



THE KESHO TRUST

Strategic Plan 2025 to 2030

Message from the Board

Tanzania is moving through a period of dramatic change and growth. Its rich resource base sustains that process. In part, Tanzania's leadership in conservation of globally significant ecosystems plays a crucial part in building a successful and stable nation.

With such opportunity come challenges to ensure achievement of resource sustainably and equity in the distribution of benefits. The Kesho Trust works in this context to assist in achieving improved conservation, sustainable community development and social justice. Established as an NGO in Tanzania in 2006, we work at the community level to build capacity to engage in development while at the same time protect and environments and resources for the future.

This strategic plan outlines our focus, what we aim to achieve and how we will achieve it. Our priorities reflect the need to develop broadly based knowledge of the importance of resource conservation and the opportunities for and responsibilities of communities in taking an active role in the development process.

In contributing in this way, the Kesho Trust seeks to expand its network of stakeholders and collaborators both nationally and internationally for the benefit of local communities.

Emmanuel Ole Kileli
Board Chair

Peter Millanga
Executive Director

Who We Are

The Kesho Trust works to support communities and strengthen their conservation of natural and cultural resources while at the same time develop a stronger sustainable local economy. First incorporated as a society in Canada in 2005, it was subsequently locally registered to work in Tanzania in 2006 as an international NGO. In recent years the original board was dissolved and in 2022 the Kesho Trust was re-registered in Tanzania as a not-for-profit non-governmental organization (NGO) with a local board of directors responsible for developing and administering all program and project activities. Although now working independently, the Kesho Trust still retains a strong relationship with the parent charitable organization in Canada.



Our Purposes

The Kesho Trust supports communities to develop a greater awareness of and subsequent actions in protecting the environment while finding innovative ways to support traditional economies and to improve sustainable livelihoods. We believe in empowerment through partnerships with other stakeholders and working with local communities.



Our Principles

These principles underpin the work of the Kesho Trust.

Grassroots and Small Scale: Interventions are designed to be integrated into the ongoing development work of communities, building upon, strengthening, and supporting existing community structures through small-scale grassroots initiatives that increase knowledge, awareness, and skills and collaborative relationships.

Partnership Focused: Without the meaningful involvement of community stakeholders, development progress cannot be easily achieved. The Kesho Trust utilizes collaborative approaches that build partnerships where communities are treated as co-designers of the initiatives aiming to benefit them.

Community Based: Community ownership of development initiatives helps ensure acceptance and long-term support for the changes that result from them. The Kesho Trust works to ensure that there are meaningful roles for both community members and CBOs and proactively works to engender a shared sense of community commitment to success at a community level.



Facilitating Action: The Kesho Trust facilitates the dialogue and initiative needed for communities and CBOs to identify and implement new and innovative efforts to achieve sustainable natural resource management, the development of compatible alternative livelihoods, the creation of collaborative networks for supporting community-based economic development and conservation initiatives in the long term. In addition, the organization acts as an informal mediator in matters where decision-maker and community interests are not well aligned or where conflicts are emerging.

Sharing of Experiences: Strengthening conservation and community development endeavours often comes through the exchange of ideas and experiences beyond a local context. Such opportunities provide exposure to new ideas and approaches. The Kesho Trust encourages this along with creating and expanding formal and informal networks.

Diversity, Equity, and Inclusion: Most communities are comprised of a diverse range of individuals and groups, and some of them will inevitably be more visible and have more influence and power than some others. The Kesho Trust seeks to ensure that all members and groups of every community - different ethnic/tribal groups, elders, women, young people, persons with disabilities, marginalized groups - feel welcome to participate and are provided with meaningful ways in which to do so.

Our Vision and Mission

Vision: We envision a world where healthy, strong, and prosperous communities live in harmony with their environments and where community, conservation and development stakeholders are actively and cooperatively involved in ensuring that land and resources are sustainably managed for the benefit of current and future generations.

Mission: Our mission is to initiate and support community capacity building, cultural integrity, advocacy, conservation and sustainable livelihood development efforts, and to foster the development of positive relationships among communities, government authorities, and conservation and development stakeholders to ensure natural resource sustainability for the future.



