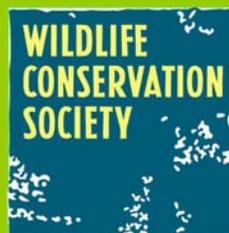


WILDLIFE CONSERVATION SOCIETY

TANZANIA PROGRAM



STRATEGIC PLAN 2009 - 2013



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Acronyms

CC	Climate Change
DCCFF	Dept Commercial Crops, Fruits & Forestry
EIA	Environmental Impact Assessment
FBD	Forest & Beekeeping Division
FR	Forest Reserve
GIS	Geographical Information Systems
HEC	Human Elephant Conflict
HIL	Higher Institute of Learning
HWC	Human Wildlife Conflict
MNRT	Ministry of Natural Resources & Tourism
NCCA	Ngorongoro Crater Conservation Area
NEP	National Elephant Project
NGO	Non-governmental Organisation
NP	National Park
NR	Nature Reserve
NRM	Natural Resource Management
PA	Protected Area
PES	Payment for Ecosystem Services
RASP	Regional Aerial Support Project
RS	Remote Sensing
RLP	Ruaha Landscape Program
SHCP	Southern Highlands Conservation Program
TEP	Tarangire Elephant/Ecosystem Project
TANAPA	Tanzania National Parks
TAWIRI	Tanzania Wildlife Research Institute
TNRF	Tanzania Natural Resources Forum
WCS	Wildlife Conservation Society
WCS Tz	WCS Tanzania Program
WMA	Wildlife Management Area
ZFP	Zanzibar Forest Project

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For further information see www.wcs.org/tanzania

BACKGROUND

The Wildlife Conservation Society (WCS) has the oldest, largest and one of the most effective field conservation programs of any NGO in Africa. Over one thousand staff work in ten country programs and eighteen landscape projects in Central African forests, East African savannas, Rift Valley and Afromontane highlands, and the Island of Madagascar.

WCS in Tanzania – Past

WCS has been working in Tanzania since 1956, although for much of that time it was still called the New York Zoological Society. It wasn't until 1993 that the organisation became known as the Wildlife Conservation Society. Over the years WCS has carried out a vast range of activities in support of research and conservation in Tanzania. Individual species such as Abbott's duiker, cheetah, chimpanzee, elephant, giraffe, jackal, kipunji, lion, oribi, pancake tortoise, red colobus, rhino and wildebeest have all been the focus of detailed study. However, WCS involvement in Tanzania has covered all aspects of conservation and all corners of the country.

For example, WCS has supported parks across 'Tanganyika' from 1956; helped purchase Momella in Arusha NP in 1962; supported students to attend Mweka from 1964 onwards; helped purchase, establish and develop Ruaha NP in 1964-1966; carried out the first survey of marine sites for potential marine parks in 1966; helped purchase, establish and develop Tarangire NP in 1968-1971; supported internationally-renowned scientists such as George Schaller, Louis Leakey, Jane Goodall, Iain Douglas-Hamilton, Hugh Lamprey, Tony Sinclair; carried out the first National Park warden training scheme in 1974; studied Serengeti ecology from 1976-1986; performed the first surveys of Udzungwa Mts in 1980; carried out Ngorongoro Crater Conservation Area (NCCA) monitoring and training in 1987-1989; undertook NCCA rhino conservation 1987-1990; purchased land for Lake Manyara NP from 1989-1991; undertook research and monitoring in National Parks from 1993-1996; undertook long-term Tarangire NP elephant demography study from 1993-present; carried out strategic planning for TANAPA Ecology Department from 2000-2003; performed the first investigations into the orchid trade in the Southern Highlands in 2000; helped develop and support Kitulo NP from 2001-present; studied wildlife migration routes in Tarangire-Manyara from 2000-2004; performed the first national dugong survey in 2001; carried out biodiversity surveys across the Southern Highlands from 2002-present; raised and planted half a million indigenous forest trees in Mbeya and Rukwa Regions since 2003; supported TAWIRI with the Tanzania Carnivore Project 2003-2006 and the Tanzania Mammal Atlas Project from 2006-present; discovered and studied the new genus of monkey *Kipunji* in Mt Rungwe and Kitulo NP from 2004-present; helped set up one of Tanzania's first Wildlife Management Areas outside Ruaha NP from 2004-present; studied the ecology of the Ruaha ecosystem from 2004-present; developed 'conservation easement' in Simanjiro Plains from 2005; developed a community-based forest monitoring program in Zanzibar forests from 2005; carried out the first national chimpanzee census 2006; investigated parameters for climate change monitoring in western Tanzania; helped develop Mt Rungwe as a Nature Reserve since 2006, leased 800 hectares of unique montane rainforest at Nkuka in 2007.

