www.maraelephantproject.org

MARA
ELEPHANT PROJECT

2030 Strategic Plan

MISSION

PROTECTING ELEPHANTS AND THEIR HABITATS ACROSS THE GREATER MARA ECOSYSTEM

VISION

A STABLE AND HEALTHY ELEPHANT POPULATION COEXISTING PEACEFULLY WITH PEOPLE ACROSS THE GREATER MARA ECOSYSTEM

Our dedication enhances the effectiveness of our strategic approach

During our first decade as an emerging conservation organization, Mara Elephant Project's focus has been on directly protecting elephants and their habitats. The foundation on which we have built our successful conservation organization has four cornerstones: investing in passionate Kenyans who are looking for life-long careers in conservation; innovating and collaborating to address conservation challenges; protecting elephants that are a landscape indicator species; and protecting the Greater Mara Ecosystem because it is a critical landscape for large ungulates in Africa and an important contributor to Kenya's tourism economy.

Our future strategy now focuses on expanding our reach and technically supporting organizations that catalyze conservation. We will do this by building, and assisting others to build, solid foundations that have a lasting impact on humans, habitat and wildlife. Mara Elephant Project has aligned our objectives with the objectives set forth in the National Elephant Action Plan (NEAP) for Kenya 2023-2032. The NEAP strategy, and the four cornerstones, remain at the heart of MEP as we focus on the next decade of vital work ahead as an established conservation organization. The MEP Method takes a collaborative approach to increase protection for wildlife, their habitats, and communities within a critically important but threatened ecosystem. That, strong governance, and a realistically achievable growth model, play a key role in MEP's success. MEP has evolved and adapted from a single anti-poaching unit to a thought leader in the conservation sector by developing skill sets for future conservationists, understanding threats and being a catalyst for change at a larger scale by influencing policy and making data driven decisions for the deployment of resources.

For conservation in Africa to survive, the sector must adapt and remain open to new ideas and technologies that advance the way we work.

We aim to increase the chances of the survival of endangered species by incubating emerging conservation organizations in Africa to increase their probability of organizational success and drive their own positive impact. Additionally, we will continue to set the standard as an organization taking a data driven conservation approach by relying on cross-disciplinary collaboration to solve conservation challenges and engage a new generation of thinkers from around the globe. These four cornerstones, the MEP method and our collaborative approach directly align with our vision laid out in this 2030. The goals and activities in the 2030 strategic plan directly support MEP's future mission and vision.

We take great pride in functioning as a charity, and our achievements, past and future, are a reflection of the incredible support we receive. Successfully implementing our 2023 strategy will rely on your ongoing assistance. We look forward to welcoming you to the herd.

