



Wildlife for human welfare

SUDANESE WILDLIFE SOCIETY STRATEGIC PLAN

2022 – 2026

CONTENTS

Page No.

Content	1
Forward	3
Acronyms	4
Introduction	4
Operating environment.....	6
Pestle analysis.....	6
SWOT analysis	8
Stakeholder analysis	9
Mission/Vision/Values	13
Strategic principle	13
Strategic Goals, Objectives, and Outcomes	14
Operating Plan	16
Alignment with Birdlife International	20
Resourcing Plan for Actions	21
Financial Summary.....	23
Organizational Structure	24
Monitoring Progress	25

Forward

In our rapidly developing world that heads every day towards the global village, environmental threats, especially to WL, strike fast and spread even faster. New challenges in conservation are emerging with brand new offenders of WL habitats such as mechanized agriculture, mining and urbanization; as a result, many species are being put at the verge of extinction.

SWS is an active civil society among the working NGOs in Sudan, with a unique task and commitment. To this end and through its efforts, the society has proven to be the guardian of WL resources misuse, which is understandably believed to be a huge task in a country with geographical location and size like Sudan. The Society has up to now and over the years developed and reformed itself, seeking a better performance and accommodation of the national demands and the international requirements.

SP (2022- 2026) for SWS has been developed after thorough studies of the situation with the involvement of key stakeholders. Therefore, a smooth and fruitful application and implementation of the plan is expected.

I would like to acknowledge the effort invested by SP development. My sincere thank goes to all who has participated in various steps of the plan development.

Finally, this is work is a milestone towards achieving the vision of the SWS and in fulfilling its mission in the second decade of the millennium. I will be looking forward for translating the words of the plan into actions.



Ibrahim M. Hashim, President

SWS

Acronyms

BL	Birdlife
DNP	Dinder National Park
EC	Executive Committee
EES	Endemic and Endangered Species
GDP	Gross Domestic Product
HCENR	Higher Council for Environment and Natural Resource
IBA	Important Biodiversity Area
FMTAW	Federal Ministry of Tourism Antiquities and Wildlife
FMAR	Federal Ministry of Animal Resources
FMHE	Federal Ministry of Higher Education
MEES	Management of Endemic and Endangered Species
MP	Management Plan
NFC	National Forestry Corporation
NGO	Non-governmental organization
NR	Natural Resources
PAs	Protected Areas
RNP	Radom National Park
SP	Strategic plan
SWS	Sudanese Wildlife Society
WCGA	Wildlife Conservation General Administration
WL	Wildlife

Introduction

The SWS was established on 25 July 2000. According to its constitution, the society is secular, non-political, non-for-profit making and indigenous NGO that works in collaboration with national and international organizations to conserve WL. The organogram of the society is presented in Fig 1. The SWS is officially registered in the Ministry of Humanitarian Affairs, given the Registration Number: T. NO. 899.

Sudan is a vast African country with rich biodiversity. However, WL conservation was deeply rooted in Sudan which was regarded as one of the pioneering countries in the continent. Fourteen PAs have been proclaimed in Sudan. Among these, six (43 %) were proclaimed by the colonial rule during the period spanning 1930 – 1939. The remaining protected areas (57 %) have been proclaimed after independence during the period from 1980 to 2015. Six national parks, specifically, Sanganeib (SANP), Wadi Hawar (WHNP), Jebel Alhassania (JHNP), Dugonab Bay (DBNP), Jebel Al Dair (JDNP), and Algazalah (EGNP) have been recently proclaimed during the period spanning 1994 to 2015. According to Aichi Targets, the proportion of terrestrial protected areas relative to Sudan's area is below the international standard (17%), but the proportion of marine protected areas (10%) has already been achieved.

GDP is expected to rise in Sudan by just 0.6% in 2021, as soaring inflation and goods shortages weigh on consumer and business activity. Growth may accelerate to 2.4% in 2022, as economic conditions begin to normalize.

The conservation policy of Sudan focuses only on law enforcement. Due to the vast areas of PAs with limited logistics and a growing need for resource collection and protein by local communities found around these areas, it is beyond the reach of the government alone to maintain the situation. Thus, SWS strategy comes with a vision to place the conservation efforts at the top of the NR management agenda.

