

# Institutional Strategic Plan 2030



**ifaw**

# A word from our President & CEO

To our Supporters and Partners Around the World,

As we launch IFAW's 2026–2030 strategic plan, I would like to take a moment to reflect on our shared journey as well as the road that lies ahead. In a world that is relentlessly shifting and mired with uncertainty on multiple fronts, reflecting on the lessons of the past is essential to building a more hopeful future.

Our focus remains firmly anchored in our two principal pillars: Rescue and Conservation. These pillars represent the foundation of our impact and the primary mechanisms through which we are able to save more lives. Rescuing animals must be complemented with an equal effort to ensure that they have a healthy habitat in which to live. Together, these efforts represent the conservation journey—a journey we have shared with our supporters and partners for more than half a century.

In the years ahead, our focus will sharpen. Today, with a renewed brand, expanded global reach, and proven results on-the-ground, we are poised to enter a new phase. This plan represents a strategic shift: a stronger emphasis on organic storytelling, bold partnerships, and innovative solutions that will bring IFAW's mission to even more diverse audiences and expand the global impact we achieve together.

Our successes in the past have been many, yet we humbly realise that no one is guaranteed the same success in the future. With determination, collaboration, and your continued support, we will expand IFAW's impact in the years ahead, ensuring that animals, as well as the communities that live alongside them, are ushered forward into a more hopeful future for us all.

*Azzedine Downes*

President & CEO, IFAW

African savanna elephant by a tree in Amboseli National Park, Kenya. Photo: Naudé Heunis / © IFAW

# Introduction

With the advent of technological evolution and unprecedented globalisation, we live in a time where connectivity seems the norm. And though this connectivity has undoubtedly ushered forth immense opportunities to so many across the globe, it has also made us profoundly more aware of the interconnectedness and fragility of the global ecosystem. It is this same fragility that reminds us that we continue to be at a tipping point with regard to this shared planet upon which we collectively coexist.

Exacerbated by the ravages of natural disasters fuelled by the climate crisis, shrinking habitats, and escalating incidents of human-wildlife conflict across so many landscapes, it is incumbent upon us never to lose sight of the critical nature of our work. At IFAW, it is Rescue and Conservation that form the principal strategic pillars of this work, the embodiment of how IFAW achieves lasting impact and continues to save the lives of animals across the globe. For well over five decades, IFAW has been first and foremost on the frontlines—rescuing, rehabilitating, and releasing animals successfully back into the wild in safe habitats. It is a strategy that is both long-term and comprehensive.

It is within this context that we embark again on the next phase of a bold five-year strategic plan that reflects on the challenges faced as well as the lessons learnt, to ensure a broad and safe coexistence for both people and animals. Our programmatic work today is organised across five interconnected areas, namely the protection of species and populations, responding to animals in crisis, enabling coexistence between people and wildlife, shaping legislative policies that drive systemic change, and building of resilience in communities and institutions. The interconnectedness of these areas is critical to our commitment to bring about long-term success through outcomes that include the stabilisation of species populations, the proliferation of healthy ecosystems, the empowerment of local communities, and a robust improvement in animal welfare.

This updated plan outlines how we will deliver on this commitment—a commitment that is locally rooted, globally connected, and always driven by impact. Building upon the many achievements of the last five years, it underscores that our work is always evolving.

Whether responding to emergencies, supporting cross-border conservation, or advancing policy and behaviour change, we remain committed to solutions that endure. From ensuring animals are included in disaster response planning, to reducing demand for wildlife and wildlife products, to combatting wildlife trafficking online and training enforcement teams to provide humane care for confiscated animals—these are the comprehensive solutions that can endure in perpetuity in both landscapes and seascapes alike.

We understand that there is no one-size-fits-all solution to conservation, so our approach, as reflected in this updated plan, will be both multi-faceted and nimble. In Africa, for example, where conservation and community are deeply intertwined, we are elevating the voices of Traditional Leaders whose ancestral knowledge of wildlife offers critical guidance to achieving peaceful coexistence. IFAW is willing to listen and to apply the lessons that local communities are teaching. They deserve a seat at the conservation table, and it is our duty to ensure their voices are heard.

From a business perspective, IFAW will pursue the diversification of revenue streams, strengthen our staffing model cautiously and as needed, and continue to push decision-making closer to the point of implementation. Consistent with our philosophy and programmatic commitments, we remain focused on addressing the core threats to animals where we are best positioned to make an impact. This entails concentrating on those regions most in need to deliver results that can be sustainably maintained over the long term. This is possible only through collaboration with local government and communities in a way that transforms conservation and reflects nothing less than the utmost integrity. With an ever-vigilant eye on costs, we will ensure our operating structure is nimble, allowing us to pursue strategic partnerships and opportunities in markets that help us expand our reach.

‘Fresh thinking and bold action’ is the vision that will continue to solidify the foundation of our efforts, with the components of this strategic plan representing the stepping stones towards a more hopeful future. And though the size of the task ahead is enormous, it is far outmatched by our collective resolve. Failure is simply not an option.

