

*Facilitating projects, partnerships & exchanges  
that provoke ecologically sustainable co-existence*

This Strategic Plan was made possible by a grant from Arcus Foundation



# Strategic Plan

## Moving into the Future



## Letter from the Executive Director

Warm greetings from latitude zero, Borneo!

North, south, east, west, government, community, civil society, industry, land, animals, people - LEAP has served to reconnect and identify common ground for shared visions, hopes and action towards ecologically sustainable co-existence. The emergence of need was the impetus for LEAP to create a dynamic, responsive, flexible and "light" organizational structure to "hold space", incubate and nurture partnerships that empower projects on the ground. The convergence of partnerships came through shared issues and readiness for change; this is where we facilitate new conversations which open the way towards collaborative action.

LEAP focuses its attention and intention on the process of engagement which we believe shapes and ultimately determines the outcomes. The guiding principles by which we operate are communicating with authenticity, addressing difficult issues, welcoming and affirming diversity, bridging differences with integrity, and relating with respect. In day to day terms, we facilitate open meeting spaces which ensure that all voices can be heard, maintain transparency, balance and equality between all parties. Our purpose is to create inclusive and mutually transformative processes that encourage a group wisdom which gives rise to unprecedented outcomes.

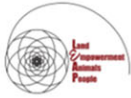
There is much to do together and we have worked hard to distill many deep stories, challenging situations and committed work into these pages in hope that you are inspired to join us.

For land, animals and people,

A handwritten signature in purple ink, appearing to read 'Cynthia Ong'.

Cynthia Ong – on behalf of the LEAP Board and Team  
Executive Director  
December, 2010



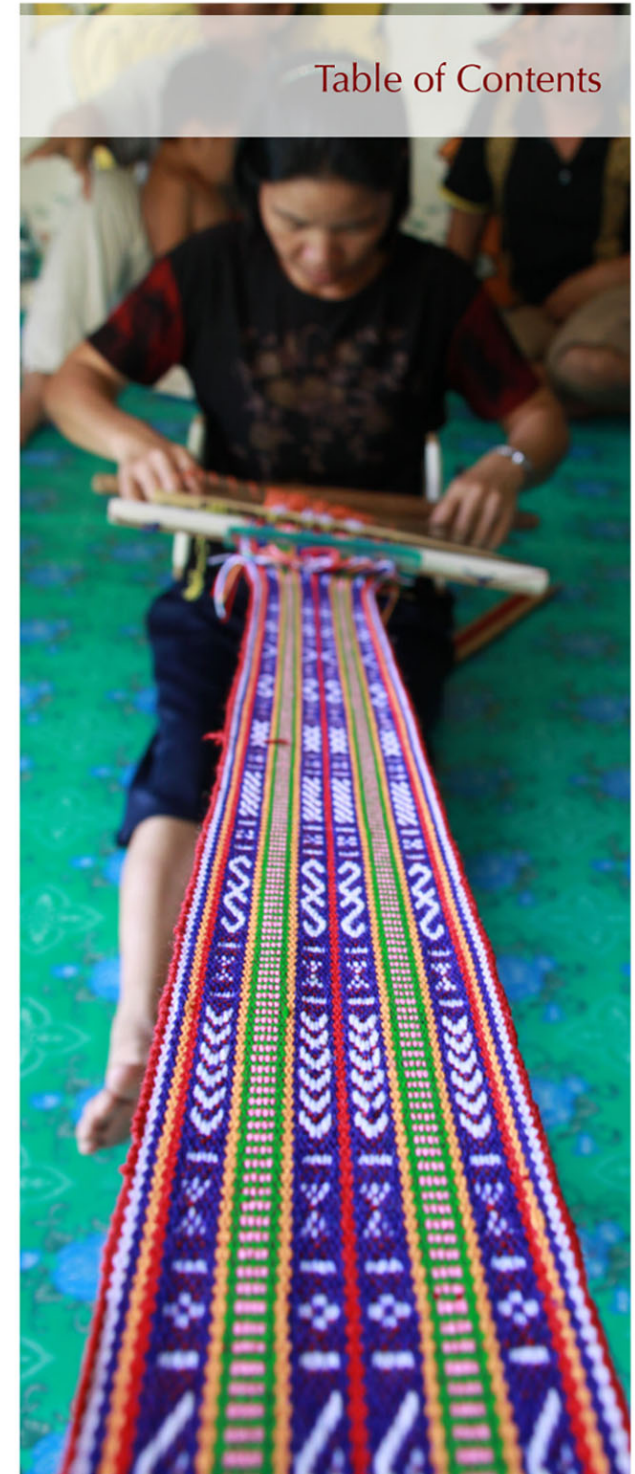


*"We see LEAP as a bridge - between communities and international groups outside Malaysia. LEAP is a partner who brings ideas and encourages creative ways in looking at issues, and thinking outside the box. With LEAP, we have not only a partner in work, but also friendship and solidarity. We feel LEAP's support".*

**Anne Lasimbang (Executive Director of PACOS Trust - a grassroots organization working with indigenous communities in Sabah, and regionally)**

-  **2** Letter from the Executive Director
-  **4** An Evolving Vision
-  **5** Focus Areas
-  **6** Bridging the Divides
-  **7** LEAP's Approach
-  **8** Project Areas
-  **9** Project Evolution Timeline
-  **10** Partnerships and Projects
-  **13** Strategic Plan: Goals
-  **14** Strategic Plan: Focus Areas
-  **16** Strategic Plan: Outcomes
-  **18** Contact Us

## Table of Contents





## "Can you help us?"

"Can you help us?" This was the question that planted the seed for LEAP in late 2004. Cynthia Ong, a Sabahan then working in the U.S., founded the organization as a response to the call for help from groups at the forefront of ecological conservation in Sabah, Malaysian Borneo. Incorporated in the U.S.A in 2005 (LEAP Inc.) and in Malaysia in 2006 (LEAP Conservancy), LEAP's vision is:

### VISION:

*To engage all communities and empower each other  
to move from reactive conservation towards proactive stewardship  
To collaboratively transform a failing system  
to one that is healthy, transparent and respectful of the  
interconnectedness of life*