Before starting the planning process, SP team (SWS members) reviewed the SWS's content to ensure its readiness to develop the SP, and the following were reviewed:

- The SWS Constitution.
- The SWS Board.
- The SWS paid staff.
- The SWS membership body and Board that are committed to the strategic and operational planning process.
- The SWS financial control systems and clear reporting structures.
- The SWS internal policies that support its governance, leadership, and management.
- The SWS organizational structure.

SWS SP is based on the following references:

- Guidelines for BL partners on preparing strategic and operational plans.
- Workbook for BL Partners on Preparing Strategic and Operational Plans.
- IUCN strategy
- IBAs
- Sudan National Laws and Policies: The WL Act (1986) and Environmental Protection Policy Act 2001.
- SWS SP (2013 – 2016).
- Sudan and South Sudan Country Risk Report Includes 10-year forecasts to 2030 (Fitch Solutions).

The plan is subjected to thorough situation analysis, enriched by data and information coming from various sources including records, interviews, personal communication and literature review.

The strategic goals, objectives and outcomes comply with BL Strategic Pillars which are Save Species, Conserve Sites and Habitats, Encourage Ecological Sustainability and Empower People for Positive Change.

Operating Environment PESTLE ANALYSIS

P	Political	<ul style="list-style-type: none"> - Political instability (Civil unrest and its impacts on NR). - Lack of awareness of politicians about environmental issues. - Wars: environmental degradation, habitat loss and overharvesting of WL and vegetation in conflict zones. - Conflict in land use (dispute on sizes of PAs). - The current and potential political situation: Rising social unrest in Sudan amid widespread public disapproval of a military takeover of government in October 2021 will increase political risks in the country, potentially threatening the government. In addition, escalating violence in the Western Darfur region further clouds the country's security profile. - Adoption of environmental issues. - Policies Change: Policies towards PAs not stable (i.e., Degazetting Rahad Game Reserve, encroaching boundaries of DNP, artisanal gold mining in RNP) - Ineffective trans-boundary cooperation.
E	Economic	<ul style="list-style-type: none"> - Agriculture expansion, charcoal making, and building material. - Inflation rate. - Economic growth and structure: Sudan contains sizeable oil reserves and benefits from rising gold and agricultural production. In addition, Sudan has significant potential to develop its agricultural sector, with tracts of arable land available in the north of the country. This coupled with the removal of trade and financial sanctions could supply a notable boost to investment in the years to come. - Tourism. - Resource collection: Local community livelihood depends on fruits, honey, firewood, building, subsistence hunting, and handcraft materials collection and fishing as well.
S	Social	<ul style="list-style-type: none"> - Rapid increase in human population: Population pressures results in increased demands in NR. - Poverty: Poverty undermines biodiversity by forcing people to pursue ecologically destructive economic options. - Norms, cultures, and religions. - Illiteracy: illiteracy is the root to challenges that face biodiversity conservation. - Employments (jobs, handcrafts): Unemployment leads to artisanal mining, sales, and use of forest resources as a major source of livelihood. - Educational levels: discrepancies in environmental awareness among different sectors of community. - Medicine: Traditional Medicine being the causes of the overexploitation of some wild species. - Gender-wise contribution: Integration of gender into efforts to achieve biodiversity goals. - Taboos: Sometimes help in conservation, like communities do not hunt and feed upon certain species.

T	Technological	<ul style="list-style-type: none"> - The use of modern technology for studying and surveying WL. Technological innovations (satellite tags) promote conservation of biodiversity. - The use of social media for raising awareness.
	Legal	<ul style="list-style-type: none"> - Trade in WL. - Lack of enforcing regulations and laws. Lack of Skilled and knowledgeable patrolling staff. - International treaties and agreement. Lack of inter-institutional coordination causes poor law enforcement. - Setting laws. - Lack of local community involvement to support compliance with biodiversity conservation regulations. - Hunting (Falconry): Although threatened, increasing falconry trade is taking place.
E	Environmental	<ul style="list-style-type: none"> - Climate change. - Out-break of diseases and pandemics. - Invasive species. - Pollution.