WCS in Tanzania – Present

The WCS Tanzania Program currently employs 75 Tanzanian and 6 expatriate staff (3 full-time, 3 part-time) and supports salaries for a further 35 Tanzanians who work as partners with WCS. With regional offices in Arusha, Iringa, Mbeya and Zanzibar, there are 4 landscape projects; in the *Southern Highlands*, the *Tarangire-Simanjiro Ecosystem*, the *Ruaha Landscape* and *Zanzibar*,

as well as research projects nationwide including Serengeti, Rukwa, the Eastern Arcs and the Indian Ocean reefs. WCS also supports the Tanzanian Wildlife Research Institute (TAWIRI), the Tanzanian Natural Resources Forum (TNRF), the Wildlife Conservation Society of Tanzania (WCST), Tanzania National Parks (TANAPA), the Division of Forestry and Beekeeping (FBD) and the Wildlife Division (WD). A GIS and Remote Sensing Project supports WCS and partners with spatial analysis at the local, regional and national levels, and WCS in Tanzania also has an Aerial Services Program, a Postgraduate Scholarship Program, and a developing National Corridor Conservation Project.

The Strategy

The conservation strategy outlined in this document is based on WCS's Global Conservation Strategy 2007-2016, and the WCS Africa Strategy 2007-2016. Most of it was developed during a Strategic Planning Workshop held in Mtoni, Zanzibar from 24th-28th September 2008. In attendance were Tim Davenport, Charles Foley, Bakari Mbano, Kirstin Siex, Noah Mpunga, Haruna Sauko, Sarah Durant, Sophy Machaga, David Mutekanga, Said Fasih, Guy Picton Phillipps and David Moyer. Additional input was provided by Daniela De Luca, Lara Foley and Hamisi Sadallah in Tanzania, and James Deutsch and Graeme Patterson Africa in New York. The document was compiled and edited by Tim Davenport.

Despite WCS's considerable achievements in Tanzania over five decades, this is the first strategic plan. It is a strategy that aims to define WCS Tz for donors, staff and partners; guide budget allocation and operational decision-making; provide targets against which progress can be measured; and guide more detailed plans for landscape and species projects. The strategy presents the mission, vision, and values of WCS in Tanzania; the five year goal; three interlinked conservation outcomes (species, landscapes and conservation challenges); two supporting outcomes (capacity development and new conservation approaches); and one operational outcome (programmatic development).

Guiding principles

Conservation is both a science and an art. It can be the meeting point of economic, political and biological competencies. It requires expediency and empathy, consensus, research, commitment and finance. It may be described as the shrewd and far-sighted management of natural resources. WCS Tz recognises the complexities of conservation and the realisation that there is no universal cure-all. In all our work, the WCS Tanzania Program will:

- *aim to stay big enough to have the capacity to address any national conservation challenge and provide organisational support, yet small enough to maintain flexibility and esprit de corps*
- *abide by its contractual commitments to government*
- *value partnership and collaboration*
- *remain true to fundamental human rights*
- *recognise that whilst science is the backbone of conservation, its success hinges on strong inter-personal relationships*
- *strive to be driven by conservation priorities and not funding opportunities*
- *maintain its tradition of approximate carbon neutrality through indigenous tree planting*
- *strive to be the most effective and reliable international conservation organisation in Tanzania and the first choice partner for the Tanzanian Government*
- *put pragmatism above dogma, and Tanzania and Tanzanians first*

Challenges facing conservation in Tanzania

The eight main conservation challenges that currently face Tanzania were identified and are listed below in order of importance:

1. Unsustainable resource extraction

A broad issue that includes illegal hunting, the bushmeat trade, habitat/forest/watershed destruction (see Fig. 1), agricultural expansion and increasing energy demands.