LEAP facilitates partnerships and conversations between communities, NGOs, government and industry, aiming to unravel a history of hierarchical, colonial patterns and to create new, authentic and equitable relationships. LEAP also addresses one of mainstream conservation's greatest limitations - its tendency to artificially split the issues of land, animals and people. This practice significantly constrains operations on the ground, and limits what LEAP sees as opportunities to craft new solutions for ecological co-existence. LEAP's mission is:

### MISSION:

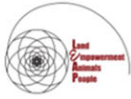
*To facilitate committed and open partnerships that enable:*

- *habitats, species and cultures to thrive*
- *sustainable economic activities that place equal value on income security, quality of life and the health of our shared ecosystem*

*To create an atmosphere of:*

- *support and innovation for work on the ground*
- *openness and willingness to change across civil society, government and industry*





## Why Borneo?

Straddling the equator in Southeast Asia, Borneo is the 3rd largest island in the world, famed for its rich biodiversity. It is home to a wide range of forest types, including coastal mangroves, peat swamps, heath forests, montane forests, cloud forests, and lowland and hill dipterocarp forests.

A large number of endangered or endemic species are found on this great island including Orang Utan, Proboscis Monkey, Sumatran Rhino, Pygmy Elephant and Malayan Sun Bear. These species face many threats, including poaching, killing for traditional medicine, the pet trade, and forest fires. The biggest threat to the survival of these species in Borneo, however, is rapid habitat loss and fragmentation due to conversion of forests to oil palm plantations and logging. In fact Indonesia is the world's third largest contributor of greenhouse gas emissions, due mainly to extensive forest clearing and burning on Borneo and Sumatra. If the current rate of deforestation continues on Borneo, the island will retain only 33% of its forest cover by 2020, down from the current, already severely diminished level of 44%, and markedly lower than the 1985 level of 74%<sup>1</sup>.

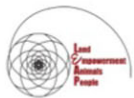
Borneo also forms the western boundary of the Coral Triangle, the world's most biodiverse marine area, home to over 600 species of corals and 3,000 species of fish. This area too is under threat from over-fishing, climate change and pollution.

The cultural diversity of Borneo is very rich and complex, with over 70 sub-ethnic groups living mainly on the coast or along Borneo's mighty rivers. Traditional community lands are also under threat, as they are being rapidly fragmented and converted, along with traditional ways of life.

## Why Sabah?

Borneo is divided into three political regions: Kalimantan (Indonesian Borneo), the Sultanate of Brunei, and the East Malaysian states of Sabah and Sarawak. Sabah is unique in that it has the political, cultural and social climate, as well as the infrastructure and governance, that are conducive to innovative and progressive initiatives which open new ground and pave the way for others in the region. The growing collaborative culture amongst key stakeholders in government, industry and civil society is becoming fertile ground for unprecedented partnerships and bold projects, and Sabah is fast gaining the reputation and credibility as a leader in cutting-edge conservation solutions in Borneo, Malaysia and the Southeast Asian region. Testament to this, Sabah has over 50% of its land area under forest cover, a figure which it plans on maintaining and even increasing.





## Local to Global - From Borneo to the World

LEAP believes in the need to connect the local to the global, and back, in a loop of information and action, where we work with local issues and focus on finding synergy and seeking alignment with emerging global trends, building a critical mass and creating a tipping point toward a shift in our collective consciousness. This quote from the Director of Sabah Forestry Department, the chief steward of Sabah's forest resources, captures the essence of our value:

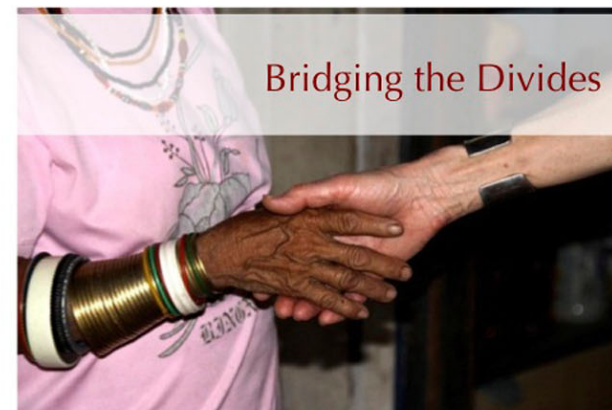
*"LEAP is the link between Sabah and the world. You know Sabah well. You disseminate real information about our challenges and successes to the world. You are in the middle - between government, communities, donors, etc. - and we learn to work together. LEAP has high value and a good reputation and political credibility. You translate ideals to work on the ground -- this is a big deal. You bring in meaningful and significant resources - funds from international donors who come to Sabah, expertise that changes how we think. We need this support and LEAP brings the world to us -- new, good things which are raising standards and building a momentum. All these success stories are great and lead to more people coming in. Your dedication is clear and you have a motivated team. LEAP has done well."*

**Datuk Sam Mannan (Director of Sabah Forestry Department)**

Today LEAP is serving and integrating Land, Animals and People through partnerships with over 50 groups involved in some 17 projects. LEAP's strong commitment to the work is evidenced by the words of Rosli Jukrana, a partner and community project leader in the lower Kinabatangan floodplain:

*"LEAP brings a huge impact to our community. Its value is in serving a very important function for the community. LEAP hears the voice of the grassroots, and brings the voice to the outside world - to government, other NGOs, funders. LEAP gives support and inspiration, and encourages us to understand conservation concepts -- this further pushes us to protect our environment and our own culture. LEAP's deep commitment to local communities encourages us to work even harder. Your support is not just through funds, but ideas and inspiration. In 2005, before you came, I thought that things were going to fall apart and not happen, and when we first met, I was pessimistic and worried that it will be like with other groups who left us half-way. Instead, LEAP has shown us commitment throughout and all the way -- something which has really impressed us. I am not scared of LEAP; I respect LEAP. I am more confident now to voice our voices to the outside, because of LEAP and inspired by LEAP."*

**Rosli Jukrana (Community and Project Leader, MESCOT - Model Ecologically Sustainable Community Tourism, Kinabatangan, Sabah - comprising 4 villages with 1,400+ people)**





## Fundamental Principles

LEAP must be flexible and responsive to accommodate the unique development of each of its partnerships and projects. However, LEAP is guided by a basic set of principles:

### **Listen to the need:**

LEAP takes its cue from the needs on the ground and listens for and avails itself to the expression of that need in its various forms and through diverse voices across the spectrum;