SWOT ANALYSIS

NO.	Strength
1	Most members are professional WL scientists.
3	Networking with international organization.
4	SWS Contributed to biodiversity conservation through international events.
Weakness	
1	Meager financial resources.
2	Organizational structure: The executive committee (EC) comprised of seven members.
3	Members inexperienced in project proposal writing.
5	Qualification gaps between managers and members.
6	Sanctions impede money transfer.
Opportunity	
1	Sudan is signatory to many regional and international treaties and agreements in the field of biodiversity conservation.
2	Diversity of habitats and climatic zones is associated with terrestrial and aquatic sets.
4	Gap of knowledge in Sudan Biodiversity encourages international organizations to get involved in conducting research.
5	Gap of knowledge about endemic and endangered species of Sudan encourages creation of networking and partnership with similar organizations.
Threats	

1	Climate Change.
2	Low-income leads to unsustainable use of NR and emigration of qualified staff/experts.
3	Lack of co-ordination between relevant local organizations.
4	WL authority is a police force.
5	Lack of funding because sanctions impede money transfer through international system.
6	Illegal WL trade, trafficking, and hunting

Stakeholder analysis

Stakeholder	Interests	Expectations	Potential	Ranking
WCGA	<ul style="list-style-type: none"> – Enforcement of WL laws – Provision of safety to visitors in PAs – Licensing and regulating safari hunting 	Participate in WL conservation and management	Positive	1
HCENR	FMTAW <ul style="list-style-type: none"> - Liaise with Travel agencies and NGOs - Reflects values of WL through the media 	Development of WL laws and policies Support and coordinate issues related to environmental programs	Positive	1
	FMAR <ul style="list-style-type: none"> - Provision of disease-free certificates for wild animals traded - Monitoring disease outbreaks in WL - Conduct research 	Supply data base for WL and their habitat	Positive	1
	FMHE <ul style="list-style-type: none"> - Provision of curriculum Teaching, staff training and development 	-Training -Awareness -Research	Positive	1
International Agencies and donors	<ul style="list-style-type: none"> – Provision of technical Support and Training. – Provision of funds for research projects 	Supply data base for WL and their habitation in Sudan.	Positive	1
Local Communities	Involved in biodiversity conservation	<ul style="list-style-type: none"> – Stability of eco system – Raising of Awareness 	Positive & Negative	1
Farmer Union	Habitat destruction	Minimize Habitat destruction	Negative	2

Nomad Union	Livestock share resources with WL species	Seek alternative resources to reduce competition with WL	Negative	2
Tourist agencies	Tour operation and hunting	Comply with WL laws and abide to national conservation regulation	Positive & negative	2
Extractive agencies (Mining)	Habitat destruction, pollution, and poaching	<ul style="list-style-type: none"> – Awareness – Assess the environmental impact 	Negative	4
Related organization	Partnership	<ul style="list-style-type: none"> - To produce funds and allocate resources for conservation projects – Exchange experience, – implement projects efficiently and enhance their financial strength 	Positive	8
NFC	Protection of WL	Support conservation projects	Positive	7
Member of SWS	Supporting conservation plan	<ul style="list-style-type: none"> - Implement, execute, and monitor development and conservation project - Training 	Positive	2
Poachers / hunters	Destruction and illegal trade in WL	<ul style="list-style-type: none"> - Abide to bag limits and supply information on WL - Awareness 	Positive & Negative	9

Mission/Vision/Values

Vision

Our mission is to sustain wildlife species and their habitats through science-based management and conservation.

Vision

To be a leading organization in biodiversity conservation.

Values

- Transparency

- Respect ethics of Wildlife
- Commitment to SWS objectives and goals
- Collaboration and harmony
- Honesty
- Teamwork spirit