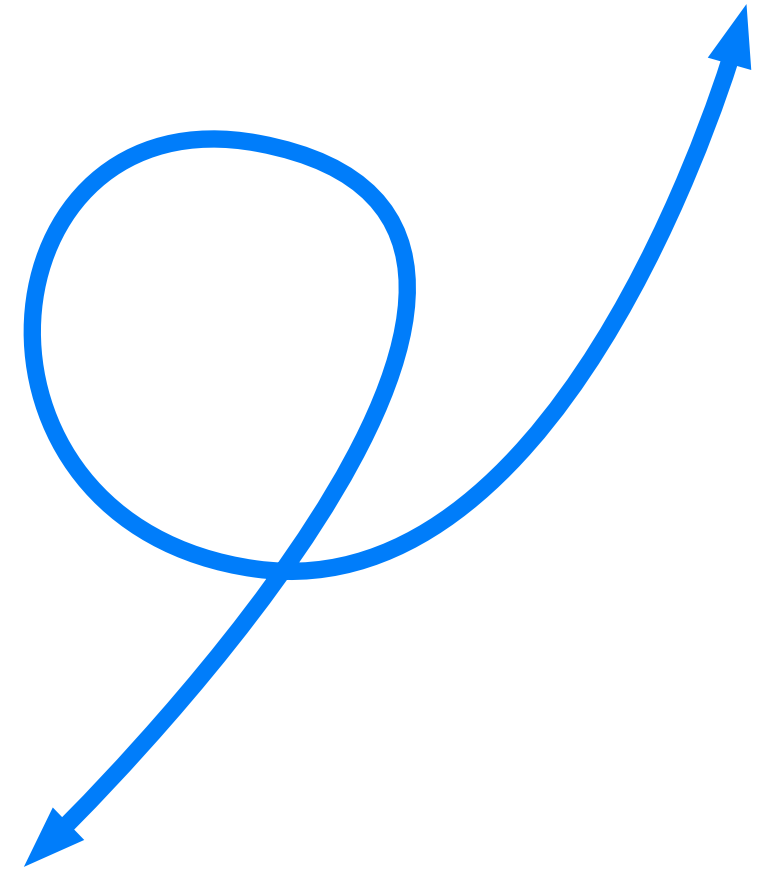


Asiatic black bear cub, Duli, rehabilitating at the IFAW-WTI Center for Wildlife Rehabilitation and Conservation in India. Photo: © Donal Boyd



Orphaned elephant calf, Bupe, together with other rescued elephants and keepers, Sunday and Myanda, at our partner, Game Rangers International in Lusaka National Park in Zambia. Photo: Donal Boyd / © Atlas 1 Studio

**Vision:**  
**Animals and people thriving together.**



**Mission:**  
**Fresh thinking and bold action for animals, people, and the place we call home.**

# What we stand for

To achieve IFAW's vision of animals and people thriving together, we uphold key values in our work.



Photo: B. Hollweg / © IFAW

## Compassion

We care deeply about individual animals, the people who live alongside them, and the place we call home.



Photo: Stacey Hedman / © IFAW

## Courage

We stay true to our positions and are willing to challenge existing norms in order to advance animal rescue and conservation.



Photo: © IFAW. Activities conducted under a federal stranding agreement between IFAW and NMFS under the MMPA.

## Integrity

We maintain the highest standard of ethical behaviour, honesty, accuracy, and respect for the intrinsic value of all living beings and for cultural, religious, and political differences.



Photo: Yi Lin / © IFAW

## Resilience

We prepare for the future, respond to challenges, and adapt to uncertainty, staying nimble in our practical approach and unwavering in what matters most.



Photo: © Daniela Cid

## Collaboration

We bring together diverse people, perspectives, and practices within our teams and across the world, recognising that lasting solutions are driven by active listening and shared effort.

◀ A tower of giraffes with other animals in the background in Tanzania.

# Our theory of change

Our mission is a direct response to escalating planetary crises.

Humanity is driving the sixth mass extinction, decimating wildlife populations and weakening ecosystems. Increasingly frequent and extreme weather events are creating more disasters, putting vulnerable animal populations in peril. People living alongside wildlife find themselves on the front line of this emergency, where competition for space and resources fuels conflict.

Yet amid this complexity and urgency, hope persists. Solutions are within reach. By changing how we choose to live with wildlife, adopting practices that respect animals, supporting long-term conservation, and embracing the best standards in rescue and rehabilitation, we can ally ourselves with nature in the fight to protect our shared planet.