### **Provide space for collaboration:**

LEAP convenes and holds space for meetings and gatherings between groups that would otherwise rarely engage, unfreezing dynamics and protocol so that authentic and meaningful conversations can take place;

### **Engage relevant partners:**

LEAP facilitates the formation and emergence of strategic partnerships through identifying common ground where natural alliances appear, and then fills the gaps between the parties to bridge towards action;

### **Guide solutions:**

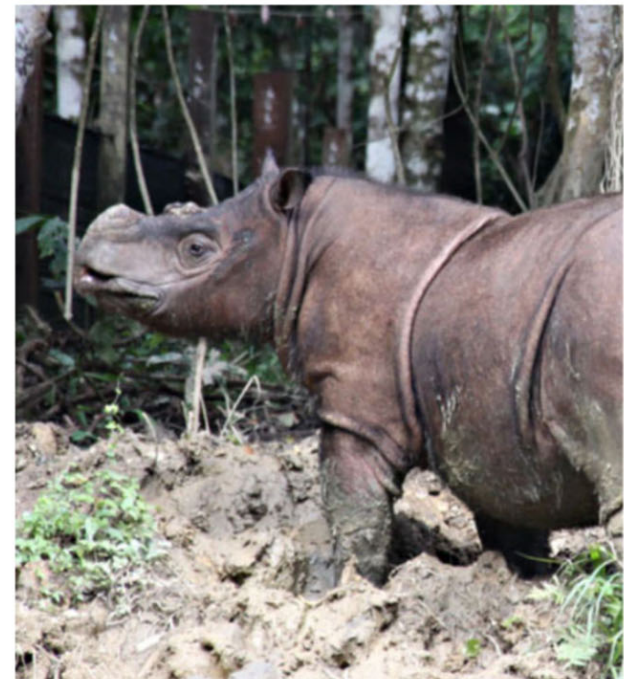
LEAP drives these partnerships toward joint action to address the needs of the collective, and guides the continued conversation so that voices are heard in a spirit of transparency and group wisdom;

### **Follow through with initiatives:**

LEAP acts as the consistent connector to follow through with partnerships, objectives and deliverables, ensuring that movement and momentum is gained and maintained and needs are fulfilled;

### **Persevere for results:**

LEAP commits to following through with its partners and projects as required by the unique dynamics of each; our commitment begins with the call for help and sustains until there is mutual agreement that the objectives are met and the work together is completed.





## LEAP's Project Focus Areas

### Forest/habitat preservation and restoration

Preserving existing forest/habitat areas, and identifying, rehabilitating and reforesting degraded and critical forest/habitat areas and corridors to increase carrying capacity for wildlife and support sustainable livelihoods for local communities.

### Biodiversity and habitat protection through land acquisition

Identifying, purchasing and holding in trust vital wildlife corridors to prevent further habitat fragmentation and promote contiguity of forest tracts.

### Landscape and ecosystem protection through the exploration of new mechanisms

Exploring, facilitating new partnerships, and bringing in knowledge and expertise on emerging methodologies for landscape and ecosystem protection, including REDD (Reducing Emissions from Deforestation and forest Degradation), and carbon and biodiversity offsets and credits.

### Species conservation

Facilitating projects that work to preserve Borneo's extraordinary biodiversity, focusing principally on the endangered Orang Utan, Sumatran Rhino and Sun Bear and including research, education, habitat protection and conservation.

### Community-owned conservation, microenterprise, and ecotourism initiatives

Engaging with and supporting local communities as primary stewards of the land, and assisting them in generating innovative, sustainable income opportunities that also allow them to protect and restore the land.