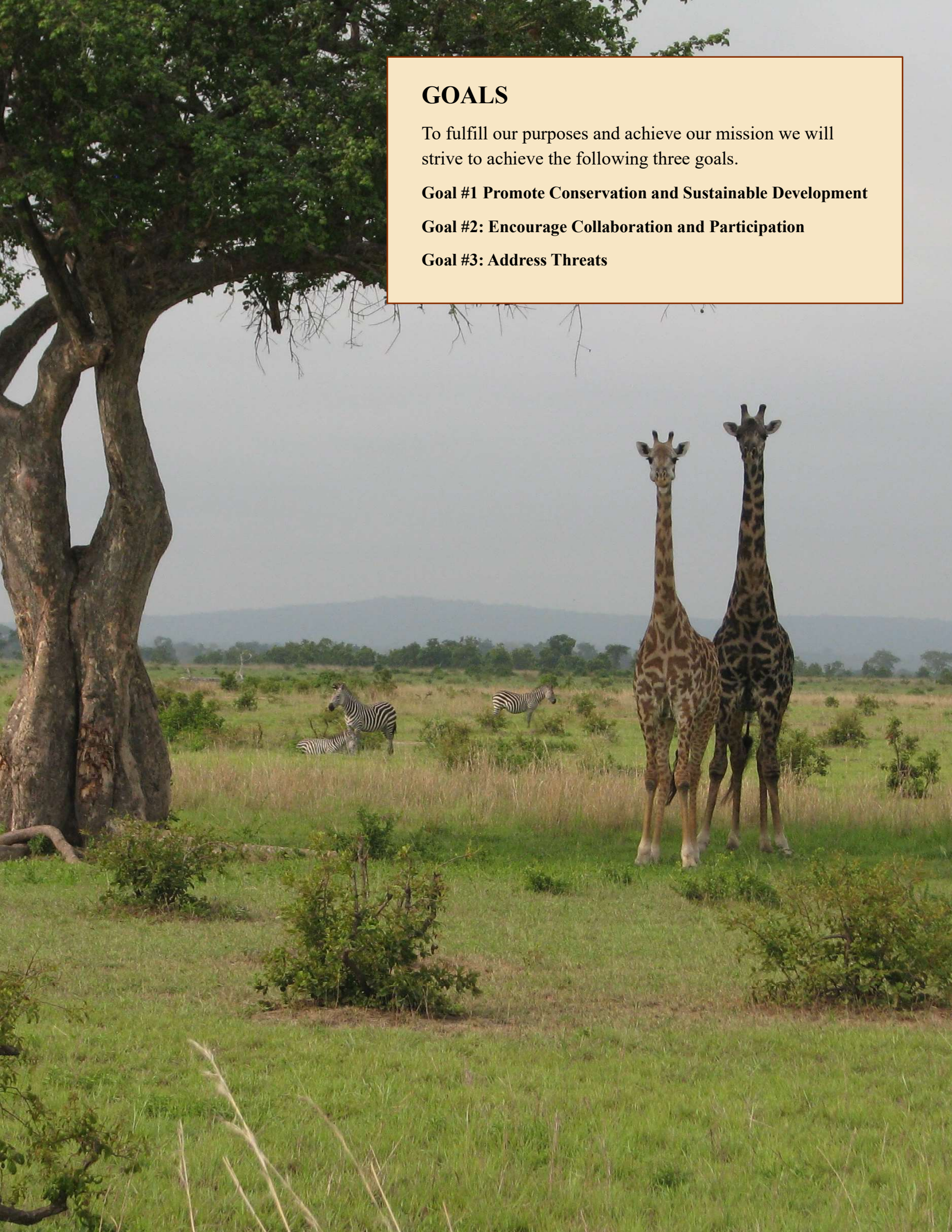
GOALS

To fulfill our purposes and achieve our mission we will strive to achieve the following three goals.

Goal #1 Promote Conservation and Sustainable Development

Goal #2: Encourage Collaboration and Participation

Goal #3: Address Threats





Goal #1: Promote Conservation and Sustainable Development

- to empower communities and community-based organizations to conserve their natural environments and to develop and use sustainable natural resource management practices that are consistent with established cultural traditions and have a strong focus on economic empowerment of women and youth.