Sincerely,

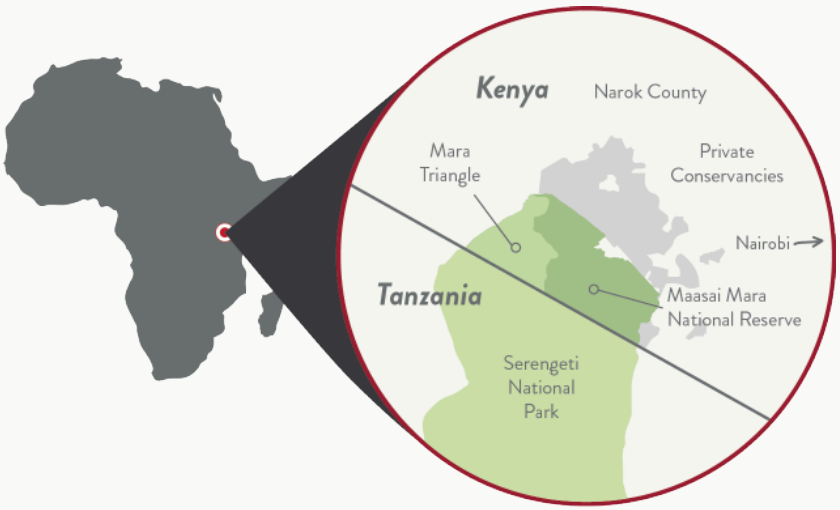
Marc Goss
Chief Executive Officer

The MEP method

Greater Mara Ecosystem, Kenya, Africa

We are fighting a war of space in the Greater Mara Ecosystem (GME), one of the last major wildlife refuges on Earth. Most famous for its annual migration of nearly two million wildebeest and zebra, the ecosystem is also home to an estimated 40% of Africa's large mammal species yet covers only 0.1% of the continent's land surface. In the Kenya portion of the ecosystem, people and wildlife peacefully co-existed when space for both did not overlap; however, as the human footprint has grown, the rangeland demand for livestock and farming has increased, pushing wild animals into smaller areas. While poaching emerged as the number one threat to elephants in 2012, when 96 elephants were killed for their ivory, now, the expansion of the human footprint resulting in increased conflict and habitat loss is the crisis the Mara faces.

"Mara" in Maa, the language of the Maasai people, means "dot", which is what the iconic trees throughout the region look like from the air.



Mara Elephant Project focuses on four aims to connect the dots in conservation:

- elephant population protection
- elephant habitat protection
- human-elephant co-existence
- landspace connectivity

CONNECT THE DOTS

MEP focus on four aims to connect the dots in conservation: elephant population protection, elephant habitat protection, human-elephant co-existence and landscape connectivity. Our approach is to **M**onitor, **E**valuate & **P**rotect, or the "**MEP**" Method. MEP deploys innovative techniques and technologies to **monitor** the four dots. MEP builds bespoke technologies that **evaluate** conservation data and produce actionable outputs to influence policy, landscape planning and the deployment of resources. MEP deploys Kenyan rangers and researchers to **protect** elephants, habitats, communities and connectivity.

- **MONITOR**
- **EVALUATE**
- **PROTECT**

MEP values

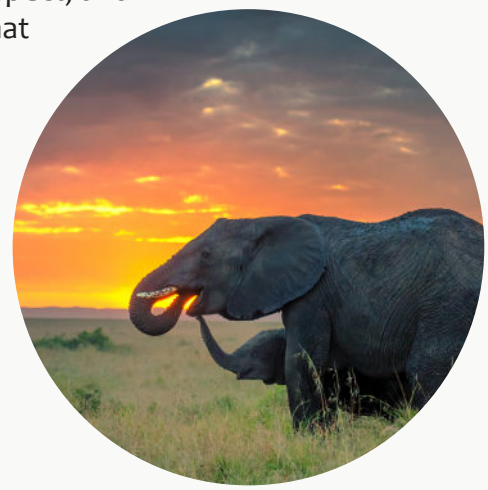
Traits often associated with African elephants are: large ears, thick skin, intelligence, adaptability and family. Like the African elephant, Mara Elephant Project's values reflect these traits.

At MEP, we value:

COLLABORATION - listening to stakeholders to inform a robust approach
RESILIENCE - remaining tough in the face of growing threats and challenges
INTELLIGENCE - decision making based on research and data analysis
ADAPTABILITY - adjusting approaches to incorporate emerging techniques and technologies
COMMUNITY - the people we protect and the partners we've engaged

Good governance

Our global directors are experienced professionals who bring diverse perspectives and expertise, guiding our organization with integrity and foresight. We adhere to the highest standards of governance by implementing robust policies, maintaining financial transparency, and engaging in regular evaluations of our impact and effectiveness. We believe in the power of trust and open communication. Our financial reports, program outcomes, and strategic plans are publicly accessible, allowing our supporters and stakeholders to stay informed and involved. Through regular audits and comprehensive reporting, we demonstrate our unwavering commitment to using resources responsibly and achieving measurable results. Ethical conduct is non-negotiable. We foster a culture of honesty, respect, and inclusivity, ensuring that our actions reflect our dedication to the mission. Our ethical guidelines govern our operations, from decision-making processes to interactions with stakeholders.