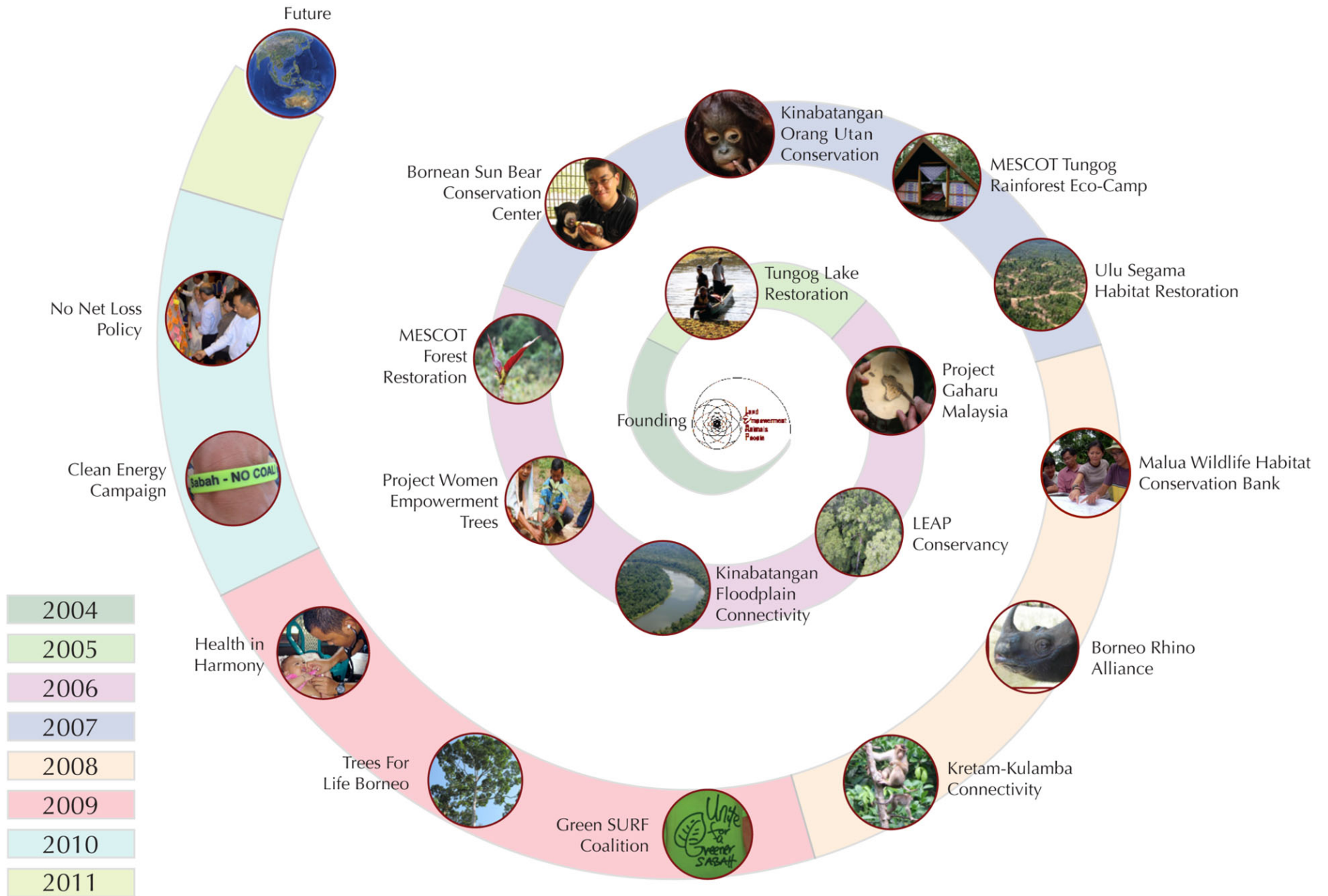
### Promotion of renewable energy

Raising the public dialogue and facilitating access to expertise on clean, renewable energy as an alternative to environmentally-damaging fossil fuels and as a foundation for a green economy in Sabah and Malaysia.





# Project Evolution Timeline





## Partnerships & Projects

No.	Project	Partners	Purpose	Outcomes
1	PWET (Project Women Empowerment Trees)	<ul style="list-style-type: none"> <li>Partners of Community Organizations (PACOS)</li> <li>Communities of Pitas</li> <li>Sabah Forestry Department</li> </ul>	<ul style="list-style-type: none"> <li>Empowerment and capacity building for local women community leaders</li> <li>Restore depleted watershed areas and traditional community land</li> <li>Restore cultural identity and traditional knowledge</li> <li>Increase skills through training and exposure visits to similar projects overseas</li> </ul>	<ul style="list-style-type: none"> <li>Creation of a strong network of relevant local and international organizations</li> <li>Established 10 plant nurseries in 8 villages and planted more than 100,000 trees on community land and watershed areas</li> <li>Employed over 100 women in the local villages</li> <li>Revitalized the local community market and indigenous handicraft production</li> </ul>
2	MESCOT (Model Ecologically Sustainable Community Conservation & Tourism, Kinabatangan) Forest Restoration	<ul style="list-style-type: none"> <li>MESCOT</li> <li>Sabah Forestry Department</li> </ul>	<ul style="list-style-type: none"> <li>Restore community land degraded by logging and forest fires by replanting area with native forest species, with focus on fruit trees to increase food sources for wildlife</li> <li>Innovate successful restoration activities in the region</li> <li>Facilitate pioneering partnerships between government and local communities</li> <li>Build capacity and increase independence and self-sustainability of local community organization</li> </ul>	<ul style="list-style-type: none"> <li>Increased local skill base and knowledge in forest restoration activities in the Kinabatangan Floodplain</li> <li>Employs 60 local people who have planted over 200,000 trees on 200 hectares of community land</li> <li>Established forest connectivity and canopy cover in critical wildlife habitat</li> <li>Improved community relationship with government through contract to restore 500 hectares of degraded forest in Supu Forest Reserve</li> <li>Established a seed bank of endemic tree species</li> <li>Shifted local perception on the value of forests from illegal activities toward sustainable livelihoods</li> </ul>
3	MESCOT Lake Restoration	<ul style="list-style-type: none"> <li>MESCOT</li> </ul>	<ul style="list-style-type: none"> <li>Clear the Tungog Lake of the invasive exotic plant species <i>Salvinia molesta</i>, so that native wildlife can return</li> </ul>	<ul style="list-style-type: none"> <li>18 hectare lake cleared and regularly maintained, leading to the return of local wildlife such as otters, fish and bird species</li> <li>Project is self-sustaining, funded entirely by MESCOT operations</li> <li>Potential to implement a 'zero emission eco-camp' run on biomass from the <i>Salvinia molesta</i></li> </ul>
4	Orang Utan Habitat Restoration in Ulu Segama	<ul style="list-style-type: none"> <li>Sabah Forestry Department</li> </ul>	<ul style="list-style-type: none"> <li>Restore degraded forest in critical orang utan habitat through planting of native tree species</li> <li>Establish and document an effective methodology for restoring severely degraded lowland rainforests and wildlife habitat</li> </ul>	<ul style="list-style-type: none"> <li>Restored 423 hectares of degraded forest</li> <li>Increased food sources for wildlife</li> <li>Established a more productive forest system through enrichment planting and silviculture</li> <li>Established a working methodology for lowland rainforest restoration</li> </ul>
5	Trees for Life	<ul style="list-style-type: none"> <li>Sabah State Government</li> </ul>	<ul style="list-style-type: none"> <li>Plant 1 million trees across Sabah over the next five years and raise public awareness of climate change</li> </ul>	<ul style="list-style-type: none"> <li>Secured partnership with Sabah Forestry Department</li> <li>Established plan for planting in Trus Madi and other Forest Reserves in need of restoration</li> </ul>
6	LEAP Conservancy	<ul style="list-style-type: none"> <li>Hutan</li> <li>The Nature Heritage Conservancy</li> <li>World Land Trust</li> </ul>	<ul style="list-style-type: none"> <li>Establish a legal mechanism for purchasing critical pieces of wildlife habitat for long-term conservation</li> </ul>	<ul style="list-style-type: none"> <li>Land titles being finalized for the purchase of 4 pieces of land that will increase forest connectivity</li> <li>Established an accountable system for holding land in trust for conservation purposes</li> </ul>
7	Kinabatangan Floodplain Project / LEAP Conservancy	<ul style="list-style-type: none"> <li>Hutan</li> <li>The Nature Heritage Conservancy</li> <li>World Land Trust</li> </ul>	<ul style="list-style-type: none"> <li>Connect all 11 forest fragments in the Lower Kinabatangan Wildlife Sanctuary to provide a continuous corridor for wildlife movement, population viability and food security</li> </ul>	<ul style="list-style-type: none"> <li>Strengthened relationships with local and international conservation organizations</li> <li>Increased knowledge of the importance of wildlife corridors for long-term survival of threatened species</li> <li>Raised funds for and finalizing purchase of critical 222-acre plot linking two sanctuary fragments</li> </ul>