2. Livelihoods

The high and still-increasing human population in association with extreme poverty, and limited opportunities for income generation.

3. Policy and governance

This includes government will, tourism/hunting regulation, disagreement on approaches, insufficient benefits reaching communities, weak policy and law enforcement, and corruption.

4. Landuse planning

Insufficient information and data access to support objective landuse planning, inadequate attention to wildlife corridors, poorly-defined PAs, weak EIA systems to monitor development.

5. Capacity

A great lack of qualified and experienced Tanzanian scientists and conservationists, limited conservation infrastructure.

6. Education

Insufficient nationwide environmental education for all ages.

7. Climate change

Lack of knowledge on the possible impacts of climate change, and how to mitigate them.

8. Human-wildlife conflict

A persistent and serious problem for communities and wildlife, encompassing responses, agriculture, livestock and wildlife management, policy and law enforcement issues

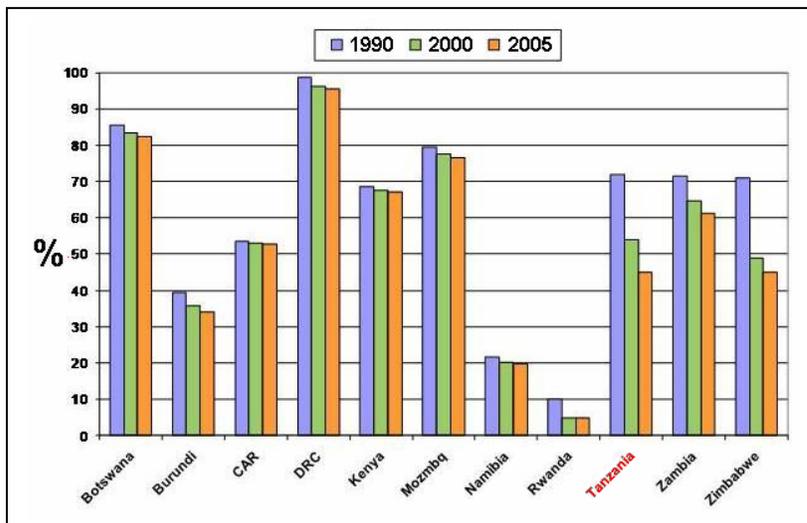


Figure 1. Percent of forest/woodland cover in African nations (Source FAO 2008).

THE STRATEGIC PLAN

MISSION

To help conserve Tanzania's biodiversity, wildlife and wild places by understanding critical issues, crafting science-based solutions, and taking conservation actions that benefit nature and humanity.

VISION

A country where people value and benefit from the diversity of life, and ensure the integrity and sustainability of the natural world.

VALUES

- *Tanzania's indigenous species and landscapes are an intrinsically valuable inheritance of the people of Tanzania and the world.*
- *The lives of current and future generations of Tanzanians will be enriched by wise stewardship of these landscapes and species.*
- *Conservation may deliver global benefits at a net local cost. Long-term success requires ensuring that costs and benefits are distributed equitably.*

FIVE-YEAR GOAL

By 2013, WCS Tz will have helped conserve at least the four Tanzanian landscapes we consider most important for biodiversity conservation, most ecologically representative and geographically separate, and those which build on WCS's long-term commitments. Conservation of these landscapes will safeguard intact species assemblages and key strongholds for 12 of the most iconic and vulnerable species in the country. In each landscape – and beyond – WCS Tz will help resolve four of the greatest challenges to wildlife conservation (natural resource extraction, interaction of human livelihoods and conservation, climate change and landuse / landcover change) and assist in strengthening capacity, building conservation constituencies, promoting wise governance and exploring new conservation approaches.