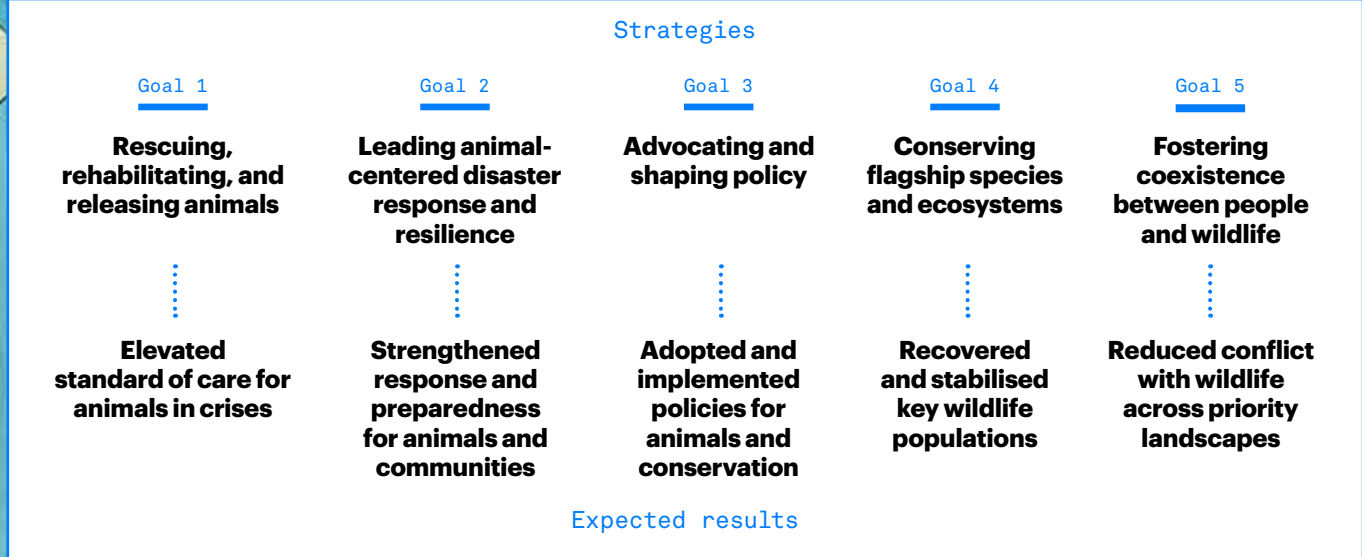
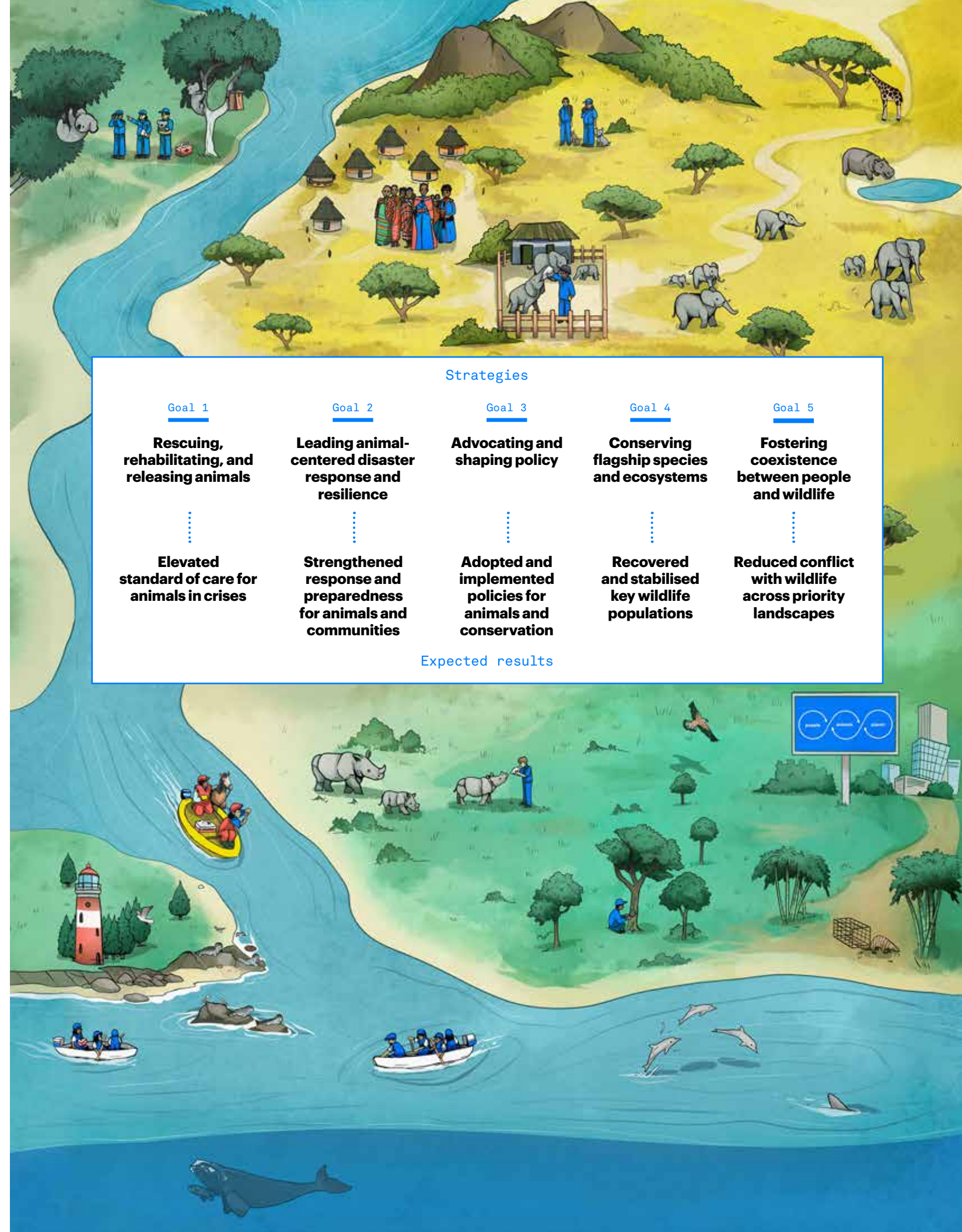
Our work is grounded in a set of guiding beliefs: that individual animals matter not just ethically, but ecologically; that people closest to nature are essential leaders in conservation; and that the global threats we face, from wildlife trafficking and climate disruption to zoonotic disease and habitat loss, are deeply interconnected and demand integrated, localised, and flexible responses.

We believe that real progress comes through collaboration, not isolation, and that strong policies, grounded in scientific evidence and field-based realities, have the power to transform entire systems.

We envision a future where animals affected by crises are treated with compassion and care, where wildlife populations are stable or recovering, where people and animals coexist harmoniously, and where animal welfare and conservation are not separate goals, but shared priorities.

Through rescue and conservation efforts, we deliver practical solutions that help animals in crisis today while protecting the habitats and systems that will allow them, and us, to thrive tomorrow.

**When animals thrive,  
we all thrive.**



# Impact goals

By recognising and embracing our strengths and niche, we will achieve our key impact goals over the next five years and position ourselves for future growth and broader reach. These goals are inclusive of all programmes and will guide us in achieving our institutional impact. We seek to achieve the following goals by 2030:



Photo: © Alejandro Prieto

## Goal 1



Photo: Andrea Spence / © IFAW  
Activities conducted under a bilateral stranding agreement

**We will elevate the global standard of care for animals in rescue, rehabilitation, and release.**

## Goal 2



Photo: Olivia Katz / © IFAW

**We will strengthen disaster preparedness and resilience for animals and communities.**

## Goal 3



Photo: © IFAW

**We will influence the adoption and implementation of policies that lead to effective conservation and rescue measures.**

## Goal 4



Photo: Donal Boyd / © Atlas Studio  
© Donal Boyd

**We will support the stabilisation or recovery of key wildlife populations.**

## Goal 5



© Donal Boyd

**We will improve coexistence between people and wildlife.**

◀ A camera trap captures a wild adult Jaguar climbing a tree in order to mark its territory in Sierra de Vallejo in Mexico.

