
- » Work with authorities and other NGOs to help respond to remove snares and treat poisoned animals, where requested

Laikipia, Kenya

- » Expand Lion Ranger training (including the poisoning mitigation training) to all wildlife rangers operating on current (11) partner private conservancies
- » Expand the Lion Ranger programme to include all community conservancies in the Laikipia Conservancies Association
- » Expand the Lion Extension Officer network to at least 12 communities in high-conflict areas
- » Ensure all Lion Rangers and LEOs are trained, equipped and motivated to mitigate incidents of wildlife or feral dog poisoning within 3 months of their initial training
- » Work with The Peregrine Fund to ensure that at least 500 people living in high-conflict areas per year receive Community Coexistence Training
- » Work with conservation partners to develop at least 2 rangeland regeneration demonstration plots in communities in Lion Friendly Livestock areas
- » Provide at least 500 community pastoralists per year with access to a well managed rangeland examples
- » Give community livestock owners access to savings and credit/asset management awareness training that offers an alternative to livestock
- » Develop and implement a formal ecological monitoring programme that provides data on trends in density and distribution of wildlife (including large carnivores) and illegal activities for land managers

Selous-Nyerere, Tanzania

- » Train and employ at least 10 Lion Defenders (or Lion Extension Officers), to reduce conflict and traditional killings
- » Trial the use of conservation contracts in at least two local villages, including agreed penalties to deter wildlife killings
- » Conduct community co-existence trainings in at least six high-conflict villages by 2026, to reduce poisonings
- » Train and employ at least 10 Lion Defenders (or Lion Extension Officers), to reduce conflict and traditional killings
- » Trial the use of conservation contracts in at least two local villages, including agreed penalties to deter wildlife killings
- » Conduct community co-existence trainings in at least six high-conflict villages by 2026, to reduce poisonings

Luangwa Valley, Zambia

- » Work with community leaders to develop and manage a network of at least 6 Lion Extension Officers, to better understand threats to wildlife and habitat, and de-escalate conflict situations when they arise
- » Ensure all Lion Extension Officers are trained, equipped and motivated to mitigate incidents of poaching or wildlife/feral dog poisoning within 3 months of their initial training
- » Work with local land managers, communities and government departments to develop a standardised decision-making pathway to categorise and address problem animals
- » Expand our biodiversity monitoring programme to cover our central study area and wider BioCarbon Partners (BCP) landscape so data is available to inform land managers

FEATURED INITIATIVE: THE LION DEFENDER PROGRAMME

Culturally-driven lion killings are a major issue in some of the landscapes in which we work. Addressing these killings poses a particular challenge, as it requires a deep understanding of the motivations for such events, and the potential levers for reducing them. We worked with Lion Guardians to develop and adapt their warrior engagement programme for the first time with Barabaig pastoralists. This began in 2013, and has grown to engage 18 current Lion Defenders who patrol over 400km² of village land. These warriors warn the community of lion presence, help find lost livestock and children, and help prevent retaliatory lion hunts. The Lion Defenders have prevented multiple lion killings since the programme's inception, and we plan to continue and expand it over the next 5 years. It is likely to be appropriate in Selous-Nyerere so those will be the main target landscape for continuation and expansion.

GOAL 2: REDUCE THE COST

The second of Lion Landscapes' direct implementation goals is to decrease the costs borne by communities who live alongside large carnivores. Reducing the costs reduces pressure on those people and builds a more conducive environment for future coexistence and conservation strategies.

Objective 1: Reduce livestock losses, so they are tolerable for local people

Objective 2: Prevent the loss of human life by large carnivores.

Objective 3: Reduce the indirect and opportunity costs imposed by large carnivores on local people

PRIORITY LANDSCAPE TARGETS FOR REDUCE THE COST

Ruaha, Tanzania

- » Identify Conflict Officers (COs) and Lion Defenders (LDs) with particular aptitude to be promoted to Lion Extension Officers (LEOs)
- » Implement prevention methods to reduce depredation in the bomas (wire boma, lights)
- » LEOs, COs and LDs to advise and assist people with improving husbandry and fortifying traditional bomas
- » Continue and where applicable expand the use of mobile livestock enclosures to protect stock and improve crop yields
- » LDs to detect lion presence and inform grazers to minimise encounter and conflict risks
- » Work with villagers and authorities to define and help implement an acceptable response pathway for cases of human-carnivore conflict, particularly human attacks