BOARD MEMBERS

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OVER A DECADE OF IMPACT

Our collaborative efforts with government partners have meant

500+ poachers **arrested**

2,500+ kg (5,500+ lbs.) ivory **seized**

confiscated 850+ kg (1,800+ lbs.) bush meat

removed 1,600+ snares

1,000+ conflict incidents **mitigated**

4,000+ kilns or charcoal bags **destroyed**

70+ elephants in the GME **collared and monitored**

only helicopter dedicated to wildlife in the GME

world-class conservation research department **developing and deploying** bespoke conservation technology

90+ Kenyan community rangers and elephant researchers **recruited and trained**

100+ children **educated**

First study in Kenya **identifying and implementing** elephant-friendly crops

Mara Elephant Project values hope and maintains an optimistic view that a solution will be found in our lifetime that promotes the peaceful coexistence of people and wildlife

A START-UP INCUBATION MODEL

The MEP pathway to positive impact

MEP will provide a full-scale start-up/incubation model to organizations that align with the mission of safeguarding wildlife, habitats and communities that can be shared with emerging organizations to improve or expand on their conservation efforts. This model will provide the groundwork and support needed to positively impact the planet.

1 ORGANIZATIONAL ANALYSIS

Understanding the impact an organization wants to have, what their stumbling blocks might be, and how they might be addressed.

2 FUNDING

- Initial start-up investment
- Fundraising and communications support
- Strategy development
- Building capacity for sustainability

3 ACTIVITIES

- Administrative and governance oversight
- Strategy development
- Capacity-building
- Strategy implementation

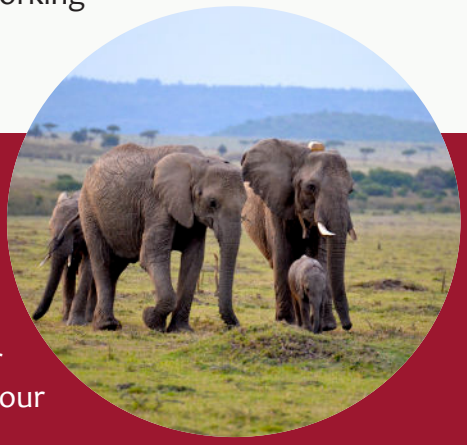
4 OUTCOMES

- Positive impact
- Organization autonomy and sustainability

SUSTAINABLE DEVELOPMENT GOALS

WHERE OPPORTUNITY MEETS IMPACT

The 2030 Agenda for Sustainable Development, adopted by all United Nations Member States in 2015, provides a shared blueprint for peace and prosperity for people and the planet, now and into the future. At its heart are the 17 Sustainable Development Goals (SDGs), which are an urgent call for action by all countries - developed and developing - in a global partnership. They recognize that ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce inequality, and spur economic growth – all while tackling climate change and working to preserve our oceans and forests.



OUR 2030 GOALS

GOAL 1: HUMAN-ELEPHANT COEXISTENCE

What success looks like: Increased outreach and collaboration enhance our on-the-ground impact, fill programmatic and educational gaps, and further our holistic conservation approach.

GOAL 2: SUSTAINABLE DEVELOPMENT EXPANSION

What success looks like: Increased habitat protection, community engagement, and conservation education are supported and managed through strengthened partnerships with local communities and private entities, promoting healthy ecosystems and livelihoods for the benefit of both people and wildlife.

GOAL 3: IMPROVED ELEPHANT SAFETY AND SECURITY

What success looks like: Improved wildlife and habitat protection efforts are achieved through advanced monitoring of conservation datasets using emerging technologies. This includes the development and implementation of an ecosystem framework and the incubation of the Elephant Conservation Organization (ECO) in Tanzania to enhance conservation efforts across borders.

GOAL 4: INCREASE ORGANIZATIONAL DEVELOPMENT

What success looks like: A strong culture of philanthropy across the organization, together with a diverse network of donors and supporters, and an intentional capacity building plan designed to drive effective conservation action and transformative change.

The following pages highlight the route we will take to achieve our 2030 goals, including the strategies and activities we will prioritize for achievement by 2030. We envision this 2030 Strategic Plan, which complements a more detailed internal plan, to be a living document that will be updated and revised every three years as MEP and the world continues to evolve. Many of our goals and activities overlap as it takes a well-rounded, cohesive strategic plan to accomplish the mission and vision of MEP.