# What drives us

## Escalating global threats

The climate crisis, habitat loss, exploitation, and conflict are accelerating and interconnected, reshaping conditions for animals, people, and our planet.

## People at the center

Communities living alongside wildlife hold the knowledge, leadership, and voices needed for lasting change.

## Science drives progress

Knowledge and evidence are essential to solutions, and trusted information must inform decision-making at every level.

## Collaboration over isolation

Progress happens when we successfully bridge across disciplines, borders, sectors, and perspectives.

## Systems shape futures

Policies and institutions determine outcomes for animals, people, and the environment. These systems must be designed for lasting change.

## Urgency is non-negotiable

The pace of harm is outpacing solutions. Fresh thinking and bold action are no longer optional.



A lone cheetah in a field of beautiful purple flowers in Tanzania. Photo: B. Hollweg / © IFAW

# What sets us apart

We stand apart for our ability to connect the immediate needs of individual animals with the long-term health of wildlife populations and the places they call home. We combine hands-on rescue with durable conservation strategies, protecting animals today while shaping the systems that determine their future.

Rescue work is not separate from conservation—it is essential to it. We believe that protecting individual animals improves the well-being of the species, their environment, and the people who live alongside them.

By bringing multiple interventions together from across the rescue-to-conservation spectrum, we amplify our impact. This integrated model is one of IFAW's greatest strengths and a key reason why we are able to deliver holistic results.

## **Both strands of our work rest on a shared foundation of people, policy, and science:**

- ▶ We recognise that local communities, Indigenous peoples, and those living closest to wildlife are essential partners in creating lasting change.
- ▶ We advocate for strong, enforceable policies that secure long-term protections for animals and the places they call home.
- ▶ We ground our work in science, continuous learning, and active adaptability to remain responsive and shape lasting solutions.

Our work spans emergency response to high-level policy reform, across environments where the stakes are highest. We collaborate across programmes, geographies, and sectors to deliver a holistic, integrated approach. Our approach is designed to have real-world impact: in ecosystems under pressure, for communities living closest to wildlife, and within the institutions that shape outcomes for animals and people.

We draw on our decades of global expertise while actively listening to local knowledge, harnessing the insights of partners, and responding to the needs and priorities of those on the ground, which enables us to respond locally while influencing systems globally.

We stay flexible, focused, and informed because the environments where we work are constantly shifting.

We turn principles into practise. The following shows how this comes to life through our work around the world.

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A Cape Buffalo with oxpeckers perched on its back in Amboseli National Park, Kenya. Photo: © Donal Boyd



# How we create change

Delivering real change through connected rescue and conservation efforts.



Photo: Stacey Hedman / © IFAW. Activities conducted under a federal stranding agreement between IFAW and NMFS under the MMPA.

## Intervene holistically

We follow a model of rescue, rehabilitation, and release of individual animals combined with protection and effective management of their habitats.

## Listening and leading together

We listen first, then co-design and deliver programmes with local organisations and people. This ensures our work reflects their priorities and realities while informing global change.

## Trusted convenor and on-the-ground implementor

We bring key stakeholders together and deliver programmes directly, bridging local realities with global priorities for lasting impact.



## Policy informed by practice

We use evidence from our work on the ground to shape policies that promote positive outcomes for animals and their habitats.

## Evidence-based decisions

We apply the best available science and local knowledge to guide decisions, monitor results, and adapt in real time.

## Partnerships for lasting change

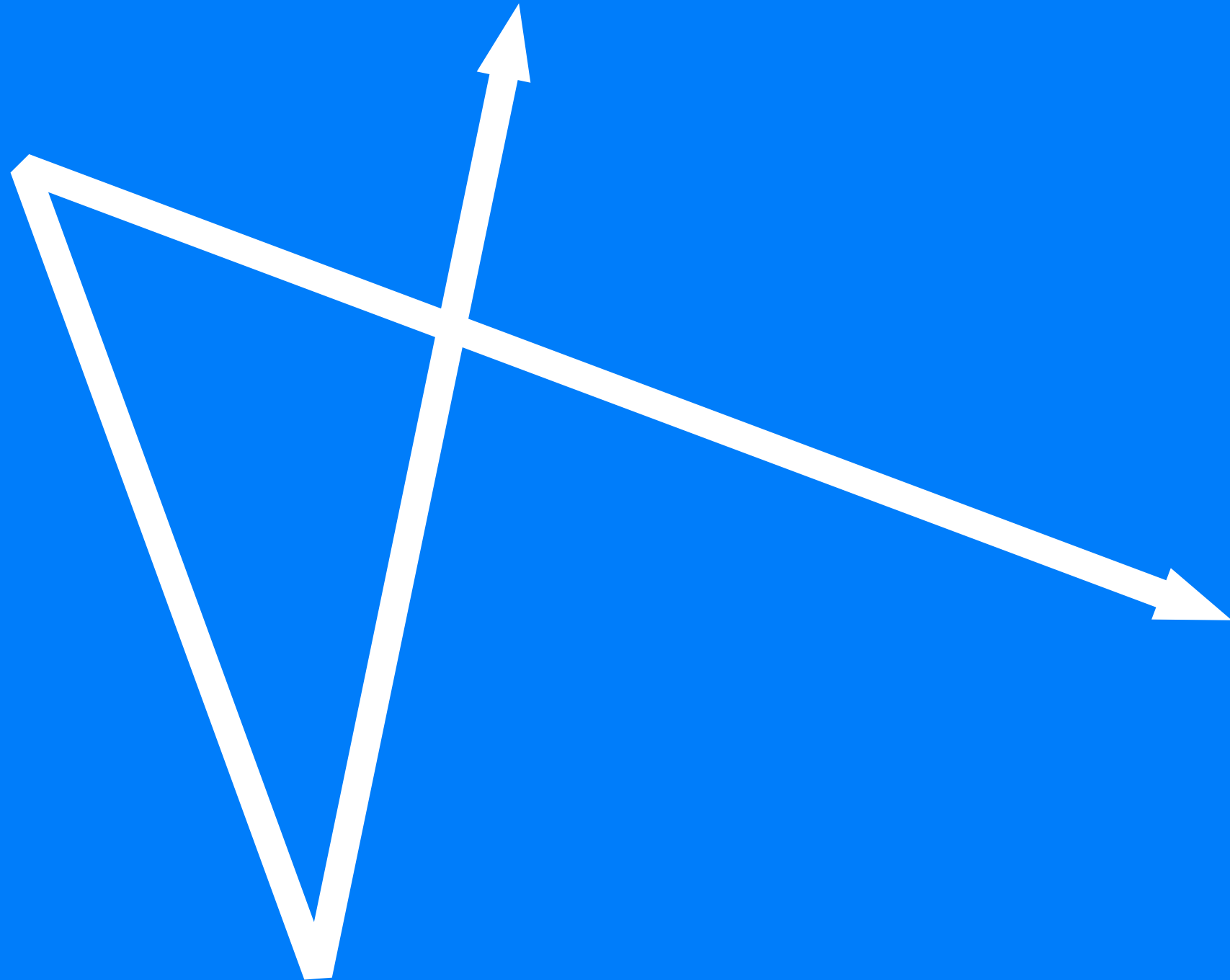
We believe real progress is achieved through collaboration. We work with governments, foundations, traditional leaders, nongovernmental organisations, and the private sector to advance solutions together.