Objectives:

- Support community partners through donor funded projects to develop, implement, and lead community-based conservation, cultural integrity and sustainable livelihood initiatives.
 - **Core Activity:** identify, develop, build community capacity for, and seek donor funding to support, implement, and evaluate varied community-based conservation, cultural integrity and sustainable livelihood initiatives.
- Support local communities to design and implement socio-economic development projects that are compatible with sound conservation practices.
 - **Core Activity:** identify, develop, build community capacity for, and seek donor funding to support, implement, and evaluate varied community-based socio-economic - or alternative livelihood - development projects that are compatible with sound conservation practices. These projects will prioritize economic development and independence for women.
- Support like-minded organizations with the expertise of the Kesho Trust board, staff and associates.
 - **Core Activity:** provide technical expertise to relevant conservation and community development projects undertaken by like-minded organizations on a consulting basis.
- Work with stakeholders to design and implement various types of research projects that improve understanding and awareness of conservation, culture and socio-economic needs and issues and promote the use of best practices in addressing current challenges.
 - **Core Activity:** identify, develop, build community capacity for, seeking donor funding to support, implement, and evaluate a variety of research projects focused on conservation, cultural integrity and sustainable livelihoods.



Goal #2: Encourage Collaboration and Participation

- to foster effective collaborative relationships among conservation stakeholder groups that lead to better communication, cooperation and action, as well as to an enhanced understanding of the purpose, goals, and community adaptations to challenges associated with changing environmental conditions and evolving conservation-related policies.



Objectives:

- Build awareness and understanding among community members of the purpose and implications of government conservation policies, how communities can best adapt to them, and ways in which communities can advocate for their improvement.
 - **Core Activity:** design, and implement various policy-oriented learning and awareness-building activities including information sessions, workshops, meetings, and deliberative dialogue activities.
- Build awareness and understanding among policy developers and decision makers of local community conservation needs, challenges, concerns, and ideas for improving conservation policies that are affecting them.
 - **Core Activity:** develop and support various information exchange, dialogue, learning and other opportunities whereby conservation authorities and local communities can build understanding and awareness of local and ecosystem-wide conservation needs and challenges that could serve to improve conservation policies.
- Facilitate conservation policy-related dialogue, learning, sharing, and other collaborative activities involving a wide range of conservation stakeholders which increase knowledge, enhance mutual understanding, and build trust and respect among all participants.
 - **Core Activity:** develop collaborative processes and activities, including dialogue, problem-solving, sharing, learning, and collaborative citizen science and other action research activities, that serve to increase knowledge, enhance mutual understanding, and build trust and respect among conservation stakeholders.
- Build awareness and commitment to conservation values within the community and beyond through conservation education and exchange projects and programs
 - **Core Activity:** design and implement conservation education projects, and citizen science, Junior Ranger, and exchange visit programs, and community education on incorporating women and youth into economic development and conservation efforts

Goal #3: Address Threats

- to identify and address key and emerging threats to biodiversity conservation, traditional land use practices, and community livelihoods

Objectives:

- Design and implement projects that address biodiversity and habitat loss
 - **Core Activity:** identify ecosystem-based challenges, and develop and implement nature-based solutions and technological approaches that not only address them, but also ensure communities realize economic and/or other benefits
- Design and implement projects that address human-wildlife conflicts by promoting co-existence, and which also improve livelihoods.
 - **Core Activity:** develop innovative, local measures to mitigate human-wildlife conflicts, promote human-wildlife co-existence, and lead to economic and other benefits to communities
- Design and implement climate change adaptation and mitigation initiatives that lead to enhanced local community resilience and sustainability
 - **Core Activity:** design and implement potential mitigation and adaptation measures that address climate change



Achieving our goals

The Kesho Trust has begun the process of developing a strong organizational base from which to achieve our mission. While this base has been effectively established, the Kesho Trust Strategic Plan 2025-2030 will be a guide to strengthen our organization in four key areas as outlined below.