ON THE ROAD TO SUCCESS, WE WILL:

Promote human-elephant coexistence

Deliverable #1: Innovate and execute human-elephant conflict (HEC) programs to protect elephants and communities

SDGs: Zero Hunger, Decent Work and Economic Growth, Peace, Justice and Institutions

- Implement a plan with farming best practices that nurtures coexistence
- Determine the effectiveness of mitigation methods and advance best practices
- Deploy advancing technologies and tools to rapidly respond to mitigate conflict
- Continue using current best practices for mitigating conflict
- Work with community partners to mitigate HEC

"The rangers are really the backbone of MEP and the reason why the community calls these rangers is not only because they know them and trust them, but because they know they will be able to help from mitigating conflict to respond using their medic training, it's their ability to go into a difficult and stressful situation and handle it professionally."

CEO Marc Goss

Deliverable #2: Elevate MEP rangers as ambassadors within their communities

SDGs: Decent Work and Economic Growth, Peace, Justice and Institutions and Life on Land

- Provide awareness of MEP rangers as a resource in communities bordering wildlife areas
- Execute outreach programs and strategies that introduce rangers to members of GME communities with the goal of facilitating familiarity with conservation, wildlife and MEP
- Create touch-points and events in communities that provide people an opportunity to engage with MEP rangers

Deliverable #3: Increase awareness around human-elephant conflict issues

SDGs: Decent Work and Economic Growth, Life on Land and Peace, Justice and Institutions

- Design and execute a communications and partnership development plan
- Develop messages and communications materials to engage MEP's key audiences and identify opportunities and mediums to effectively deliver the key messages
- Scale up MEP's communications plan to advance the messaging of conservation outcomes locally, regionally, nationally and internationally

Deliverable #4: Promote MEP as a provider of rapid response to HEC and wildlife trauma

SDGs: Decent Work and Economic Growth, Life on Land and Peace, Justice and Institutions

- Develop and execute a strategy formalizing how people report human and wildlife trauma to MEP as part of rapid response activities
- Continue to promote hotline with communities

Deliverable #5: Inform policy and build support through advocacy and partnership building

SDGs: Decent Work and Economic Growth, Life on Land and Peace, Justice and Institutions

- Increase community support and awareness using the communications plan
- Maintain and advance government, NGO and conservancy partnerships through the development of key relationships with influential people

ON THE ROAD TO SUCCESS, WE WILL:
Protect important elephant habitat

Deliverable #1: Develop and implement critical habitat protection projects for elephants and the people who depend on the Mau and Loita forests

SDGs: Decent Work and Economic Growth, Climate Change, Peace, Justice and Institutions and Life on Land

- Increase conservation relevance in Africa by preparing future conservationists: train more people looking for a career in the conservation sector and implement a development plan for their long-term success through advancing the training options MEP offers in house
- Increase habitat protection through the ability to lease or purchase land for elephant conservation by building funding capacity through enhanced fundraising strategies as outlined in the Increased Organizational Capacity goal
- Increase elephant space and connectivity by securing land for corridor development resulting in the mitigation of human-elephant conflict, and facilitating the movement of elephants between protected areas
- Increase habitat protection activities within the organization and bordering communities to combat deforestation and encroachment
- Advance relationships with conservation organizations that also work closely with communities to increase habitat protection through sustainable projects

"Our staff are young, and their attitudes towards wildlife are shifting as they gain more training to master skills that provide them with advanced employment opportunities not only in the conservation space. They are no longer saying, 'I want to work for MEP because I want to protect elephants,' but instead view this job as a great opportunity to advance their careers."

CEO Marc Goss

Deliverable #2: By 2030, MEP will increase local capacity to demonstrate conservation and related fields are a viable alternative livelihood which reduces the unsustainable utilization of natural resources within elephant conservation areas

SDGs: Zero Hunger, Clean Water and Sanitation, Decent Work and Economic Growth, Climate Change, Peace, Justice and Institutions and Life on Land

- Develop an alternative model for farming in the Mara:
  - *Develop education farms that focus on elephant friendly crops*
  - *Develop educational opportunities that teach sustainable, alternative revenue generating opportunities to people*
- Advance the MEP strategy to promote alternative livelihoods such as ecotourism, vocational skills and community conservancy programs
- Offer training on alternative livelihoods such as drone pilot training, basic and advanced ranger training, conservation technology program, EarthRanger and GIS training
- Build family housing for each of our rangers using sustainable materials and showcase new techniques and materials around these buildings for adoption in other conservation organizations

"I became a MEP ranger because I wanted to be part of a conservation team that ensures our planet is well protected. I have learned so much about wildlife protection and conservation since joining and now lead my team. I've received numerous training certificates as a field medic and a remote pilot's license to operate drones in conservation. Overall, MEP has made me a different person by opening my eyes to finding a livelihood in conservation that is fulfilling."