## Partnerships & Projects

No.	Project	Partners	Purpose	Outcomes
8	Kretam-Kulamba Connectivity and Management Plan	<ul style="list-style-type: none"> <li>World Land Trust</li> <li>Sabah Forestry Department</li> </ul>	<ul style="list-style-type: none"> <li>Protect critical forest area linking Kretam Virgin Jungle Forest Reserve and Kulamba Wildlife Reserve through purchase of the land parcel</li> </ul>	<ul style="list-style-type: none"> <li>272 hectares of land purchased and protected as an extension of Kulamba Wildlife Reserve</li> <li>Development of a Management Plan for the entire area that protects biodiversity</li> </ul>
9	Malua Wildlife Habitat Conservation Bank Advisory Committee	<ul style="list-style-type: none"> <li>New Forests</li> <li>Hutan</li> <li>BORA</li> <li>WWF Malaysia</li> <li>SE Asia Rainforest Research Programme</li> <li>Sabah Forestry Department</li> <li>Sabah Wildlife Department</li> <li>Yayasan Sabah</li> </ul>	<ul style="list-style-type: none"> <li>Protect and restore 34,000 ha of critical wildlife habitat</li> <li>Provide a safe habitat for the 650 orang utans in the reserve</li> <li>Maintain the critical habitat connections to the larger Ulu Segama and Danum Valley orang utan populations</li> <li>Establish and chair an advisory committee that provides guidance to the Biobank</li> </ul>	<ul style="list-style-type: none"> <li>Bi-annual meetings that provide scientific consultation and expertise on biobanking in Sabah</li> <li>Reduced instances of fire in the reserve</li> <li>Zero-tolerance policy towards poaching activities</li> <li>Increased community outreach and awareness regarding illegal activities</li> <li>Developed wildlife, water and restoration management plans</li> </ul>
10	Gunung Palung National Park, Kalimantan, Indonesian Borneo	<ul style="list-style-type: none"> <li>Health In Harmony</li> </ul>	<ul style="list-style-type: none"> <li>Engage and build capacity amongst local communities and authorities in and around Gunung Palung National Park to negotiate and develop a local REDD project</li> <li>Increase local awareness of Payments for Ecosystem Services</li> <li>Promote community involvement in habitat and wildlife protection through adopting innovative solutions</li> </ul>	<ul style="list-style-type: none"> <li>Facilitated 2 workshops with local communities and government that increased knowledge and acceptance for implementing a REDD project in the National Park</li> <li>Continued support and network building with conservation groups in Indonesia</li> </ul>
11	No Net Loss Mechanisms	<ul style="list-style-type: none"> <li>Business Biodiversity Offsets Programme (BBOP)</li> <li>Sabah Forestry Department</li> <li>New Forests</li> <li>Sabah Biodiversity Council</li> <li>WWF-Indonesia</li> <li>Sabah Environmental Protection Department</li> <li>Sabah Wildlife Department</li> </ul>	<ul style="list-style-type: none"> <li>Introduction of No Net Loss habitat mitigation strategies to stakeholders and government in Sabah</li> <li>Draft a concept paper that details No Net Loss Legislation and impact of implementation in Sabah</li> <li>Facilitate workshop for stakeholders on the concept of No Net Loss regulations and mitigation options for land conversion projects</li> </ul>	<ul style="list-style-type: none"> <li>Decision to initiate three No Net Loss pilot projects in Sabah over the next three years</li> <li>Held 2-day workshop that received stakeholder support</li> <li>Forestry Department named lead organization to develop the concept</li> <li>2-year MOU signed between the Sabah state government and BBOP to partner and move the process forward</li> </ul>
12	Bornean Sun Bear Conservation Centre (BSBCC)	<ul style="list-style-type: none"> <li>Sabah Forestry Department</li> <li>Sabah Wildlife Department</li> <li>Siew Te Wong, M.Sc.</li> </ul>	<ul style="list-style-type: none"> <li>Provide improved conditions and capacity for confiscated sun bears in Sabah</li> <li>Develop rehabilitation and reintroduction program for confiscated and captive bears</li> <li>Promote research, education and awareness on sun bears and threats posed by forest fragmentation and destruction</li> </ul>	<ul style="list-style-type: none"> <li>Constructed and completed new bear house and forest enclosures for 20 bears</li> <li>Transferred captive bears into new bear house and began process of rehabilitating them to forest environment</li> <li>Raised funds for renovation of quarantine area, and construction of visitor centre, observation platform and 2nd bear house and forest enclosures for 16 additional bears</li> </ul>



