

A close-up photograph of an elephant's face, showing its thick, wrinkled skin and eye. The elephant is looking slightly to the right. The background is blurred, showing some green foliage at the bottom.

A HEALTHY EARTH ON WHICH LARGE WILD ANIMALS AND PEOPLE CAN THRIVE

SPACE FOR GIANTS
STRATEGIC PLAN 2021 - 2025

SPACE FOR
GIANTS

www.spaceforgiants.org



Introduction

Space for Giants helps protect Africa's remaining natural ecosystems and the large wild animals they contain while bringing major social and economic value to local communities and national governments.

We work across Africa's iconic landscapes to unlock the full value of nature by protecting biodiversity and remaining populations of megafauna while expanding economic, cultural, and social opportunities for generations to come.



Overview: 2021 - 2025

Since its creation ten years ago, Space for Giants has grown rapidly, from academic research into an international conservation organisation focusing on the coexistence of people and elephants in Laikipia, Kenya. The aim was to successfully develop a conservation toolkit delivered across 11 African countries, supporting national governments and local citizens to manage human-wildlife conflict, promote wildlife justice and the rule of law and attract investments to protect the natural ecosystems on which the continent's elephants depend. Among our patrons are six African Heads of State who founded the Giants Club to convene and influence the conservation agenda. Our network includes journalists, researchers, business leaders, philanthropists, corporate partners, and youth advocates from across Africa. We have media partnerships that allow us to reach more than 100 million people globally.

And yet, the state of our natural world has never been worse. Since Space for Giants was founded, 160 species have become extinct, and over 300 km² of natural habitat is lost daily by expanding humanity's footprint. Additionally, human greenhouse gas (GHG) emissions have driven carbon levels to 410 parts per million, compared to 280 in the pre-industrial era, driving planet Earth to warm at a rate that could accelerate species extinctions across the continent. The scale of these crises, the growing numbers of people that need food, the devastating reach of an unconscious global economy, and relentless, unplanned development require more than dedicated conservation NGOs to resolve the challenges ahead of us effectively.

This is a sobering backdrop for our new five-year strategic plan. Space for Giants has never taken the conventional path, embracing an entrepreneurial and innovative approach to respond to ever-changing realities. This strategic plan is consistent with our approach, providing a new and ambitious response to the threats facing our planet and Africa's biodiversity.

Space for Giants is well positioned to become the catalyst for a revolution in how conservation in Africa is delivered and scaled. The organisation is grounded in high-quality research to inform the conservation actions we develop and deliver and enables an objective assessment of our impact. This has not only allowed us to develop "best in class" tools for reducing crop-raiding by elephants, habitat protection and creating a deterrent for wildlife crime but also measured and improved the performance of these tools over time.

We have developed an approach that recognises conservation is political and therefore requires the backing of local citizens through their political leaders. Our partnership with African heads of state and national governments to design and deliver national processes for attracting conservation investment is unique among conservation organisations. Allowing us to provide tools to decision-makers to maintain and enhance the conservation of entire national protected area networks and the wild animals they contain.



OVERVIEW

However, we also have some obstacles to overcome if we are to fulfil the role that we aspire to, we need:

- 🐘 Greater depth in leadership and management capacity to become an organisation that can continue to grow and endure to meet the tasks at hand.
- 🐘 Structure the leadership of management, the board and associated councils so that it better matches our aspirations to be truly representative and inclusive of the countries where we operate, ensuring we remain relevant.
- 🐘 Adapt our approach so that we continue to move quickly but in closer partnership with complementary actors working in this space.
- 🐘 Significantly enhance our ability to raise funding, not just from conventional development assistance and philanthropic sources but from new private investment sources, that may force us to evolve our structures and expand our capacity to raise and manage this funding.
- 🐘 Become far more adept at communicating our goals and work to our supporters, our partners and the general public so that we can much more effectively mobilise and energise our herd.

We remain small enough to be nimble, opportunistic and dynamic so that we can continue to be disruptive, responsive and produce real value for money in terms of the conservation outcomes we can achieve. If we can, in the course of the next five years, make progress in building on our strengths and overcoming the obstacles we face, then we will be able to truly make a major and enduring contribution to the long-term conservation of Africa's natural ecosystems and the large wild animals that depend on them.



OUR VALUES

1 Passion

We are passionate, and want our team members and stakeholders to be driven by belief in the cause and to dedication, commitment and hard-work.

2 Integrity

We act with integrity to build trust and confidence with all stakeholders. We consider moral and ethical issues in everything we do.

3 Respect

We act with fairness, kindness and inclusivity.

4 Sustainability

We aim for environmental & financial sustainability to create enduring impact.

5 Innovative

We encourage creativity, bold ideas and pride ourselves on being adaptable and agile.

6 Balance

We promote a healthy work-life balance and fulfilment in life.





**The plan
towards 2025?**

How did we create this strategic plan?

In wide consultation with our internal and external stakeholders, Space for Giants embarked on the journey of repositioning the organisation for the next five years and beyond. Through this process, we have relooked at our vision and mission to better define our preferred future within the conservation sector. Crucially, we believe this future includes but goes beyond African elephants to encompass some of Africa's most critical natural ecosystems that either hold or have the potential to hold large populations of large wild animals.