Caren Yegon Cheptoo

Deliverable #3: Increase community engagement and conservation education

SDGs: Zero Hunger, Clean Water and Sanitation, Decent Work and Economic Growth, Climate Change, Peace, Justice and Institutions and Life on Land

- Onboard a Community Education Officer to develop a robust conservation curriculum and implementation plan
- Develop and implement a conservation education program for community members and school children with the goal of improving the value placed on conservation management and natural heritage
- Train groups on sustainable natural resource utilization strategies and execute plan through the Community Education Officer
- Engage and educate youth as the up-and-coming generation to promote coexistence
- Create strategies to look at diversifying income for youth through alternative livelihoods
- Develop a strategy that increases the number of connections with youth through the Community Education Officer:
  - *At the Primary level – create an education platform that connects primary youth back to wildlife*
  - *Bring children into wild spaces through a partnership plan with organizations already doing this well*

ON THE ROAD TO SUCCESS, WE WILL:
Improve the overall health of the GME

Deliverable #1: Improve the monitoring of the overall health of the Greater Mara Ecosystem through the continued development and implementation of the Greater Mara Monitoring Framework (GMMF)

SDGs: Decent Work and Economic Growth, Climate Change, Peace, Justice and Institutions and Life on Land

- Initiate collaboration with colleagues and counterparts working in Tanzania in the Serengeti to advance the GMMF
- Further expand the process of implementation of the GMMF through the following sub-activities
  - *Expand donor coordination, starting with ensuring joint funding to implement the most essential indicators of the GMMF*
  - *Establish a focus on building local capacity for the GMMF*
  - *Create a strong and intentional effort to engage communities at the most local level to strengthen the veracity and meaningfulness of the chosen indicators*
  - *Garner the active contribution of data and technical skills from a broad community of researchers and conservation practitioners in support of the analysis and interpretation of those indicators measured*
  - *Actively engage the Narok County Government, the Wildlife Research and Training Institute, the Maasai Mara Wildlife Conservancies Association and the Kenya Wildlife Service to finalize and implement the GMMF*
- Further expand the geographic area MEP covers to include more elephant rangeland and address gaps in conservation practices in areas where elephants and habitats are threatened
  - *Conduct GMMF implementation partnership meetings with MMWCA, KWS, WRTI, and CGN to build on the initial creation of a conceptual monitoring framework for MMWCA in April 2023, focusing on the conservancies*
  - *Develop a common data model to enable data comparison and analyis across conservancies and the larger Greater Mara Ecosystem*
  - *Establish MMWCA and Conservancy EarthRanger Instances jointly with EarthRanger, MMWCA, and individual conservancies including users, subjects, vehicle, and ranger tracking, and to implement a common data model*
  - *Establish data analysis & reporting workflow for MMWCA and conservancies to implement the aspect so the GMMF*

Deliverable #2: Provide start-up support for an Elephant Conservation Organization (ECO) in Tanzania with the goal to become a stand-alone organization once developed

SDGs: Decent Work and Economic Growth, Climate Change, Peace, Justice and Institutions and Life on Land

- Within the first three years of incubation and implementation increase conservation efforts in Tanzania through the following sub-activities:
  - *Increase the number of mobile vet units in Tanzania and, as a result, increase the number of elephants in distress treated and rescued across Tanzania*
  - *Design a plan and secure funding for an elephant orphanage in Tanzania and open the orphanage with the goal to rescue young elephants and re-release them into the wild*
- The income earned from the orphanage and donations will provide technical support to government and conservation organizations by implementing EarthRanger, purchasing equipment, supporting development/ infrastructural projects inside protected areas and supporting rangers