OUTCOMES

Conservation Outcome I - *Conserving priority species*

Conservation Outcome II - *Conserving landscapes*

Conservation Outcome III - *Resolving critical conservation challenges*

Supporting Outcome I - *Developing capacity, constituencies & wise governance*

Supporting Outcome II - *Exploring new conservation approaches*

Operational Outcome I - *Strengthening the Tanzania Program*

Conservation Outcome I - Conserving Priority Species

WCS Tz has identified six Priority I and six Priority II species, and will aim to study and conserve them across their ranges in Tanzania. These 12 species were selected by virtue of their ecological importance, degree of threat, endemism, iconic status, value in catalysing conservation action and WCS historical links. The 12 species include two Critically Endangered, two Endangered, two Vulnerable and three Near Threatened species (IUCN Red List, 2008). It contains three endemic mammals, Africa's two rarest primates, its two rarest duikers and its rarest large carnivore.

Priority species

Priority I

- **Abbott's duiker (*Cephalophus spadix*)** VU
- **Cheetah (*Acinonyx jobatus*)** VU
- **Elephant (*Loxodonta africana*)** NT
- **Kipunji (*Rungwecebus kipunji*)** CR
- **Wild dog (*Lycaon pictus*)** EN
- **Zanzibar red colobus (*Procolobus kirkii*)** EN

Priority II

- **Aders' duiker (*Cephalophus adersi*)** CR
- **African clawless otter (*Aonyx capensis*)** LC
- **Leopard (*Panthera pardus*)** NT
- **Lesser flamingo (*Phoenicopterus minor*)** NT
- **Western red colobus (*Procolobus rufomitratu tephrosceles*)** LC
- **Wildebeest (*Connochaetes taurinus*)** LC

Objective 1. *To study and conserve the endemic Abbott's duiker across its global range*

- Action 1. Determine the distribution, abundance and conservation status of Abbott's duiker across the Southern Highlands
- Action 2. Perform a national census of Abbott's duiker
- Action 3. Estimate national hunting off-take throughout the country
- Action 4. Develop an Abbott's duiker long-term conservation action plan
- Action 5. Carry out a national awareness and education program

Objective 2. *To study and help conserve the cheetah population of Tanzania*

- Action 1. Develop a national cheetah conservation action plan in accordance with the conservation strategy for eastern Africa
- Action 2. Carry out surveys throughout Tanzania to determine residency, corridors and population estimates
- Action 3. Initiate studies on the causes and mitigation of human conflict with cheetah
- Action 4. Work with government to ensure action plan priorities are implemented
- Action 5. Continue long-term monitoring in the Serengeti Ecosystem and beyond

Objective 3. *To help conserve and manage the elephant population of Tanzania*

- Action 1. Develop a national elephant management plan for Tanzania
- Action 2. Assist implementation of the national elephant management plan
- Action 3. Continue long-term study of the demography, behaviour and migration of the elephant population in the Tarangire Ecosystem
- Action 4. Provide technical support to elephant-related issues across Tanzania
- Action 5. Support a full-time HEC Officer to liaise with government, communities and other interested parties in HEC issues

Objective 4. To study and conserve the endemic kipunji across its global range

- Action 1. Understand all the factors affecting kipunji's distribution and abundance
- Action 2. Continue to monitor the species' distribution and abundance
- Action 3. Learn more about kipunji's ecology, behaviour, taxonomy and evolution
- Action 4. Develop and implement a kipunji conservation action plan
- Action 5. Employ the kipunji as a flagship species for montane forest conservation