We have re-evaluated our behaviours, actions and priorities and have honestly reflected on the desired values and culture we need to embrace and project to make a more meaningful contribution to sustainable, results-driven, impactful, conservation in Africa.

Through this process of reflection, we recognise that we have made many mistakes, learnt valuable lessons, achieved more than what we initially thought we could and have built a team and network of truly remarkable, passionate, committed and innovative conservation minds that can embrace a new vision.

With this realisation comes the need to reposition and restructure the organisation and focus on our unique offering to the conservation sector. This document is our earnest, honest and humble attempt to articulate the strategic intentions of Space for Giants over the next five years.



1 Management

We bring natural ecosystems, where large wild animals live, under effective conservation management, in partnership with local people, national governments, civil society organisations, responsible businesses and private landowners.

2 Value

We unlock the value of natural ecosystems by developing conservation-compatible enterprises and work to ensure the associated benefits are equitably distributed among local people.

3 Expertise

We deploy world-class conservation expertise to build local capacity for the effective protection of wildlife and the management of human-wildlife coexistence.

4 Leadership

We use original, innovative research and creative thinking to identify successful conservation interventions and lobby key decision makers, global influencers and the general public to put these into practice.

5 Scale

We deliver conservation at scale to tackle the global problems threatening the natural ecosystems and the large wild animals we aim to protect.

6 Community

We build communities of conservation supporters, mitigating the costs and maximising the benefit of nature conservation and work towards a genuinely inclusive conservation sector.





**Where do we
want to be by 2025?**

Conservation

- 🐘 Recognised as the leading entity for supporting African governments to build their nature-based economies, with conservation investment processes well underway in at least 11 African countries that are rich in wildlife and biodiversity, having facilitated at least USD 100 million of conservation investment, delivering new sustainable finance and improved management for up to 250,000 km² of conservation lands.
- 🐘 Involved in the co-management of at least five Protected Areas in Africa, covering at least 25,000 km² in total and directly supporting the conservation of some of the continent's most important natural ecosystems and their wildlife, with three of these having reached or approaching financial sustainability, and will have in place options for the co-management of a further five Protected Areas.
- 🐘 Justice advisors working in at least 10 of the significant wildlife trafficking hubs in Africa and Space for Giants will be recognised as a leading agency for improving prosecutions for wildlife crime, globally.
- 🐘 Contributed to supporting at least five African countries with the development of national strategies to combat human-elephant conflict and will be directly managing “smart” fences, covering at least 250km around the protected areas it is involved in managing.
- 🐘 Recognised for using innovative, cutting-edge technology to improve the performance of its conservation programmes, especially for Protected Area management.



Capacity Building, Diversity & Work Environment

- 🦏 Space for Giants will be considered one of the best organisations working in Africa for building local conservation capacity, having provided formal and “on the job” training to at least 1,000 Africans and conservation leadership training to at least 20 (five per year), with at least 50 African journalists and 10 African conservation interns working with the organisation every year.
- 🦏 The diversity of our Board and management team will be both representative and progressive, and there will be a clear career progression path for anyone working for the organisation.
- 🦏 Over 90% of our employees will be either satisfied or extremely satisfied with their work and their work environment, recognising the value the organisation places on individual happiness and the work/life balance.





Leadership

- 🐘 Space for Giants will be considered the most impactful conservation organisation working in Africa. The Giants Club will have 10 African Presidents playing an active role in supporting its goals and will have more than 100 influential members, each providing meaningful direct or in-kind support to Space for Giants' work on the ground.
- 🐘 Involved in informing global leaders' commitments to conservation at major global leadership events and our Giants Club Summits will be the most respected and best-attended conservation events on the African continent.
- 🐘 Our conservation science department will produce at least two impactful publications annually and associated briefings for key decision makers and the general public. It will be considered a key hub for cutting-edge conservation research on the continent, populated by world-class African and visiting scientists and collaborating with leading research institutions in Africa, Europe and North America.
- 🐘 Our ambassador program will be populated by some of the best-known and best-respected influencers in the world, each championing the charity and its work among its supporters and the global public.



Finance

- 🦏 Space for Giants will generate at least USD 40 million per annum by 2025, with at least one-quarter of revenue coming from corporations investing in ESG. Our fundraising and business development teams will be well organised, well managed and consistently hit their targets with operations in Africa, North America, Europe, Asia and Australia.
- 🦏 Crucially, we will also have a significant number of African philanthropists engaged with and supporting the organisation and associated enterprises. Together with our national partners, our carbon offset offering will be recognised as one of the most successful in Africa in terms of the size and scale and the associated revenue this generates for the restoration, management and protection of natural ecosystems.
- 🦏 We will have supported the creation of highly successful conservation-led businesses - ecotourism tourism and others - that generate recurring revenue for the management of the conservation areas we are targeting for conservation.





Geographic & Strategic Focus

- 🐘 Space for Giants will be an established presence in at least 12 African countries, playing an active and focussed role in the conservation of critical ecosystems, strategically identified because of the confluence of conservation priority, as defined by species diversity, habitat scale and importance to large mammals, with conservation opportunity, as defined by a favourable political, social and economic environment.



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