Laikipia, Kenya

- » Expand Lion Ranger (LR) training to all wildlife rangers operating on current (11) partner private conservancies
- » Expand the LR programme to include all community conservancies in the Laikipia Conservancies Association
- » Expand the LEO network to at least 12 communities in high-conflict areas
- » Create locally specific materials/technical manuals on predator proofing houses, bomas, shelters, etc and predator-safe behaviours
- » Use LEOs to share information on appropriate mitigation techniques such as safe boma and house construction with at least 50 pastoralist household per year per LEO
- » Work with The Peregrine Fund to ensure that at least 500 people living in high-conflict areas per year receive Community Coexistence Training
- » Develop and implement a programme to give remote livestock owners in all communities where we work access to predator-proof boma building materials at cost
- » Identify and collar all lions associated with regular livestock depredation, and share their real-time movement data with livestock owners via Earth Ranger, WhatsApp maps and LEOs

Selous-Nyerere, Tanzania

- » Implement prevention methods to reduce depredation in the bomas (wire boma, lights)
- » LEOs, COs and LDs advise and assist people with improving husbandry and fortifying traditional bomas
- » LDs to detect lion presence and inform grazers to minimise encounter and conflict risks

Luangwa Valley, Zambia

- » Develop the LEO programme in the communities with the worst human-wildlife conflict issues in our core area
- » Use LEOs to share information on appropriate mitigation techniques such as safe boma and house construction
- » Create locally specific materials/technical manuals on predator proofing houses, bomas, shelters, etc and predator-safe behaviours
- » Work with DNPW, hunting operators, land owners/managers authorities to define and help implement an acceptable response pathway for cases of human-carnivore conflict, particularly human attacks



FEATURED INITIATIVE: FORTIFYING LIVESTOCK ENCLOSURES

The majority of carnivore attacks occur in poorly-constructed enclosures, and families often lack the economic capacity or skills to improve them. Across Lion Landscapes sites, Conflict Officers, Lion Extension Officers, Lion Defenders and Lion Rangers all play important roles in identifying and fortifying high-risk enclosures. The method of fortification varies according to need: some are reinforced with wire, some with thornbush, some have lion lights installed, and in some cases, livestock-keepers use canvas to construct mobile enclosures. Through our community coexistence programmes, local villagers are enabled and supported in coming up with locally relevant best-practice methods to protect livestock. Fortification of enclosures has resulted in significant declines in depredation, easing economic pressures on households and reducing conflict and retaliatory killings. Over the next five years, we intend to scale up these approaches to cover at least half the at-risk enclosures in our target study sites.

GOAL 3: INCREASE THE BENEFITS

The final one of Lion Landscapes' direct implementation goals is to translate the presence of large carnivores into meaningful benefits for local communities as well as national authorities. These benefits may be tangible or intangible, monetary and non-monetary: the intention is for communities themselves to define which benefits would enhance their lives, livelihoods, and the environment they live in. Increasing the benefits is the last of our three key activities which combine to improve human-wildlife coexistence.

Objective 1: Co-design and implement benefit programmes with pastoralists and other community members which are directly linked to wildlife presence and conservation

Objective 2: Support the creation of new income streams linked to wildlife presence

PRIORITY LANDSCAPE TARGETS FOR INCREASING THE BENEFITS

Ruaha, Tanzania

- » Continue our community camera-trapping in at least 12 villages, assuming that the programme remains effective and locally desired
- » Implement conservation contracts in at least two suitable villages
- » Expand the school feeding programme to at least five primary schools
- » Fund at least eight secondary-school 'Simba' scholarships each year, with the aim of at least half offered to girls
- » Fund at least two of the Simba scholars on to further education
- » Help develop, implement and monitor biodiversity credits which could incentivise conservation at meaningful scales across the landscape
- » Work with land management and conservation partners with the long-term aim of helping develop biodiversity offset credits, where healthy large carnivore guilds are the key metric

Laikipia, Kenya

- » Develop and register 'Lion Friendly' certification criteria with the Wildlife Friendly Network
- » Work with livestock producers to reach Lion Friendly certified status
- » Work with producers and buyers to develop a market for 'Lion Friendly' products
- » Develop Conservation Contracts (that include Community Camera Trapping) with at least eight villages in high-conflict areas, whereby predator-friendly behaviours and wildlife presence are directly linked to tangible benefits
- » Collaborate with private ranches/conservancies, photographic lodges/camps and other conservation stakeholders to pool community support resources, and link them to Conservation Contracts for higher impact
- » Work with land management and conservation partners with the long-term aim of helping develop biodiversity offset credits, where healthy large carnivore guilds are the key metric