Objective 5. To study and help conserve the wild dog population of Tanzania

- Action 1. Develop a national wild dog conservation action plan in accordance with the conservation strategy for eastern Africa
- Action 2. Carry out surveys to determine residency, corridors and population estimates
- Action 3. Initiate studies on the causes and mitigation of conflict with wild dog
- Action 4. Ensure with government that action plan priorities are implemented
- Action 5. Initiate studies of wild dogs outside protected areas to establish mechanisms for co-existence with people

Objective 6. To study and help conserve Zanzibar red colobus across its global range

- Action 1. Continue long-term demographic, behavioural and ecological monitoring of principal Zanzibar red colobus populations
- Action 2. Review and revise Zanzibar red colobus conservation strategy
- Action 3. Ensure all survey and monitoring data guide government and law enforcement
- Action 4. Develop capacity of government and communities to monitor and manage populations across their range

Objective 7. To help conserve WCS Tz Priority II species across their Tanzanian range

- Action 1. Study and help conserve Aders' duiker throughout its range in Zanzibar and mainland coastal forests
- Action 2. Study and help conserve African clawless otter in southern Tanzania
- Action 3. Study the impacts of hunting on the leopard in key parts of Tanzania
- Action 4. Monitor and conserve the Western red colobus in Ufiapan forest fragments
- Action 5. Support studies and conservation management of all 3 subspecies of wildebeest in Tanzania
- Action 6. Provide support to TAWIRI in applied conservation research of the lesser flamingo in the Lake Natron Ecosystem

Conservation Outcome II - Conserving Landscapes

WCS will help conserve (at least) four globally important conservation landscapes in Tanzania. They have been selected on the basis of their considerable ecological and economic value, their unique wildlife attributes and historical connection to WCS, their geographically disparate locations across the country, and their relevance as strongholds for priority species.

Priority landscapes

- **Southern Highlands**
- **Tarangire Ecosystem**
- **Ruaha Landscape**
- **Zanzibar Forests**

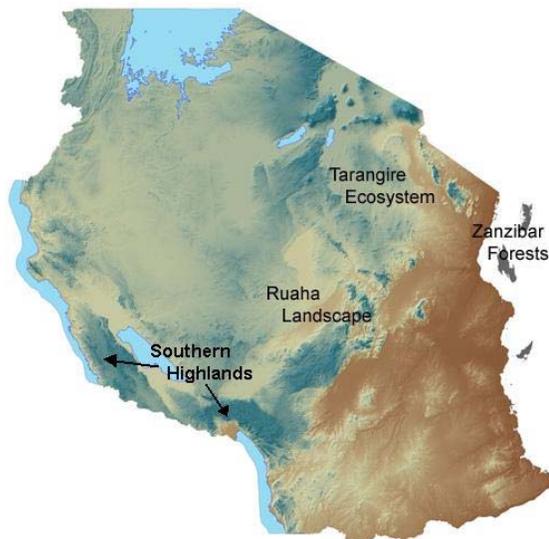


Figure 2. Map of Tanzania showing the locations of the four WCS Tz priority landscapes.

Objective 1. To help conserve and manage key upland species and habitats across the Southern Highlands

- Action 1. Identify, understand and prioritise important species and habitats in the Southern Highlands and the conservation challenges they face (*Research*)
- Action 2. Work with partners to identify and help manage all key habitats and ensure a representative and effective network of PAs (*PA design and management*)
- Action 3. Support communities around priority habitats in NRM, environmental education, reforestation and community development (*Community conservation*)
- Action 4. Continue to manage the WCS montane forest at Nkuka (*Nkuka management*)

Objective 2. To help conserve the long-term ecological integrity of the Tarangire Ecosystem

- Action 1. Research and understand the migration patterns outside PAs of the principal large ungulates in the ecosystem
- Action 2. Work with communities, government and private sector partners to develop and implement mechanisms to protect key migration routes, dispersal areas and wildlife populations on community lands
- Action 3. Trial the use of PES to protect key species (e.g. wild dog) in the Simanjiro Plains