## Partnerships & Projects

No.	Project	Partners	Purpose	Outcomes
13	Borneo Rhino Alliance (BORA)	<ul style="list-style-type: none"> <li>Sabah Wildlife Department</li> <li>Universiti of Malaysia Sabah</li> <li>Hutan</li> </ul>	<ul style="list-style-type: none"> <li>➤ Prevent the imminent extinction of Sumatran rhinos in Borneo</li> <li>➤ Facilitate the establishment of Borneo Rhino Sanctuary</li> <li>➤ Increased protection of rhinos in Tabin Wildlife Reserve</li> </ul>	<ul style="list-style-type: none"> <li>➤ Facilitated the formation of BORA</li> <li>➤ Raised funds for maintenance of Rhino Protection Units in Tabin</li> <li>➤ Established Borneo Rhino Sanctuary</li> <li>➤ Built captive breeding facilities</li> </ul>
14	Hutan - Kinabatangan Orang Utan Conservation Project	<ul style="list-style-type: none"> <li>Hutan</li> </ul>	<ul style="list-style-type: none"> <li>➤ Collaboration in strategic areas to promote conservation of orang utans in Sabah</li> <li>➤ Monitor orang utan populations in forest reserves</li> <li>➤ Enhance community engagement in the conservation of the orang utan and its habitat</li> </ul>	<ul style="list-style-type: none"> <li>➤ Increased community outreach and awareness programs</li> <li>➤ Enhanced scientific knowledge of orang utan ecology and conservation status</li> </ul>
15	MESCOT (Model Ecologically Sustainable Community Conservation & Tourism)	<ul style="list-style-type: none"> <li>Koperasi Pelancongan Mukim Batu Putih (KOPEL)</li> </ul>	<ul style="list-style-type: none"> <li>➤ Establish a locally-run forest eco-camp</li> <li>➤ Develop homestays for ecotourism in the local villages with local commitment to forest protection and restoration</li> <li>➤ Create a model for other local, community based conservation and ecotourism initiatives in the region</li> </ul>	<ul style="list-style-type: none"> <li>➤ Tungog Rainforest Eco Camp (TREC) officially opened in 2009</li> <li>➤ Increased community appreciation of forests and wildlife</li> <li>➤ Improved English language skills, cross-cultural interactions and exposure</li> <li>➤ Established alternative, sustainable livelihoods for 38 families and increased income for women</li> </ul>
16	Projek Gaharu Malaysia	<ul style="list-style-type: none"> <li>Sabah Forestry Department</li> <li>Forest Research Institute of Malaysia</li> <li>Ministry of Science, Innovation and Technology</li> <li>University of Minnesota, USA</li> </ul>	<ul style="list-style-type: none"> <li>➤ Investigate the potential of Gaharu as a non-timber forest product through establishment of trial plots in sustainable Gaharu cultivation</li> <li>➤ Identification of the DNA profiles of Sabah's Gaharu trees</li> <li>➤ Explore the potential of sustainable Gaharu cultivation as an alternative economic activity with communities</li> </ul>	<ul style="list-style-type: none"> <li>➤ Established trial plots in Peninsular Malaysia and Sabah</li> <li>➤ Trained Malaysian scientists in sustainable Gaharu cultivation</li> </ul>
17	Green SURF (Sabah Unite to Re-Power the Future)	<ul style="list-style-type: none"> <li>Malaysia Nature Society-Sabah Branch</li> <li>Sabah Environmental Protection Agency</li> <li>Partners of Community Organizations</li> <li>World Wildlife Fund-Malaysia</li> <li>University California Berkeley, Renewable &amp; Appropriate Energy Laboratory</li> </ul>	<ul style="list-style-type: none"> <li>➤ Mobilize opposition to the construction of a coal-fired power plant through newspaper articles, blogs, t-shirts, awareness gatherings, local and international networking</li> <li>➤ Facilitate an unprecedented open public forum on Sabah's energy options</li> <li>➤ Establish a strong coalition of conservation NGOs to rally around the issue and empower the public voice of Sabahans</li> <li>➤ Commission an independent energy analysis on renewable energy options and energy costs in Sabah</li> <li>➤ Change government policy to focus on renewable energy for Sabah</li> </ul>	<ul style="list-style-type: none"> <li>➤ Succeeded in delaying and potentially stopping the construction of a coal-fired power plant on the east coast of Sabah</li> <li>➤ Held a public forum attended by over 400 people</li> <li>➤ Commissioned an energy analysis for Sabah that was distributed to state and federal government</li> <li>➤ Submitted comprehensive and critical review of the Detailed Environmental Impact Assessment</li> <li>➤ Established strong and extensive network of local and international NGOs</li> <li>➤ Mobilized a peoples' movement</li> </ul>



## Strategic Goals

Given the organic way in which LEAP's partnerships and projects are born and the role that LEAP plays in guiding the process, it is crucial for us to remain flexible and adaptive. Many of our newest projects are occurring in locations and around issues which we could not have predicted even three years ago, and we foresee that unexpected needs will arise over the next five years. Thus, LEAP's objective for the next five years is to continue its fundamental practice of listening to all groups and voices, creating space for and facilitating effective collaboration, and responding to issues as they arise within the context of land, animals and people.

On this premise, LEAP has developed the following overarching strategic goals to guide its work over the next five years. These are the "big picture ideals at the 35,000 feet level" which eventually take form as they converge on the ground.

### 1. To leverage our partnerships and projects to influence a shift in thinking and attitudes

As partnerships and projects begin to operate in increasingly open and collaborative ways, and more diverse groups are working with each other, we begin to shift the culture and dynamic of our engagement with each other. New understanding develops and we unfreeze historical patterns and deconstruct unexamined assumptions which previously limited our work. Our goal is to encourage a new ethic of engagement which transforms our relationships with each other and with the planet.

### 2. To gain critical mass towards new, balanced and responsible stewardship of our shared ecosystems

We aim to build a movement of change as individuals and groups across the spectrum begin to relate in new ways. Our goal is to move towards an open and engaged society of local-global citizens who take ownership of issues and challenges and act responsibly to address them in collaborative ways. This is based on the premise that each of us has a stake in the health of the planet and that working in increasingly mutual ways is what will sustain and endure through challenges, to arrive at lasting solutions.

### 3. To continue to be relevant by serving real needs and being effective in achieving meaningful results on the ground

Inspired by many who work close to the ground on issues threatening the health and balance of our ecosystems, we will persevere in our efforts to listen and respond by building partnerships and projects which address these issues. This requires us to maintain an "empty" and robust vessel which is responsive to each unique situation and circumstance. We address every scenario by committing to showing up, being present without expectations and assumptions, and responding without attachment to preconceived outcomes.





## Strategic Focus Areas

Under the umbrella of these strategic goals, LEAP has identified several focus areas for our work over the next five years.

### **Continuing engagement in current projects and project areas**

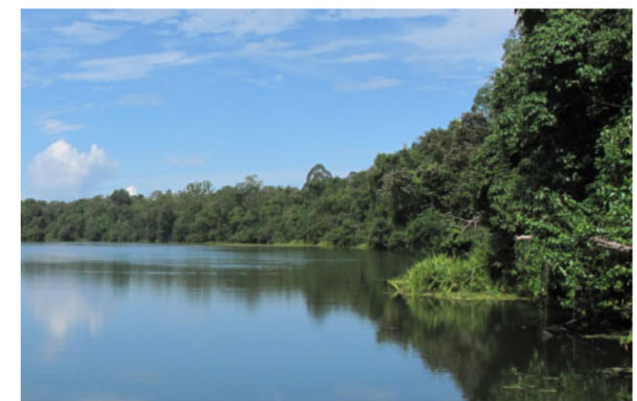
Provide follow through and support for the continued evolution and progress of the 17 projects in which LEAP is currently engaged and build and expand these into new projects and partnerships within our six existing Project Focus Areas. This includes regular site visits with our partners and projects, where we will listen to their arising needs and work with them to address issues and develop solutions. Our input will build capacity in the form of additional resources, expertise, and financial support, with the intent of expanding our partners' ability to be effective and have pertinent impacts on the ground.