Selous-Nyerere, Tanzania

- » Implement appropriate incentives-for-wildlife programmes in relevant villages
- » School support programmes
- » Help develop, implement and monitor biodiversity credits which could incentivise conservation at meaningful scales across the landscape
- » Work with land management and conservation partners with the long-term aim of helping develop biodiversity offset credits, where healthy large carnivore guilds are the key metric

Luangwa Valley, Zambia

- » Develop Conservation Contracts (that include Community Camera Trapping) with at least four Village Action Groups in high-conflict areas, whereby predator-friendly behaviours and wildlife presence are directly linked to tangible benefits
- » Pursue a collaboration with private ranches, photographic lodges/camps and hunting operators in the core project area to pool community support resources, and link them to Conservation Contracts for higher impact
- » Build the capacity of the Community Resource Boards to ensure transparent and proper use of REDD+ generated conservation fees, trophy hunting fees, ranch leases and any other income linked to the presence of wildlife
- » Develop 'Lion Friendly' products e.g. Lion Friendly Honey, certification for exported honey by partnering with the exporters, international suppliers and communities
- » Work with BioCarbon Partners (BCP) to strengthen the value received from carbon offsets linked to measurable biodiversity conservation - Lion Carbon - or develop biodiversity offset credits with healthy large carnivore guilds as a key metric





FEATURED INITIATIVE: COMMUNITY CAMERA TRAPPING

Protected areas in many countries are not fenced and the wildlife is free to roam into community lands. Local communities suffer attacks to their livelihoods because they live close to protected areas. In turn, they are receiving very little tangible benefits from their presence. Local communities play a major role in protecting the wildlife that these protected areas harbour and for that we need to tilt the balance of cost-benefits for people who live around protected areas.

The Community Camera Trapping (CCT) programme provides a direct link between the presence of wildlife in community lands, and tangible community benefits. Communities are arranged in groups of four villages and each village is given three camera traps to deploy within their village area. Every three months the village groups compete for a prize based on the number of points they score from images captured on their camera traps. The village that wins gets approximately \$2,000, second place \$1,500, third place \$1,000 and fourth place gets \$500. The points each village receives depends on how many wildlife sightings were recorded in their camera traps, and which species were recorded. Different species are awarded a set amount of points depending on how rare or endangered they are, and how costly they are for people to live with. For example, an African wild dog receives a high number of points (20,000) because they are both endangered and kill livestock, whereas a dik-dik (1,000) is relatively common and are low-cost for people to live with.

CCT has provided data on the wildlife populations present on village land, engaged communities and linked wildlife to tangible benefits, reducing poaching of prey and retaliatory killing of carnivores. While previously the villages received benefits from the project, now the villagers recognise that the benefits are received because of the wildlife present on their land.

CCT is a simple and direct way of offsetting costs related to living with wildlife for any community. Over the next five years, we will take this approach, developed in the Ruaha landscape, and tailor it to three very different landscapes. This will test our belief that increasing the value of wildlife for local communities incentivises and enables coexistence, and our ethos that successful conservation solutions can be scaled-up across landscapes.

GOAL 4: COMMUNICATION FOR CHANGE

Armed with accurate and compelling evidence on how landscapes are functioning and people and wildlife are interacting, the next stage of our theory of change focuses on creating effective communication channels. Our goal is for the evidence we generate through our research and data programmes (Goal 5) to reach our partners, inform landscape level actions, and inspire global support to catalyse and motivate sustainable conservation action.

IN ALL LANDSCAPES:

- Objective 1:** Engage land owners and managers, conservation partners, researchers and relevant institutions in effective knowledge-sharing to build relationships, enhance understanding of conservation, and co-develop conservation solutions
- Objective 2:** Use the best available scientific approaches to monitor, evaluate and develop our conservation work
- Objective 3:** Use our collective knowledge to engage wildlife agencies, NGOs, government departments and other stakeholders and help guide conservation policy and action
- Objective 4:** Communicate our understanding of conservation challenges and urgency, both locally, nationally and internationally, to build a stronger public constituency for conservation