Objective 3. *To help conserve and manage key parts of the Ruaha Landscape*

- Action 1. Conserve the Ruaha Landscape, especially wildlife corridors by determining the impact of fire, developing new WMA associations within corridors, and providing information on livestock and wildlife health
- Action 2. Conserve Ruaha Landscape wetlands and aquatic ecosystems by monitoring water levels and quality, ensuring access to safe water for domestic and livestock use, and advising on management options
- Action 3. Conserve key species by contributing information to the national management of elephants, monitoring and researching wild dogs and hippos
- Action 4. Resolve conservation challenges by exploring PES, determining whether wildlife diseases are a conservation threat, and identifying the socio-economic and governance factors affecting the landscape.

Objective 4. *To assist DCCFF and communities conserve Zanzibar's forests and fauna*

- Action 1. Identify forests and habitat corridors important for the long-term conservation of Zanzibar's forests and fauna.
- Action 2. Work with government and communities to design and implement a Zanzibar-wide PA network
- Action 3. Develop full administrative, technical and financial capacity for a WCS landscape project, possibly with adjacent seascape or similar forest elsewhere

Objective 5 *To explore opportunities to establish a fifth WCS Tz Landscape Project*

- Action 1. Define criteria for adoption of new landscape projects
- Action 2. Liaise with partners to identify potential new landscapes
- Action 3. Set up and implement pilot study/project in identified landscape

Conservation Outcome III – Resolving critical wildlife challenges

WCS will address four challenges to wildlife and biodiversity conservation in Tanzania, identified as priority issues in the country.

Conservation challenges

- **Natural resource extraction**
- **Interaction of human livelihoods, sustainable development and conservation**
- **Climate change**
- **Landuse and landcover change**

Objective 1. *To develop a strong WCS Tz marine/lacustrine component*

- Action 1. Identify priority marine/lacustrine species, sea/lakescapes and issues
- Action 2. Identify finance, personnel, areas of involvement
- Action 3. Design and implement marine/lacustrine research/conservation projects

Objective 2. *To support GoT in the setting of herpetofauna export quotas*

- Action 1. Develop with partners a national herp database and website
- Action 2. Set up national herp advisory committee
- Action 3. Advise TAWIRI on sustainable export quotas

Objective 3. *To explore the efficacy of PES conservation tools in Tanzania*

- Action 1. Disseminate information on PES examples amongst WCS projects
- Action 2. Keep abreast of developments in carbon markets
- Action 3. Implement/facilitate PES projects in Tanzania (contingent on 1 or 2)

Objective 4. *To investigate the potential implications of climate change on biodiversity*

- Action 1. Develop a spatially explicit overview of the potential nature of climate change in relation to important conservation areas
- Action 2. Identify approaches to monitoring the impacts of CC on biodiversity

Objective 5. *To identify and assist in the conservation of key wildlife corridors*

- Action 1. Identify and map all important corridors and dispersal areas in mainland Tanzania
- Action 2. Identify and map all important corridors and dispersal areas in Zanzibar
- Action 3. Disseminate information to local and national government and partners
- Action 4. Prioritise important corridors and assist in conservation action to ensure their maintenance

Supporting Outcome I – Strengthening capacity, developing constituencies and promoting wise governance

Fulfilling WCS's mission depends on the capacity and resolve of national partners to sustain conservation initiatives. Efforts to conserve landscapes and species should be supported by strengthening the capacity of individual conservationists and conservation institutions, by helping develop constituencies for conservation and, where appropriate, by promoting good governance.