## Community-driven solutions

We engage people living alongside wildlife as co-leaders in shaping outcomes through coexistence strategies, local ranger networks, and sustainable livelihoods.

◀ A group of gray seals hauled-out on a beach during IFAW's MMR team Grey Seal population surveys on Cape Cod, United States.

**Rescue**



**Conservation**



# Marine Mammal Rescue

Every stranding is a race against time. Our Marine Mammal Rescue programme operates from Cape Cod, Massachusetts, US, a global hotspot for dolphin strandings. For decades, our team has led cetacean and pinniped rescue, mass stranding response, and large whale interventions with world-renowned precision, care, and innovation. Our scientific and welfare-based approaches ensure that the care of individual animals is always prioritised and data are gathered to drive learning and improve response. These findings are applied to protocols and best practises which are then shared globally through mentoring and training, expanding our reach to improve stranding response at the greatest scale. This is where our foundation in rescue begins and where global lessons are born and shared.



Photo: Andrea Spence / @IFAW

## How we are making a difference

- ▶ Optimising response to stranded marine mammals
- ▶ Advancing assessments, triage, and veterinary care
- ▶ Generating applied science from rescues to inform and strengthen global practices
- ▶ Building global rescue response capacity through knowledge sharing
- ▶ Collaborating with global networks to improve outcomes for every animal



Photo: Stacey Hedman / @IFAW. All activities conducted under a federal stranding agreement between IFAW and NMFS under the MMPA.

## Impact in action

In 2024, our team responded to the largest mass stranding in U.S. history: 146 Atlantic white-sided dolphins stranded on Cape Cod. Drawing on more than 27 years in this hotspot, field-tested protocols, and a ready network, we coordinated more than 70 first responders and local volunteers for a long, exhausting summer day.

At dawn, responders first worked on foot to guide dolphins toward deeper channels. As the ocean tide turned, boat teams took over.

Throughout, triage crews delivered supportive care to struggling dolphins, keeping them stable for the incoming tide. By day's end, the team successfully rescued, released, and herded 102 dolphins back to deeper waters, providing them a second chance at life in the wild.

The work did not stop there. In the following days, alongside local volunteers and agencies, we patrolled by shore and by boat, monitored reports, and responded to any re-strandings to safeguard the dolphins' recovery. This effort was not just a rescue mission; it was a live demonstration of how science, preparation, and community partnerships save lives.



Photo: Eric Franks / @National Marine Mammal Foundation

# Marine Conservation

The ocean connects us all, and our Marine Conservation programme works globally to safeguard whales and other marine life from the most urgent threats to their survival.

From the cold waters of the North Atlantic, to European shipping lanes, to the coasts of East Africa, we advance practical, science-based solutions to entanglements, vessel strikes, and ocean noise pollution, the unseen dangers that put marine species at risk every day.

We reinforce this work through targeted policy and advocacy efforts at national, international, and industry levels to reduce pressures on marine life from global shipping and commercial exploitation, ensuring the solutions provide what species need to persist.

## How we are making a difference

- ▶ Convening diverse partners across government, industry, and science
- ▶ Promoting alternative fishing practices and testing innovative technologies
- ▶ Working with coastal communities
- ▶ Advancing international frameworks and establishing protections along migratory routes and ocean corridors
- ▶ Influencing global policy through forums, including the International Whaling Commission (IWC), International Maritime Organization (IMO), and UN-Oceans



## Impact in action

We are committed to reversing the alarming decline of the critically endangered North Atlantic right whale. To address the leading causes of death, entanglement and vessel strikes, we partner with fishing communities in the US and Canada to pilot and expand the use of on-demand fishing gear that removes fixed ropes from the water column. This not only reduces harm to whales but supports fishers in adopting gear that protects their livelihoods and the marine environment upon which they depend. We also lead on innovative, technology-forward vessel strike prevention measures. In Cape Cod Bay, we piloted the use of Automatic Identification System (AIS) transceivers to detect vessel traffic and deliver real-time alerts on right whale presence directly to mariners. The result: 85% of vessels slowed down and complied with the 10-knot speed limit in critical habitats. Additionally, our team collaborates to uncover the causes of right whale fatalities. A study led by IFAW revealed that when the cause of death could be determined, adult right whales were not dying from natural causes. Instead, the data confirmed a stark reality: entanglements and vessel strikes are persistently driving this species toward extinction. We utilise rescue and science to inform policy and create lasting change.