GOAL 5: STRONG EVIDENCE FOR CONSERVATION ACTION

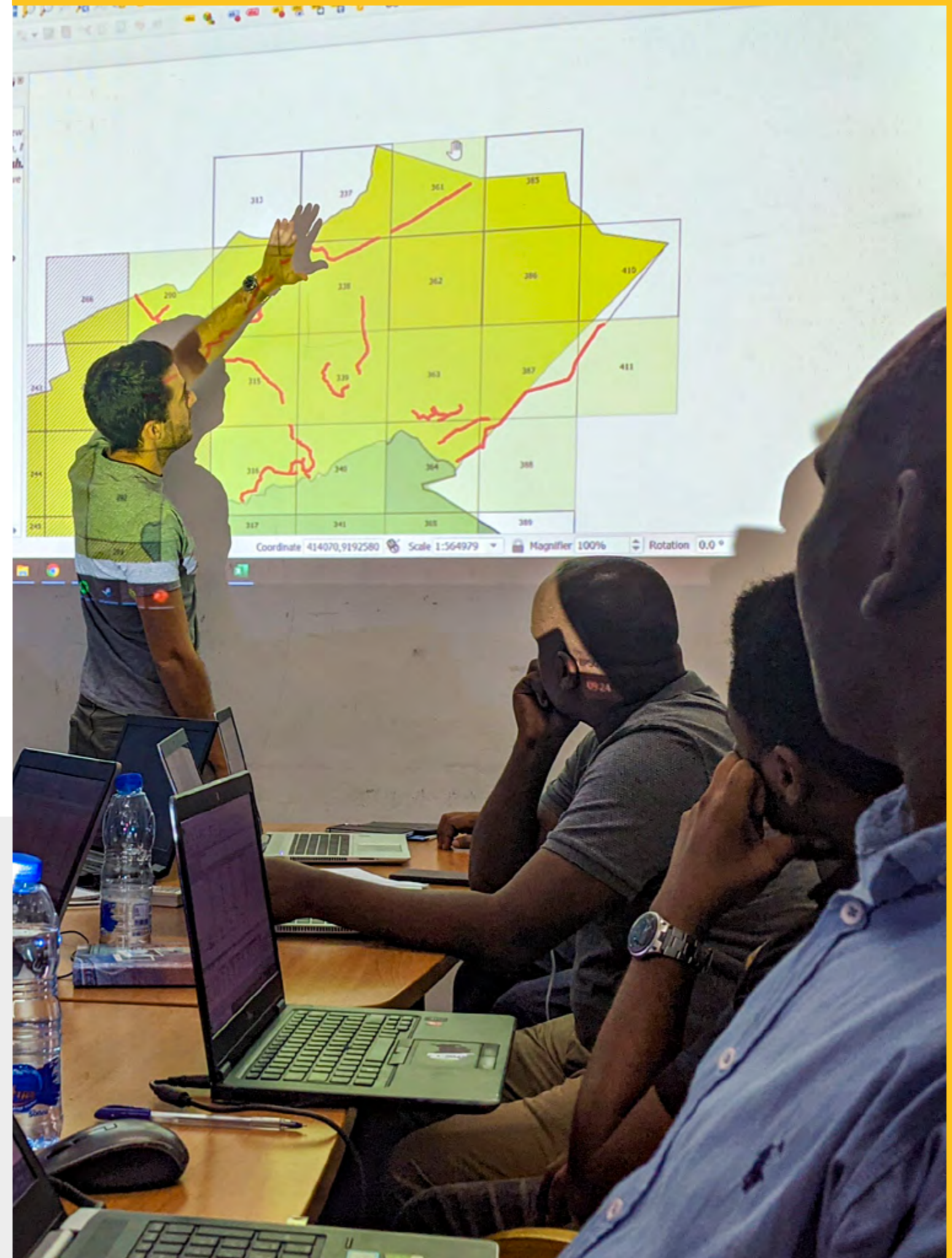
Across the four focal landscapes we work in, it is essential we have the best available information to inform the design, implementation, and monitoring of all our programmes. Our work in this area produces high-calibre conservation evidence that is the backbone behind the actions and choices we make. All our research blends the highest regarded scientific methods with locally contextualised application.

IN ALL LANDSCAPES

- Objective 1:** Understand the distribution, relative abundance and dynamics of local wildlife populations
- Objective 2:** Understand the threats and drivers of wildlife and habitat loss
- Objective 3:** Understand the costs imposed by large carnivores on local people, including but not limited to livestock depredation
- Objective 4:** Understand local perceptions regarding wildlife and conservation, both currently and in terms of how they could become more valuable to local people
- Objective 5:** Collate information across sites to examine similarities and differences between landscapes
- Objective 6:** Evaluate which conservation approaches are most effective, both from our data and from external evidence, and which have most opportunity for scalability
- Objective 7:** Use our collective expertise to contribute to and inform wider conservation discussions and policies

FEATURED PARTNERSHIP: OXFORD WILDCRU

Lion Landscapes has always had strong links with Oxford University's Wildlife Conservation Research Unit (WildCRU): Alayne Cotterill did her PhD there, while Amy Dickman joined it as a research assistant right at the start of her career, and later received a Fellowship there. As Amy Dickman is now the WildCRU Director, this is a good opportunity to strengthen our links with WildCRU to deliver even stronger research and conservation action. Lion Landscapes is showcased as one of the focal WildCRU projects and there is an MoU between the two entities. The relationship takes various forms, including hosting WildCRU research students, contributing to the WildCRU Diploma programme, and engaging in cross-site training and partnership with other WildCRU projects. WildCRU and the wider Oxford network is also another route for bringing funds into Lion Landscapes and holds some of our research-related grants. This partnership has been valuable to date in terms of securing funds and enabling high-quality research, but we will aim to strengthen it further to deliver additional value in the coming years.