Deliverable #3: Develop a Scientific Advisory Council (SAC) to provide the MEP Research Department with support and additional capacity

SDGs: Decent Work and Economic Growth and Life on Land

- Design the framework for a scientific advisory council and recruit professionals to participate in council activity
- Work with the SAC to develop the longer-term strategy of MEP research department
- The SAC to mentor and guide the department and share best practices globally

Deliverable #4: In partnership with EarthRanger and 51 Degrees Ltd, increase elephant monitoring, protection evaluation and impact through the build out of Ecoscope

SDGs: Decent Work and Economic Growth, Climate Change, Peace, Justice and Institutions and Life on Land

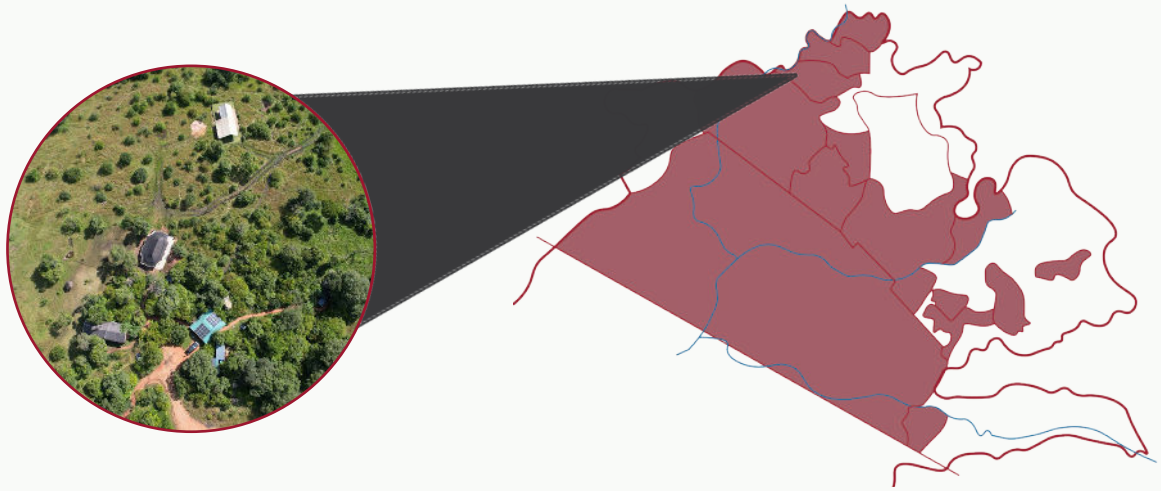
- Build out Ecoscope and facilitate the training of users to effectively apply the technology to solve global conservation issues
- Accomplish project build out over three-years:
  - *Collaborate with EarthRanger to build functionality, engage with potential users and move the project forward professionally*
  - *Automate the process for Ecoscope and strategize a plan for rolling it out with 51 Degrees Ltd*

ON THE ROAD TO SUCCESS, WE WILL:
Increase fundraising to support our efforts

Deliverable #1: Increase financial capacity to fund conservation activities

SDGs: Zero Hunger, Clean Water and Sanitation, Decent Work and Economic Growth, Climate Change, Peace, Justice and Institutions and Life on Land

- Develop an eco-camp for supporters who want to see our work firsthand and have an in-depth conservation experience which earns income to support MEP and the communities of Lemek Conservancy, where MEP HQ is located, allowing Lemek to pay leases and protect this critical habitat
  - *Create a strategy for approaching high net worth individuals (top 10%) through ecotourism model – project visits, ground breaking ceremony, and conservation safari*
  - *Engage existing funding partners and donors in ecotourism model*
  - *Increase global educational and conservation awareness through ecotourism*
- Create a development strategy that will increase funding capacity by 100% for programs over 5-years
- Communicate MEP's conservation projects and programs in a way that is marketable and engaging to different supporter audiences



Deliverable #2: Grow the revenue generated from the grants department

SDGs: Zero Hunger, Clean Water and Sanitation, Decent Work and Economic Growth, Climate Change, Peace, Justice and Institutions and Life on Land

- Hit major grant reporting targets
- Increase the number of grant success rate by 50% of current goal