Photo: Florida Fish and Wildlife Conservation Commission, taken under NOAA permit 20556-01



Photo: © Donal Boyd

## Impact in action

When a young elephant named Jack was rescued from a dried-up watering hole in Zimbabwe, he had little chance of survival. Orphaned, dehydrated, and alone, he was taken to our partner, Wild is Life, and carefully rehabilitated over three years. In 2021, he transitioned to the release facility in Panda Masuie Forest, and shortly thereafter, joined a wild herd. But Jack's story did not end there. Fitted with a satellite collar before release, we were able to track his movements, extending hundreds of kilometres across a mosaic of land uses. Jack's journey eventually led him to cross into Botswana, validating a vital wildlife corridor and helping conservationists map the safe passage of elephant herds across national boundaries. This corridor is more than just a route—it is a lifeline, enabling elephants and other species to migrate, find resources, and maintain genetic diversity across borders. This kind of success, where rescue leads to reintegration and individual stories inform system-wide solutions, is at the heart of our Room to Roam initiative.

# Landscape Conservation

Wildlife cannot survive in isolation; they need space to move, to migrate, and to find food, water, and one another. In our changing world, growing pressures are accelerating habitat fragmentation, making survival for even the most resilient species more challenging.

Landscape Conservation stabilises and recovers wildlife populations by strengthening protections, restoring habitats, and improving the integrity and connectivity of priority landscapes. We focus on environments where flagship species, like elephants, rhinos, and large carnivores, face intersecting threats and where collaborative, community-driven solutions can deliver lasting change.

Our strategies combine rigorous applied science, technology, local knowledge, and adaptive programme design to address the complex realities on the ground, including socioeconomic and geopolitical factors that shape conservation outcomes. By linking people, places, and species through landscape-level action, we are helping to maintain and rebuild ecosystems where animals not only survive but thrive.

## How we are making a difference

- ▶ Improving habitat integrity and ecological connectivity
- ▶ Reinforcing site-based protection and enforcement in priority habitats
- ▶ Collaborating with and engaging local communities
- ▶ Leveraging technology and data to inform conservation interventions
- ▶ Advancing transfrontier conservation initiatives that connect habitats and safeguard wildlife across borders



Photo: Trevor Samson / @ IFAW



Photo: Ambar Venerable / @ IFAW



Photo: © IFAW

# Wildlife Rescue

Wildlife Rescue safeguards individual animals and contributes to species conservation by rescuing, rehabilitating, and releasing injured, sick, and orphaned wildlife into secure habitats. From elephants to bears, anteaters to raptors, every rescued animal receives expert care, grounded in welfare and science. Working with strategic partners around the world, we improve the care and outcomes for rescued wildlife, particularly those seized from illegal trade. With a focus on enhancing the standard of care for rescued wildlife and applying a scientific approach to rescue, rehabilitation, and release, including an emphasis on post-release monitoring, we ensure that rescue efforts are not only compassionate, but also conservation-driven.



## How we are making a difference

- ▶ Rescuing, rehabilitating, and releasing wildlife
- ▶ Developing response networks for wildlife emergencies
- ▶ Training enforcement teams to care for confiscated wildlife
- ▶ Sharing knowledge and resources to improve wildlife rescue and care around the world

## Impact in action

Every day, countless wild animals are caught in the illegal wildlife trade, smuggled across borders, sold in captivity, or confiscated during enforcement operations. When these animals are rescued, law enforcement officers often are not prepared to handle live wild animals. Without the right protocols, facilities, or partners in place, animals can suffer even after being rescued. That is where our Rescue, Enforcement, and Capacity Training (REACT) work comes into play, bridging wildlife crime enforcement with wildlife rescue expertise. By building practical guidelines, delivering hands-on training, and connecting frontline agencies with trusted wildlife care partners, we are transforming what happens next. This ensures that seized animals receive immediate care, safe placement, and, when possible, a path back to the wild. A successful rescue does not end at confiscation. It begins with what we do next.

Photo: Harci Baktiantoro / © IFAW

## Impact in action

From forests to forums, for decades we have fought to end the global trade of illegal wildlife. Whether it is ivory, skins, or live animals, our work has helped close domestic ivory markets, shift consumer demand, and strengthen law enforcement and judicial capacity globally. As wildlife trafficking evolves, so do we. When wildlife trade moved

online, we followed. Recognising the internet as a global marketplace for illegal wildlife, we co-founded the Coalition to End Wildlife Trafficking Online, uniting more than 45 technology companies to better detect and remove illegal content. In China, we combine digital monitoring with consumer-focused campaigns that change buying behaviour. Across Europe, we hold Trusted Flagger status under the EU's Digital Services Act, with a direct role in identifying and removing illegal listings.

Across Africa, we are building cybercrime capacity where enforcement is urgently needed. Beyond the screen, we advocate for stronger cooperation and smarter policies from national reforms to international agreements. We help to shape the global conversation on wildlife crime so rules and enforcement can move more quickly than the criminals. By tackling wildlife crime across borders, platforms, and political systems, we reduce pressure on wildlife and protect the places they call home.



Photo: © S. Hurd

# Wildlife Crime

Wildlife Crime is one of the greatest threats to biodiversity today. It is a complex, organised, transnational, and increasingly digital challenge that impacts species, ecosystems, and people. We combat this threat across the entire illegal supply chain, from source, through transit routes, and in consumer markets and on online platforms worldwide. We disrupt criminal networks and reduce supply and demand at every stage. Focusing on threatened and endangered species whose wild populations are impacted by illegal wildlife trade, our approach combines decades of experience with evidence-based, behaviour-change centred design. We tailor our interventions to local and cross-regional contexts and integrate our work with broader conservation initiatives, both online and offline, to deliver lasting protection for wildlife.