IMPLEMENTATION: BUILDING THE NEW LION LANDSCAPES

A key to the execution of this strategy will be building the new Lion Landscapes as an organisation, with field operations now in three different countries, an international board and leadership structure, and a growing team and scope of operations.

TEAM AND STRUCTURE

Lion Landscapes presently has staff in four countries (three African countries and the UK). Following the merger and in line with the implementation of this strategy, the organisation's priorities will be to ensure effective management and support of all field teams, increase investment in core functions such as communications and financial management, and build the capacity of the Africa-based teams in leading operations on the ground.

- Objective 1:** Ensure effective overall operations of all conservation programmes, including consistent delivery across field sites, through increased in-region management capacity, monitoring, and technical support
- Objective 2:** Increase investment in field-level management capacity in all countries, with a particular focus on strengthening the management capacity of African staff in overall operations
- Objective 3:** Hire head of 'Interns, Mentors and Partners' (IMPs) programme to lead that new body of work
- Objective 4:** Strengthen internal financial management and administrative capacity, including human resource management, to ensure effective communications and financial reporting, and support those functions across the organisation, including fundraising
- Objective 5:** Build and develop Lion Landscapes' board to include key functions such as legal, fundraising, marketing, and strategic management within a larger and more diverse board, which includes African representation



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FUNDING AND FINANCES

Following the merger, Lion Landscapes has become a significantly larger consolidated organisation with a growing team and budget. Further growth to address key staffing gaps, expand field operations and partnerships, and strengthen key internal functions projects a growing budget. Lion Landscapes will focus on strengthening its core long-term partnerships, diversifying its sources of funding, and increasing the amount of unrestricted funding in its budget in order to provide greater flexibility and internal investment in staff capacity. Our recent and projected budget in US dollars is below:

	2021-22	2022-23	2023-24	2024-25
Kenya	239,302	398,817	421,321	461,295
Tanzania	367,630	484,861	513,894	511,255
Zambia	29,646	65,473	118,391	159,309
UK/cross site	165,536	327,864	342,154	348,747
Total	802,114	1,277,015	1,395,760	1,480,606

- Objective 1:** Increase unrestricted funding to at least 20% of overall budget
- Objective 2:** Diversify funding sources to include corporate funding, grow individual and partnership-based funding, and develop new opportunities from community development funders where there is alignment with Lion Landscapes' work
- Objective 3:** Strengthen and grow long-term partnerships with zoos, international conservation NGOs, Oxford WildCRU and other key partners with the greatest investment in Lion Landscapes' work and mission

COMMUNICATIONS

Communications plays a key role in fundraising and building the brand and profile of the new Lion Landscapes. The key objectives will be to:

- Objective 1:** Increase awareness of the overall strategic approach across all audiences, as well as specific relevant projects
- Objective 2:** Create opportunities for interaction and further discussion with the aim of opening the door to funding opportunities
- Objective 3:** Support the overall work and the specific projects, with a primary focus on funding generation
- Objective 4:** Increase global following on social media as well as website traffic

The communications strategy will involve:

- » Development of messaging around strategic goals of Lion Landscapes and the three pillars - Stop the Loss. Reduce the Cost. Unlock the Value
- » Creation of a communications calendar with three to four primary time segments per year and focus on one central message in each period
- » Creation of a tactical plan to reach all fundraising audiences (primary) and direct audience segments (secondary) to build awareness
- » A story-telling approach that is focused on demonstration of the impact achieved
- » Creation of content that is clear, concise and reachable by our target audiences
- » Utilisation of appropriate channels relevant to each audience segment
- » Development of necessary collateral materials (translated as appropriate)
- » Coordination with field teams to develop impact measurement matrix that feeds into fundraising and communications messaging

LOOKING FORWARD

Implementing this strategic plan will help us fulfil our mission of making large carnivore conservation valuable to local and global communities. It will be a challenging journey and requires many people: we thank everyone who is helping us achieve it.





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LION LANDSCAPES

Highcliffe, New Road,
Teignmouth Devon, TQ14 8UL, United Kingdom
info@lionlandscapes.org www.lionlandscapes.org