Capacity development targets

- **Support to Government**
- **Support to local CSOs / NGOs**
- **Education**

Objective 1. To increase capacity of TAWIRI to provide information on wildlife status

- Action 1. Provide training to mid-level professionals in wildlife research and conservation
- Action 2. Maintain and expand national database on medium and large mammals
- Action 3. Conduct further surveys to collect data on mammal distributions
- Action 4. Disseminate information to partners

Objective 2. To provide support in the development of policy frameworks and implementation

- Action 1. Assist in implementation of priority species action plans
- Action 2. Assist in implementation of relevant priority PA management plans
- Action 3. Provide technical advice and information for policy documents relevant to conservation

Objective 3. To increase and support the use, analysis and interpretation of spatial data

- Action 1. Provide one-on-one and workshop training in spatial analysis and interpretation to WCS staff and principal partners
- Action 2. Identify, analyse and distribute spatial data and applications of use for conservation planning, using interconnected ArcGIS databases
- Action 3. Develop cost effective spatial analysis tools (eg turn-key) for conservation planners

Objective 4. To support Tanzania Natural Resources Forum in providing information and advice to government and the wider community on natural resource issues

- Action 1. Provide steering committee oversight
- Action 2. Provide financial and technical support for TNRF activities
- Action 3. Provide support to specific committees (e.g. Forestry, HWC)

Objective 5. To support postgraduate education in conservation-related fields for selected Tanzanian students

- Action 1. Select 3 candidates a year based on pre-defined criteria
- Action 2. Provide financial and - if appropriate - technical support to selected students

Objective 6. To support conservation activities of the MNRT, DCCFF, FBD, WD, TANAPA

- Action 1. Provide technical advice and support as and when appropriate to MNRT, DCCFF, FBD, WD, TANAPA and other government partners
- Action 2. Help to strengthen the capacity of MNRT, DCCFF, FBD, WD, TANAPA and other government partners

Objective 7. To support Higher Institutions of Learning

- Action 1. Initiate and maintain working collaborations with selected HILs
- Action 2. Continue training and supervising Tanzanian students on internships and postgraduate research
- Action 3. Explore with selected HIL WCS-supported field-based courses for students

Objective 8. To strengthen and develop environmental education components in WCS landscapes

- Action 1. Hire a nationwide environmental education co-coordinator
- Action 2. Initiate a nationwide environmental education program

Supporting Outcome II – Exploring new conservation approaches

Conservation is a dynamic discipline with few far-reaching answers and a selection of ever-changing approaches. Against this background it is important that conservationists have at their disposal the flexibility to test new approaches and apply them where appropriate.

New approaches

- **Science and research**
- **Technological advances**
- **Applications**

Objective 1. *To improve conservation outcomes through the use of new tools and methods*

- Action 1. Trial mobile genetic kits / laboratory
- Action 2. Promote the use of detection dogs outside PAs
- Action 3. Promote conservation spatial data infrastructure
- Action 4. Adapt to novel conservation applications such as PES
- Action 5. Keep abreast of emerging methods and act as appropriate

Operational Outcome I - Strengthening the Tanzania Program

Achieving these conservation and supporting outcomes requires strengthening WCS's Tanzania Program itself

Program development targets

- **WCS Global / Africa**
- **Human Resources**
- **Government relations**
- **Public relations**

Objective 1. *To integrate WCS Tz with WCS Global and WCS Africa Strategies*

Action 1. Adopt and implement Strategic Plan 2009-2013

Action 2. Develop Strategic Plan 2014-2019

Objective 2. *To strengthen management and administration systems*

Action 1. Review salary scales and full benefits packages at least annually

Action 2. Centralise HR, budgetary and financial systems

Action 3. Strengthen technical reporting

Action 4. Fully develop HR system

Objective 3. *To improve staff learning and development*

Action 1. Continue to assess training needs

Action 2. Exchange knowledge/skills/experiences between projects and staff

Action 3. Provide training opportunities including course attendance

Objective 4. *To strengthen relationships with government(s)*

Action 1. Provide progressive reports to government(s)

Action 2. Maintain and update MoUs/Agreements/Letters of Support at all levels

Objective 5. *To improve marketing, communication and fundraising*

Action 1. Develop and refine marketing materials/options

Action 2. Examine fundraising strategy and modify if appropriate

Action 3. Improve TV/radio/media engagement and coverage

Action 4. Prepare and distribute a public version of this strategy

Action 5. Ensure website is improved and maintained