Strategic principle

Wildlife for human welfare

Strategic Goals, Objectives, and Outcomes

Goal 1:	
Conserve and restore various wildlife species across their natural range and maintain genetic diversity for the benefit of present and future generation.	
Objectives	Outcomes
1. Determine the Taxa and number of endemic and endangered species.	<ul style="list-style-type: none"> - Taxa and number of endemic and endangered species are known. - Conservation priorities identified.
2. Adopt MEES.	MP developed for each species studied.
Goal 2:	
conserve, protect and restore habitats	
Objectives	Outcomes
1. Establish and protect public lands 2. Determine the status and trend of WL habitat	<ul style="list-style-type: none"> - Declaration of new IBA. - PAs are maintained. - Habitat destruction reduced
3. Setting Conservation and Management targets in specific areas	<ul style="list-style-type: none"> - Conservation and MP developed in specific areas.
4. Restoring and connecting landscapes	<ul style="list-style-type: none"> - Animal movement across habitats secured
Goal 3:	
SWS aims to promote and enhance ecosystems sustainability.	
Objectives	Outcomes
1. Strengthening NR stewardship.	<ul style="list-style-type: none"> - Long-term sustainability and persistence of an ecosystems' function.
2. Determine the causes of ecosystem degradation in Pas	<ul style="list-style-type: none"> - Resources are sustained and not being depleted - Human benefit from the ecological services

1. Management of rangeland across all partner communities	Enhance conservation of WL habitat and sustain ecosystem functioning.
Goal 4:	
Increasing Organizational Capacity and Leveraging Communications	
Objectives	Outcomes
1. Work with five new partners in Sudan and beyond.	New partners.
2. Develop a peer-to-peer learning program and formalize three agreements with academic and scientific institutions to ease research in holistic conservation	Holistic scientific research on wildlife conservation.
3. Enhance institutional partnerships with government authorities in Sudan.	Cooperation with Sudanese government authorities.
4. Achieve broad community interrelation level action to support biodiversity conservation	Biodiversity conservation supported.

Operation Plan

Goal 1: Conserve and Restore various wildlife species across their natural ranges and maintain genetic diversity for the benefit of present and future generations										
Objectives	Outcomes	Key Performance Indicators (KPIs)	Actions	Responsibility	Time Frames					Major Risks and Key Assumptions
					2022	2023	2024	2025	2026	
1. Protect Current WL areas and declare new sites	Declaration of new sites. - PAs are maintained. - PAs habitat and sites are revised	- No. habitat in PAs and sites revised; no. new PAs established -Increase in population number of species in PAs	-Current status of PAs analyzed. -Adopt MP and proclaim new PAs.	Research & publication office	x	x	x	x	x	Natural hazards Severity issues -Lack of securing project funding -Lack of community interaction with projects -Land tenure conflicts
Goal 2: SWS aims to ensure effective conservation through action and advocacy of the most important sites and habitats										
Strengthening NR	Sustainability and persistence of ecosystem functions. -NR are sustained -Human benefit from the	-Percentage of increase in vegetation cover. -Proportion of community participating -Percentage of	-Conduct ecological and social studies -Conduct training for local communities -Conduct NR	Ecological studies by Research & publication office; Training & campaign done by Training & awareness office	x	x	x			

stewardship.	ecological services -WL and their Ecosystem are saved	increase in species diversity.	awareness campaigns for stakeholders							
Work with at least five new partners	New partners: local partners help in awareness campaign; international partners help in biodiversity assessment	Number of partners involved.	Agreements with new partners.	Public Relation Office.			x	x	x	
Develop a peer-to-peer learning program and formalize three agreements with academic and scientific institutions to facilitate holistic research in conservation.	Research projects developed.	Number of research projects developed and implemented.	Conduct learning program and research.	Research & publication Office	x	x	x			
Initiate institutional partnerships with government authorities in Sudan.	Capacity building	Number of partners	Enhance institutional partnerships	Research & Public Relation Office	x	x				

Alignment with Birdlife International

Strategic Goal	Strategic Pillars				Global Programmes								
	Pillar 1: save species	Pillar 2: Conserve sites and habitat	Pillar 3: encourage ecological sustainability	Pillar 4: Empower people for positive change	Preventing extinction	IBAS & KBAS	Flyways	Marine	Forest of Hope	Climate change	Invasive alien species	Local empowerment	Capacity development
Conserve and restore various wildlife species across their natural ranges and maintain genetic diversity for the benefit of present and future	x	x			x	x	x	x	x	x	x		

generations													
SWS aims to ensure effective conservation, through action and advocacy of the most important sites and habitats		x			x	X		x		x	x	x	x
SWS aims to promote and enhance ecosystems sustainability			x					x				x	x
Increasing organizational capacity and leveraging communications				x	x	X	X	x		X	x		x