### **Engaging in and influencing policy changes and practices that impact land, animals and people**

Engage with government and industry in key areas that emerge from our work on the ground, including sustainable land use practices, habitat protection and restoration, renewable energy and creative forest financing mechanisms. LEAP will convene gatherings, conversations, workshops and conferences to provide information and build consensus on new concepts and solutions. Emphasis will be placed on exposure and training so that a foundation of knowledge exists to support enactment of new policies and practices.

### **Strengthening the civil society movement**

Connect not-for-profit and like-minded organizations locally in Sabah and in Borneo, as well as regionally in the Pacific rim, through networking, coalition building and social enterprise models. LEAP aims to support local, regional and international activists and community leaders in the vital, overlapping work of environmental and social justice, through sharing stories, empowerment, skills training and capacity building, in a manner that promotes collaboration across borders. The aim is to take critical issues out of the margins and bring them center onto the table so they can be addressed as voices that are heard on a neutral and independent platform of expression. From that platform, we will engage responsibly, inclusively and transparently with government and industry.





### **Building on the successes of our partnerships and projects**

Support and facilitate the natural extension of our successful partnerships, projects and models, building towards a “multiplier effect”. LEAP will work to support, develop, adapt and create new project ideas that expand upon current projects and conservation models. LEAP will ensure that knowledge is shared, relationships are deepened and the impact of projects is strengthened.

### **Organizational capacity building**

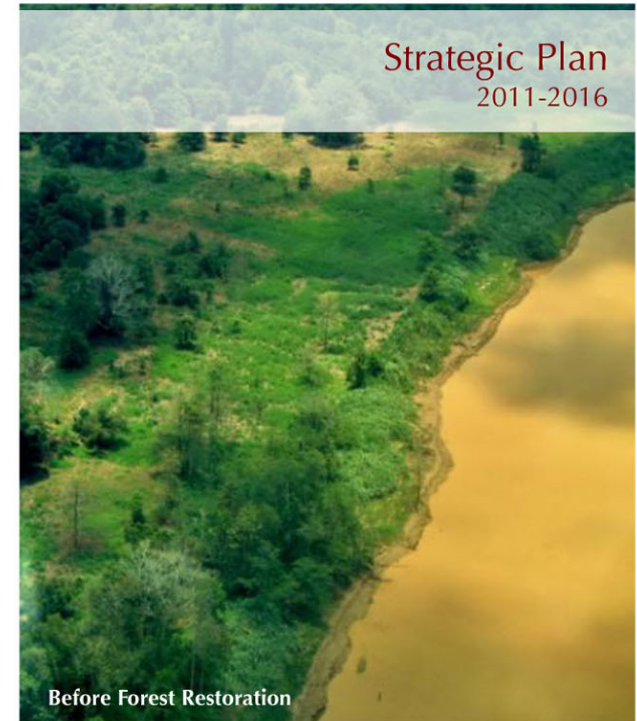
Expand our skills, staff size and organizational structure in tandem with needs on the ground. LEAP will continue to practice a system of openness and adaptation for growth of staff and the organization. Personal exposure, development and encouraging open, equitable and flexible behavior will be core to the growth of LEAP’s current team and future staff. New, learning experiences based on personal passion and interest will be encouraged with the aim of increasing cultural understanding and exchanges that expands the LEAP network and enriches the quality of our work.

*“LEAP has brought a culture of listening, discussion and openness to Sabah’s environmental and social development projects and partnerships. LEAP has created the opportunity for people who are usually not heard to have a voice and provides space that allows all individuals to feel comfortable to talk and share.*

*LEAP has achieved these results by encouraging a change from the traditional model (ie. top down, exclusive), to a more inclusive and transparent way of interacting. This shift inspires confidence in people to be more honest and forthright in their opinions and has succeeded in making transparency an acceptable way of interacting. This has had the effect of de-stigmatizing talking openly about controversial issues, which has historically been taboo in Sabah.*

*LEAP actively and consistently promotes transparency between government departments, NGO’s, local communities and international foundations, with the aim of increasing links, communication and understanding. Increased participation from all stakeholders transforms partnerships and encourages empowerment, breaks down hierarchical systems and challenges and changes traditional operational mentalities. LEAP is the only organization that has been able to transcend traditional barriers in Sabah and this has served to promote transparent collaboration on environmental and social projects.”*

**Dr. Junaidi Payne (Executive Director of BORA - Borneo Rhino Alliance)**



## Strategic Outcomes

Within our areas of strategic focus, LEAP intends a synergistic and appropriate expansion in the following areas:

### 1. Partnerships

LEAP will continue to build on its network of partnerships locally, nationally, regionally and globally, and across the boundaries of government, community, civil society and industry. As in the past, we will focus on building a common ground of shared issues and readiness for change and facilitating open systems which encourage self-organizing and shared responsibility.

### 2. Projects

Several new projects are emerging across our strategic focus areas, and we will develop them with relevant diverse partners. These projects represent issues that have emerged from the ground up over the past year, arising from pertinent needs and requests along a natural trajectory of growth of our work; we envision that there will be others:

- **Clean Energy Development**

Advocating for and assisting in piloting and implementing cutting-edge renewable energy options (such as biomass from palm oil waste, micro-hydropower, solar) on a large scale, as an alternative to coal and fossil fuels for meeting Sabah's growing energy needs. This has evolved from our work in building the Green SURF (Sabah Unite to Re-Power the Future) coalition and movement and strongly impacting the conversation nationally and regionally on our energy future. Our aim is to expand on this work and begin to converge into collaborative action in shifting policy and practices in more holistic ways.

- **Borneo-Pacific Rim Hub**

Coordinating a network of activists and social entrepreneurs to repurpose and redesign a space in Kota Kinabalu to serve as a connection point for NGOs in Borneo and throughout the Pacific Rim. This center will harbor a diverse range of environmental and social justice NGOs, promote local culture and art forms, and disseminate information in real time to maximize the impact of those working on the ground. The aim is to provide a platform where pertinent issues can be discussed and taken from the margins to the center, and from where local to global collaboration can empower all our efforts.