Expanding our fundraising and project development

Financial resources are key to implementing activities with local communities and supporting and developing staff participating in those projects. We have a good network of qualified individuals keen to assist us and participate in activities we develop. It will be important to expand our fundraising efforts to ensure the organization develops further and is able to reach and support more communities.



How we will improve our fundraising and project development

- expand our monitoring of donor sources aligned with our goals
- prepare a target strategy of geographic areas and issues
- prepare background materials for project proposals in key activity areas
- establish a schedule for fundraising activities
- provide technical support to like-minded organizations on suitable projects where the expertise of our members can be built through that experience and where our organization can also benefit financially
- expand the responsibilities for project development by engaging associates of the organization in the process of project concept development

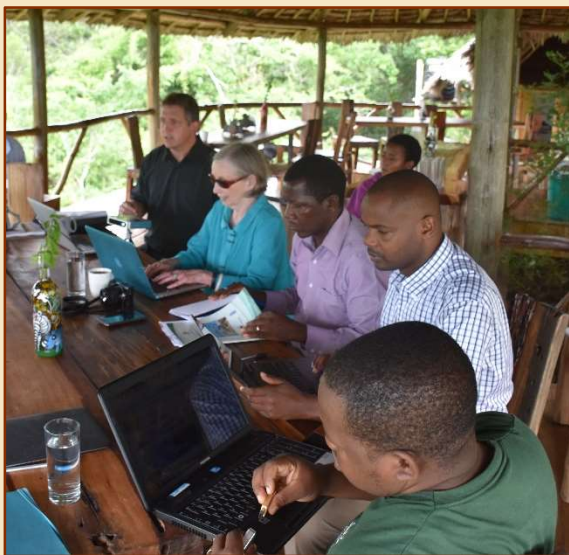


Expanding our outreach

To improve our recognition throughout Tanzania and beyond, we need to communicate our successes and the qualifications of our people to address the needs of our partner communities. It is through this recognition that our ability to attract new projects and financial support will be increased.

How we will expand our outreach

- improve quality and quantity of use of social media in communicating our activities
- retain professional experts who can assist the organization to develop new print, photographic, and video documents about the Trust and its programs, partners, and vision, mission, strategic directions, and projects
- offer study tours to international visitors advertised through personal and NGO networks
- develop a system for collecting and storing photo and video material from project activities for future communication products





Strengthening our network

Like our outreach, increasing the network of partners both nationally and internationally will be important for the expansion of our program. This network allows us to draw on and communicate our successes more broadly and also to bring greater depth of comparative experience to bear in our conservation and community development initiatives.

How we will strengthen our network

- increase our engagement with stakeholders by planing and implementing special events in project areas to ensure that the work of Kesho Trust becomes more visible and that project stakeholders are thanked and celebrated for their efforts
- expand the range of partnerships with other like-minded organizations
- clarify and strengthen the relationship with Kesho Trust – Canada through a special facilitated dialogue event involving directors from both countries



Strengthening organizational management

As a young and small organization, the development of our own skills and capacity to grow and broaden our impacts is critical. Progress to date provides us with a strong foundation upon which to build. Many of the fundamental elements are in place and what is needed is to expand and improve our capacity in key areas. To do this we need to strengthen our ability to monitor and assess the progress in our work and as an organization.

How we will strengthen our organizational management

- expand the board of directors to 5 members while improving diversity and equity
- identify opportunities and provide guidance and training for board members
- assemble the resources needed and hire an executive director to lead the operations of the organization
- review and update operational systems, policies and procedures including those related to Board responsibilities
- develop and implement a comprehensive monitoring and evaluation framework in all our projects and as a measure of progress on our strategic plan
- align financial and project management systems, policies and procedures with best practices
- establish protocols and develop materials to support engagement of volunteers both national and international in project and administrative activities



Looking to the Future

Our strategic plan sets a direction for the future. Naturally as we work towards these ends careful review and assessment of our progress will help guide our ongoing efforts. The Board of Directors will review our progress annually and update the plan as required. The plan and our progress towards achieving it will be available on our website and we encourage your feedback at any time. Together we can strengthen the work of the Kesho Trust and help to build a better future for our stakeholders in Tanzania.



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