Resourcing plan for actions

Actions	2022			2023		2024			2025			2026		
	Human	Material	Financial	Human	Material	Human	Material	Financial	Human	Material	Financial	Human	Material	Financial
Conduct seasonal counts in the targeted sites				Members & Partners (4)	GPS unit, Binoculars, Telescopes, Field	Accountant	Rented vehicles, Traps, Plant press,	Incentives, Accountant Salary	Members & Partners	Rented vehicles, Traps, Plant press, GPS unit, Binoculars, Telescopes, Field guides, Cameras	Incentive, accountant Salary, cost of car rent		GIS hardware,	
Networking on EES				Secretary		2 modeling members	Workstation	Incentives for modeling members Salary of Secretary	2 modeling	Workstation	Incentives for modeling members Salary of Secretary		GIS, projector	
Adopt conservation MP for				5 experts	Laptop, Stationery	5 experts	Laptop, Stationery	Incentives for experts	5 experts	Laptop, Stationery	Incentives for experts		Laptop, Stationery	

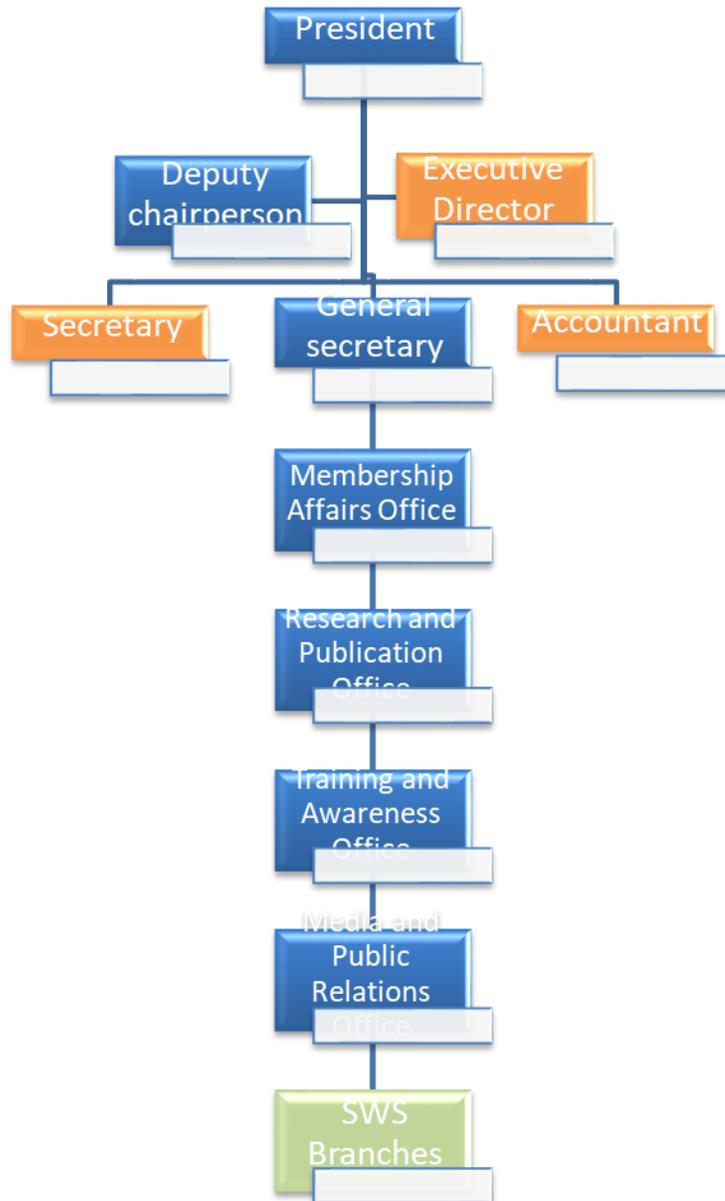
Incentives for experts						
Laptop, Stationery 5 experts						
Incentives for experts		Incentives for workshop organizers & experts	Incentives for experts & cost of rented car			
Laptop, Stationery			Stationary, Traps, Plant press, GPS unit, Binoculars, Telescopes, Field guides, Cameras Stationery			
5 experts		3 experts	4 field staff			
Incentives for experts		Incentives for experts	Incentives for experts cost of rented vehicles	Incentives for volunteers	Incentives for volunteers, cost of rented vehicle	
Laptop, Stationery		Laptop, Stationery	Stationary, Traps, Plant press, GPS unit, Binoculars, Telescopes, Field guides, Cameras Stationery	Stationary, Laptop, Projector, rented vehicles,	Stationary, Laptop, Projector, rented vehicles, Field guides,	
5 experts		3 experts	4 field staff	4 volunteers	4 volunteers	
Incentives for experts	SWS & partners		Incentives for experts cost of rented vehicles	Incentives for volunteers	Incentives for volunteers, cost of rented vehicle	
Laptop, Stationery	Laptop, Stationery		Stationary, Rented vehicles, Traps, Plant press, GPS unit, Binoculars, Telescopes, Field guides, Cameras	Stationary, Laptop, Projector, camera, Field	Stationary, Laptop, Projector, one vehicle, Field guides	
5 experts	3 experts		4 field staff	4 volunteers	4 volunteers	
				Incentives for volunteers	Incentives for volunteers, cost of rented vehicle	
				Stationary, Laptop, Projector, one vehicle, Field guides	Stationary, Laptop, Projector, one vehicle, Field guides	
				4 volunteers	4 volunteers	
Current status of PAS analyzed	Current status of PAS analyzed	Facilitate proclamation of new PAS	Conduct ecological and social studies	Conduct training for local communities	Conduct Natural resources awareness campaigns for stakeholders	