## How we are making a difference

- ▶ Reducing demand through legislation and community campaigns that shift behaviour and consumer choices
- ▶ Disrupting trafficking networks by targeting critical points across the trade chain
- ▶ Building enforcement capacity to prevent, detect, and prosecute wildlife crime effectively
- ▶ Harnessing digital technologies and data-driven strategies to expose and limit online trafficking
- ▶ Driving stronger international cooperation and policy alignment to tackle wildlife crime across borders



Photo: © Hanna Vigart



Photo: © IFAW/WPH



Photo: © Donal Boyd

# Disaster Response

When disasters strike, animals are at increased risk since they are frequently overlooked in emergency planning. We know that their survival is deeply connected to the well-being of people and the resilience of entire ecosystems. Our Disaster Response programme leads hands-on rescue efforts while also strengthening preparedness, professionalising emergency response, and improving long-term resilience for animals and communities facing crises. From wildfires in Australia, to hurricanes in the US and Caribbean, to floods in India, our teams respond globally, working before, during, and after emergencies. In close partnership with governments, communities, and non-governmental organisations, we apply an animal-centred lens and a people-centred approach to build sustainable systems that safeguard animals and the people who care for them.

## How we are making a difference

- ▶ Rescuing and caring for animals impacted by disasters
- ▶ Building disaster resilience in high-risk communities
- ▶ Mentoring partners throughout each phase of disaster cycle: preparedness, response, recovery, and mitigation
- ▶ Strengthening policy and frameworks to include animals in disaster management plans
- ▶ Encouraging international cooperation to ensure animals are fully integrated into disaster risk reduction and humanitarian response frameworks



## Impact in action

Australia's 2019–2020 Black Summer bushfires devastated wildlife and their habitats, but this tragedy demonstrated how rescue can be a bridge to long-term conservation. We deployed responders to assist injured and displaced animals, while also supporting overwhelmed local wildlife organisations and individual carers. These frontline efforts were more than crisis response; they were building blocks for

conservation. Each koala saved contributed to species persistence in key habitats where populations were already under pressure. Since then, we have continued to work with local partners to restore ecosystems, rescue and rehabilitate wildlife, and develop strategies to strengthen long-term conservation efforts. It is a clear example of how response can become recovery and how the survival of individual animals can shape the future of an entire species.



# IFAW Room to Roam

Spanning across East and southern Africa, the IFAW Room to Roam initiative is our most ambitious and urgent vision yet: by restoring, reconnecting, and conserving vital habitats and corridors, we are creating resilient landscapes where elephants and other wildlife can move freely and safely and ultimately persist in the face of such threats as the climate crisis.

This vision is not only about wildlife; it is about the people who live with wildlife, too. From Kenya's Southern Rangelands to the shared ecosystems of Zambia, Malawi, and Zimbabwe, we partner with communities, governments, traditional leaders, scientists, and nongovernmental organisations to create resilient landscapes where ecological health and human wellbeing coexist. Room to Roam integrates everything from community-led stewardship to data driven land-use planning; frontline ranger welfare; animal rescue, rehabilitation, and release; nature-based enterprise development; and the inclusion of traditional knowledge.

Guided by more than 20 years of ecological research, informed by local wisdom, and tailored through adaptive planning, IFAW's Room to Roam initiative assists in maintaining ecosystem integrity, thereby ensuring the viability and persistence of wildlife populations and coexistence with local communities. We are building a resilient socioecological fabric that delivers transformational and lasting benefits for wildlife and people—a living blueprint for the future.

When wildlife can move freely, ecosystems can recover, and populations can persist.

When communities are part of the plan, coexistence becomes possible.

When wildlife is protected and habitats are connected, species have a chance to thrive.

Together, we build a future where elephants—and all of us—have room to roam.

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Aerial view of elephants walking near a Maasai community in Amboseli, Kenya. Photo: Michael Zomer / © IFAW



# How we tell our story

We stand apart as a trusted source of knowledge and inspiration. Communication is how our mission comes to life beyond the field. It bridges the gap between awareness and action. Through authentic storytelling and evidence-based communications, we connect with people around the world so that they can see, feel, and be part of the impact we make every day.

Our invitation is simple: **discover, connect, engage, support.**

By connecting people to our mission through reliable, science-based information and authentic storytelling, we expand our reach, deepen our credibility, and inspire the support needed to achieve lasting change for animals, people, and the place we call home.

## Impact in action

For more than two decades, IFAW and the Wildlife Trust of India have shown how sustained rescue, rehabilitation, and release of wildlife along with strengthened ranger partnerships and restored habitats can revive ecosystems and secure a future where people and wildlife thrive together.

Female rhino calf Harmoti and male rhino calf Ghera were translocated from their boma in Bansbari Forest Range, Manas National Park, Assam, India, to the Sidajhar boma in the same range of Manas NP Photo: Subhamoy Bhattacharjee / © IFAW-WTI

# Learning and measuring what matters



Photo: Jesse Maree / © IFAW

We are dedicated to delivering long-term positive change for animals, ecosystems, and people. Building on 55+ years of experience and the foundation established in previous strategic cycles, we continue to refine and strengthen our monitoring, evaluation, learning, and innovation practices as a core driver of accountable, adaptive, and impact-driven management.

Our goals are ambitious yet realistic, designed to push our teams to think creatively, innovate, and enhance solutions, with targets that reflect the needs of animals and people. The key performance indicators align with each impact goal and provide a

framework for tracking progress and ensuring transparency with partners, donors, and the communities we serve. These indicators are embedded across programme, project, and regional strategies, allowing us to measure results consistently and understand our collective impact.

We are dedicated to a culture of learning and innovation. Through regular data analysis, we can determine whether we are on track to achieve our impact goals. Open and honest reflection enables us to identify challenges early, seize opportunities, and test new approaches to incorporate

directly into our programme and departmental strategies.