Deliverable #3: Onboard additional development staff resulting in an increase in fundraising success through dedicated funding oversight and engagement

SDGs: Zero Hunger, Clean Water and Sanitation, Decent Work and Economic Growth, Climate Change, Peace, Justice and Institutions and Life on Land

- Identify and engage a diverse group of candidates to fulfill the development needs in the USA

Deliverable #4: Increase global donor base

SDGs: Zero Hunger, Clean Water and Sanitation, Decent Work and Economic Growth, Climate Change, Peace, Justice and Institutions and Life on Land

- Create a plan to launch a capital campaign that will provide an opportunity for global outreach and marketing
- Create fundraising KPIs informing goals for the top 10% of donors
- Establish senior leadership's role in fundraising and develop support for them through the fundraising strategy
- Develop a MEP presence in the United Kingdom, Germany, Canada and Australia increasing global outreach

Deliverable #5: MEP's mission, vision and programmatic goals

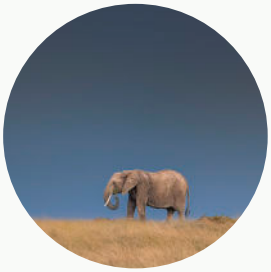
SDGs: Zero Hunger, Clean Water and Sanitation, Decent Work and Economic Growth, Climate Change, Peace, Justice and Institutions and Life on Land

- Increase marketing of MEP in United Kingdom, Canada, China and United States through the continued development of a detailed communications and partnership plan

Deliverable #6: Increase organizational capacity

SDGs: Zero Hunger, Clean Water and Sanitation, Decent Work and Economic Growth, Climate Change, Peace, Justice and Institutions and Life on Land

Create roles and responsibilities for, and onboard, the following positions:
1. Development Director/Coordinator (USA)
2. Research and Conservation Coordinator (Kenya)
3. Chief Operations Officer (Kenya)
4. Grants Manager (Kenya / USA)
5. Data Science and Monitoring Staff Post-Doctoral Researchers Community Education Officer (Kenya)
6. Fundraising Officer (UK)



Deliverable #7: Create a strategy for increasing fundraising initiatives throughout MEP's target area

SDGs: Zero Hunger, Clean Water and Sanitation, Decent Work and Economic Growth, Climate Change, Peace, Justice and Institutions and Life on Land

- Establish a yearly event in the United States that engages the top 10% of MEP donors
- Create ecotourism events in Africa that provide on the ground touchpoints for donors

Deliverable #8: Advance organizational governance

SDGs: Zero Hunger, Clean Water and Sanitation, Decent Work and Economic Growth, Climate Change, Peace, Justice and Institutions and Life on Land

- Engage and recruit appropriately skilled, dynamic people to encourage participation at the Board level

Help us connect the dots for conservation

Support our efforts

KENYA

Mara Elephant Project Trust in Kenya holds a Tax Exemption Certificate issued by the Kenya Revenue Authority

Address
2nd Floor Spring Court Watermark Office Park
Ndege Road, Karen, Nairobi, Kenya

Phone
+254 707 280033

Email
info@maraelephantproject.org

Credit Card
www.maraelephantproject.org/donate/kenya

Check
"Mara Elephant Project"
2nd Floor Spring Court
Watermark Office Park
Ndege Road, Karen Kenya

MPESA
Paybill 542542
Account 70700

Contact us for information on how to make a wire transfer in Kenya.

UNITED STATES

Mara Elephant Project USA (45-3996413) is a 501(c)(3) registered charity in the U.S.A.

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4000 W. 106th Street Suite 125-238
Carmel, IN 46032 USA

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317-344-2863

Email
info@maraelephantprojectusa.org

Credit Card
www.maraelephantproject.org/donate

Check
"Mara Elephant Project"
4000 W. 106th Street
Suite 125-238
Carmel, IN 46032 USA

Contact us for information on how to make a wire or stock transfer in the U.S. Our latest Form 990 can be viewed on the website and audited accounts are available upon request. If you want to see a full proposal, please contact us.

BOARD MEMBERS

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Francis Duthie

Andrea Duthie

Tessa Vanderkop

Jake Wall

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