Financial Summary

INCOME	2022 BASELINE	2023	2024	2025	2026	Notes (related to KPIs)
Restricted donations	\$ 95,000	0	0	0	0	
Unrestricted donations	\$ 10,000	0	0	0	0	
Legacies	0	0	0	0	0	
Membership	\$ 200	\$ 400	\$ 600	\$ 600	\$ 600	
Merchandise/Trading	\$ 100	\$ 100	\$ 150	\$ 150	\$ 200	
Grants	0	0	0	0	0	
Other	0	0	0	0	0	
Total income	\$ 105,300	\$ 500	\$ 750	\$ 750	\$ 800	
EXPENDITURE	2022 BASELINE	2023	2024	2025	2026	Notes (related to KPIs)
Employee costs	\$ 30000	\$ 90000	\$ 80000	\$ 70000	\$ 60000	
Office expenses	\$ 7000	\$ 10000	\$ 16000	\$ 10000	\$ 6000	
Project expenses	\$ 20000	\$ 25000	\$ 20000	\$ 15000	\$ 10000	
Overheads	\$ 10000	\$ 9000	\$ 10000	\$ 5000	\$ 2000	
Other costs	0	0	0	0	0	
Total costs	\$ 67000	\$ 134000	\$ 126000	\$ 100000	\$ 78000	
Surplus/loss	\$ (38300) S	\$(133500) L	\$ (125250) L	\$(99250) L	\$(77200) L	

Organizational Structure

Organogram of the SWS: Presently, there are three vacant posts; the Executive Director, the Secretary and the Accountant. Due to financial constraints, the society employed temporary a single person to do all the jobs. The employee is doing fine, but there is much pressure on him.



Monitoring Progress

Date of current review:

Date of last review:

Actions	KPIs	Progress assessment	Recommended modifications	Timeline for modifications	Impact on Strategic and Operational Plan
Conduct seasonal counts in the targeted sites	No. of species identified between 2022 - 2027.				
Networking on E&ES	-Good management regimes implemented				
Adopt conservation management plan for species	Threatened species				
Current status of PAS analyzed	No. habitats in PAs and sites revised; number of new PAs established				
Facilitate proclamation of new Pas	-No. of species occurring at key areas has increased				
Conduct ecological and social studies	% Increase in Vegetation cover.				
Conduct training for communities	Proportion of community participating				
Conduct NR awareness campaigns for stakeholders	% Increase in Species diversity.				
agreements with new partners	No. of partners increased				
Conduct learning program and research	No. research projects developed				
Enhance institutional partnerships	No. of institutional partners				