Through this cycle, we are not starting from scratch but deepening our commitment to our vision of lasting change. Our focus is on applying data, evidence, and learning in practical ways that strengthen our decisions and fuel innovation. In doing so, we remain strategic and steadfast on our path towards impact.

▲ Hippo in Amboseli National Park, Kenya.

► IFAW's Dr. Sarah Sharp leads training in response to a mass dolphin mortality event at Lake Tefé Brazil's Amazon rainforest.



Photo: Eric Franks / © National Marine Mammal Foundation

The Academy of Rescue and Conservation (ARC) is a centre of excellence dedicated to advancing best practices across these fields. With support from the Suzanne McGraw Foundation, ARC strengthens and professionalises our efforts by creating a dynamic space where rescuers, rangers, managers, policymakers, scientists, and other practitioners come together to collaborate, refine strategies, and drive innovation. By sharing expertise and learning from local knowledge, we amplify the impact of our work, improving rescue and conservation practices.

# Where we work



Photo: Andrea Spence / © IFAW. Activities conducted under a federal stranding agreement between IFAW and NMFS under the MMPA



Photo: Dominica Mack / © IFAW



Photo: Jesse Maree / © IFAW



Photo: © IFAW



Photo: © IFAW

IFAW is a global network of affiliated non-profits, helping animals and people thrive together. We have offices in 16 countries and projects in more than 40, always rooted in local realities and connected through collaboration.

Our team of 300+ people creates a global expertise of disciplines including biology, conservation, policy, law enforcement, and emergency response. We hire from the communities where we work, ensuring our efforts reflect local knowledge, priorities, and leadership.

We also recognise that we cannot do it alone. Across regions, we work hand-in-hand with local organisations, governments, and community partners to advance rescue, conservation, and long-term solutions.

- ▶ **Australia**
- ▶ **Belgium**
- ▶ **Canada**
- ▶ **China**
- ▶ **France**
- ▶ **Germany**
- ▶ **Kenya**
- ▶ **Malawi**
- ▶ **Netherlands**
- ▶ **South Africa**
- ▶ **Uganda**
- ▶ **United Arab Emirates**
- ▶ **United Kingdom**
- ▶ **United States**
- ▶ **Zambia**
- ▶ **Zimbabwe**

- ◀ Members of IFAW's Marine Mammal Rescue team releases a rescued common dolphin into the waters off Cape Cod, United States.
- ◀ IFAW's Josey Sharrad planting one of 3,500 saplings during the IFAW x Koala Clancy Foundation tree planting near the Moorabool River in Victoria, Australia.
- ◀ IFAW's Moses Olinga leads disaster response training in Mount Elgon, Uganda.
- ◀ IFAW's Guyo Adhi photographs a ranger in Illaingarunyoni Conservancy, Kenya.
- ◀ IFAW's YK Ma (right) and a Konggeliudui villager carry beehives into the community in China.





# What makes it possible

To achieve our goals, we will leverage our flexible and diverse organisation to operate efficiently over the next five years.

## **Invest in our people**

We will ensure the highest quality teams by strengthening our ability to attract, retain, and develop an inclusive global workforce that is lean, yet dynamic.

## **Create workplace excellence**

We will leverage technology and streamline business processes to deliver our mission in the most agile, innovative, and impactful manner.

## **Sustain revenue growth**

We will continue to secure flexible, stable, and diversified revenue streams to support our programmatic priorities.

## **Be financially healthy**

We will advance our financial and investment strategies to provide security for our long-term strategic objectives.

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Lions in Hwange National Park, Zimbabwe.

**Thrive together.**

**When animals  
thrive, we all thrive.**



Elephants in the swamp at the border  
of Amboseli National Park, Kenya.  
Photo: © Donal Boyd



Photo: © IFAW

# Join us

Be the change: support animals, people, and our planet.

Real solutions demand creativity, hard work, and involvement from people like you. No matter who you are, where you live, or what you do, you can help us create a world where animals and people can coexist and thrive.

How to lend a hand:

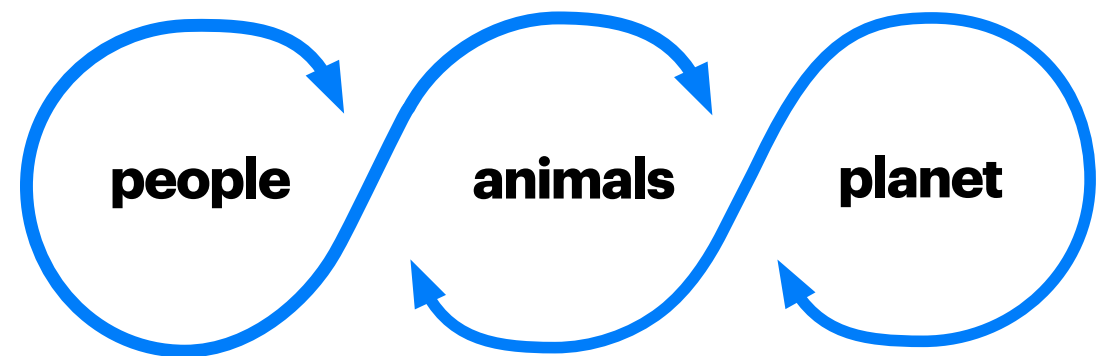
- ▶ Become a champion for animals
- ▶ Transfer assets
- ▶ Workplace giving
- ▶ Join our legacy society
- ▶ Corporate and foundation giving

Join us: [ifaw.org/donate](https://ifaw.org/donate)

Scan to donate:



▲ Leatherback turtle hatchlings whose nesting site was damaged by Hurricane Otis make their way to the ocean in Acapulco, Mexico



International Fund  
for Animal Welfare

**IFAW Institutional Strategic Plan 2030**

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Zambia  
Zimbabwe

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**ifaw**

Common dolphins swim underwater near  
the Azores, Portugal.  
Photo: © Scott Portelli.