- **Community Abai Project**

Working with the village of Abai to establish habitat restoration, home-stay and eco-tourism projects along the Kinabatangan River based on the highly successful MESCOT project models. This has evolved from our 5-year relationship with MESCOT which has grown into a strong partnership and model that is inspiring many other communities. The village of Abai is rapidly losing their community due to the pressures of modernization, economic development and climate change and aspires to make a change toward a more culturally, financially and ecologically sustainable existence.

- **Kaiduan Dam Resistance**

Supporting the indigenous people of Papar, Sabah to stop a newly proposed dam that would flood their ancestral land, and to ensure that all affected groups are heard in decisions regarding the dam. Based on the successes of Green SURF in campaigning against coal and for clean energy, the community of this area has reached out for support in their efforts to raise public awareness, and to study and present alternatives to the government.

- **PWET Sinazat Extension**

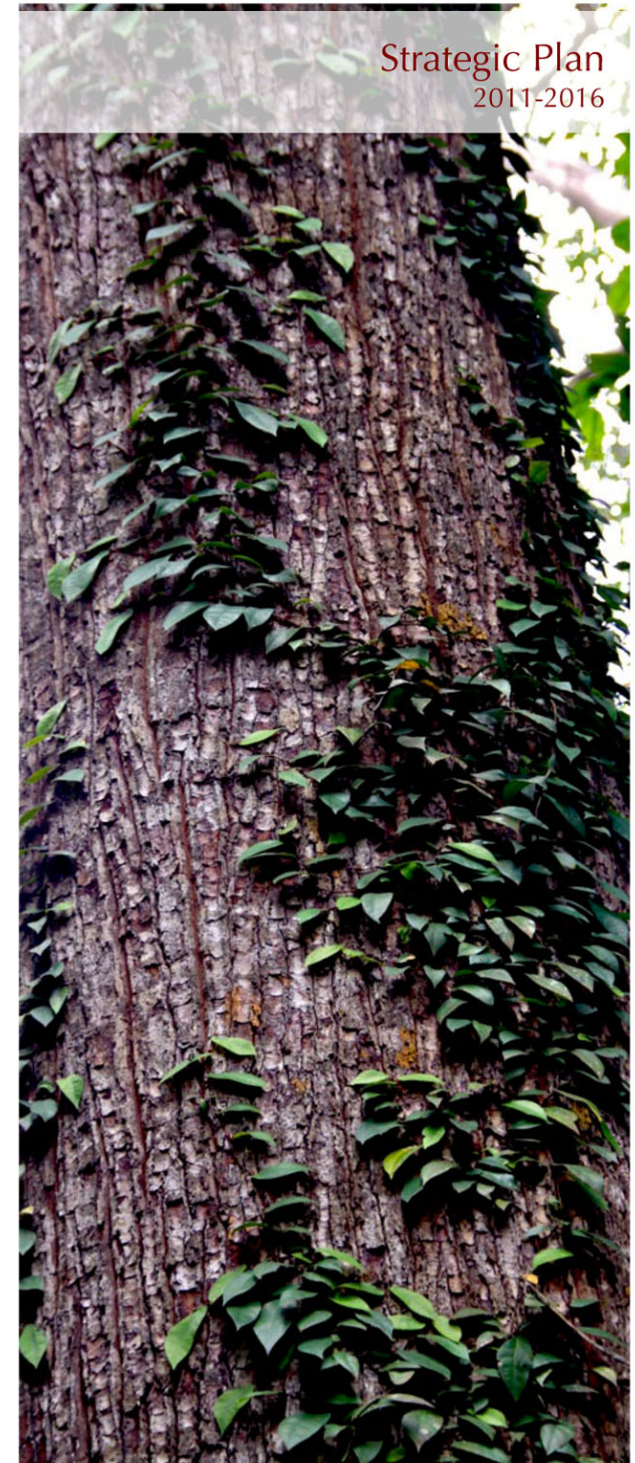
Working with the women of the Pitas community to expand their watershed restoration efforts, cultural revival program of weaving, beading, craft-making, and village marketing so that they can sell their native products and strengthen their income security. This grew from the three-year Project Women Empowerment Trees which restored critical watershed areas and trained and built capacity for the leadership of women in their communities.

### 3. Funds

LEAP will continue raising funds based on organizational and project needs through foundation and corporate grants, fundraising events, and government grants. Our plan in engaging in social enterprise models and building the Borneo-Pacific Rim hub is to create new self-sustaining mechanisms that can eventually lessen our dependence on donor-based funding. We aim to cultivate a healthier and more equitable mix of funding sources where new, diverse stakeholders are taking ownership and contributing towards the sustainability of the work.

### 4. Geographic focus

With the natural expansion of our partnerships and projects and our regional and Pacific rim outreach, LEAP anticipates extending its work into new geographic areas both Borneo-wide and regionally over the next 5 years. This again is an overall extension of our work in the various focus areas, where partnerships are opening new ground in the course of addressing their respective issues.





## Funding partners who have supported LEAP's core operations:

Alexander Abraham Foundation  
Shared Earth Foundation  
Arcus Foundation  
Flying Elephants Foundation  
Wallace Global Fund  
Woodtiger Fund

Eugen Friedlaender Foundation  
Summit Foundation  
and a valued group of individual and family donors

Buttercup Farms and Healthspan International who were fiscal sponsors before  
the establishment of our 501(c)3 tax exempt public charity

From all of us at LEAP ~ Terima kasih, our deepest gratitude for making all this work possible

### LEAP - Land Empowerment Animals People

[www.leapspiral.org](http://www.leapspiral.org)  
[info@leapspiral.org](mailto:info@leapspiral.org)

**Sabah Borneo Address:**

HC812, 8<sup>th</sup> Floor, Hawaii Court  
Waikiki Condominium, Tanjung Aru,  
88100 Kota Kinabalu, Sabah, Malaysia  
Tel / Fax: + 6 088 270705

**US Address:**

3378 Revere Avenue  
Oakland, California  
94605, USA  
Tel: + 1 310 429 2686

Contact Us

