



Environment Society of Oman

STRATEGIC PLAN

2023-2027



ABOUT US



Our organisation was founded to help protect the environment in Oman and influence environmentally sustainable behaviour through education, awareness and conservation.

Our projects seek to respond to the overarching goal of protecting Oman's natural heritage for future generations by focusing on the following aims:



Conduct
RESEARCH
on threatened
species



**BUILD
CAPACITY**
within the
environmental
sector



CONSERVE Oman's
natural heritage for
future generations



EDUCATE
and raise awareness
of communities on
the importance of
adopting more
sustainable lifestyles



ADVOCATE
for environmental
sustainability



OUR VISION

To play a leading role in the conservation of Oman's natural heritage.



To protect and conserve Oman's natural heritage and influence environmentally sustainable behaviour through education, awareness and conservation.

OUR MISSION



OUR VALUES



Alignment to Sustainable Development Goals

The Sustainable Development Goals (SDGs) were set up in 2015 by the United Nations General Assembly to provide a blueprint for achieving a better and more sustainable future for all. While we contribute to all 17 SDGs, our work at ESO mostly aligns to the following global goals:



Transparency – we pledge to be open, honest and accountable in our relationships with everyone we work with, and with each other



Professionalism – we deliver work to a high standard



Integrity – we stay true to our principles and deliver on what we promise



Inclusiveness – we welcome everyone



OMAN IN CONTEXT

Oman's is one of the most biodiverse countries in western Asia. Its mountain ranges, valleys, plains, cliffs and rocky hills are home to over 1,400 plant species, 60 mammals, and over 500 birds. Its coastal areas are even more diverse, boasting approximately 1,000 fish species, 20 species of cetaceans (whales and dolphins) and five of the world's seven species of sea turtles.

Over the last few decades, Oman's flora and fauna and ecosystems have been significantly impacted by human intrusions and disturbances leading to a decrease of biodiversity.

The threats include climate change, extensive development, overgrazing, unsustainable fishing practices, pollution and sea-based disturbances such as marine wildlife being caught accidentally in fishing nets (bycatch). Since 2004 we have been working hard to gather knowledge that helps us take action on these pressing issues.



KEY CHALLENGES



Climate Change

Climate change is a global challenge - with rising temperatures and more extreme weather events. In Oman, this is likely to mean a warmer and drier future with more frequent and intense heat waves and storms. Gonu, Phet, Mekunu and Shaheen have demonstrated the impact of cyclones and storms on human livelihoods and on ecosystems such as seagrass meadows and sea turtle nesting beaches.



Biodiversity Loss and Habitat Degradation

Various natural and human-induced threats are resulting in increasing pressures on biodiversity with damage and loss of habitats and population decline of some threatened species. These threats or drivers of environmental change include human population increase, economic growth, urbanization and coastal development, introduction of invasive species, overgrazing and industry-related activities. These impacts undermine the survival of species and the viability of ecosystems and the services they provide.



Enforcement and implementation of conservation measures

Despite a basic understanding of the species in Oman, the threats they face, and a supportive legislative framework the absence of an integrated management approach, dedicated and implemented species conservation action plans, and adequate enforcement of existing legislation presents a challenge to effective conservation.



Unsustainable Development and Industry Practices

A clean environment and healthy ecosystems are critical to the sustainable development of Oman's economy. Yet as the economy evolves the environment faces an ever-changing variety of threats. Pollution, unsustainable fisheries, unsuitable tourism development, shipping and other industry related threats continue to arise from new and emerging industries and large-scale developments, especially when impacts are not mitigated.



Environmental Awareness and Behavioral Change

Oman's people have deep-rooted connections to nature, living in harmony for generations. Unfortunately, with changing lifestyles comes new challenges. A lack of environmental awareness across the country has sometimes resulted in harmful and neglectful practices, by both industries and individuals, who may not have understood the extent of damage caused by such practices the responsibility we all should have towards our environment.



OUR STRATEGIC PRIORITIES AND OUTCOMES



Partnership

Strong and cooperative relationships with various stakeholders (local, regional, international) based on a shared vision and shared values.



Conservation

Conservation of Oman's unique biodiversity and natural resources through research, advocacy, awareness campaigns, and behavioral change initiatives.



Fundraising

A healthy, consistent and sustainable level of funding to cover costs for both project implementation and administration



Internal Capabilities

Strong and resilient internal capabilities in our people, systems and processes to achieve our objectives more efficiently and effectively.



People and Culture

A more environmentally conscious and responsible local culture.



OUR OBJECTIVES



Drawing on science and our conservation expertise, we've determined the following strategic objectives to set us on the path to the outcomes we want to see:



Partnership

1. Maintain and/or develop meaningful collaborations with local, regional and international entities in conservation biology, threat mitigation and policy
2. Endeavour to support the Government's environmental agenda and map its priorities and vision against ESO's programmes (Ex. Vision 2040, net zero emission targets...)
3. Increase the number of corporate organisations in Oman that support ESO's efforts either via sponsorship, membership or in-kind support.



Conservation

1. Conduct scientific research on marine and terrestrial species and ecosystems aiming for conservation and threat mitigation
2. Develop evidence-based policy recommendations to present to decision makers and stakeholders
3. Conduct annual conservation actions (i.e net clearing, reducing light pollution...)



Fundraising

1. Develop fundraising campaigns and events, aligned to our mission that can reach a broader range of donors.
2. Develop mechanisms through which the public can donate to ESO easily and efficiently (sms, apps, hotel donations).
3. Build relationships with individuals, companies and other organisations willing to lead fundraising initiatives on our behalf.
4. Submit project proposals to local and international granting entities.



People and Culture

1. Increase awareness, and influence positive behavioural changes in local communities for conservation purposes.
2. Increase public engagement in current environmental topics and themes.
3. Build the capacity of Omanis in the field of environmental research and conservation.
4. Deliver youth engagement initiatives with the aim of raising awareness of Oman's natural heritage and promote sustainable living.
5. Communicate and market for environmental messaging in way that is relatable to society and to all social groups.
6. Seek to engage local volunteers to support ESO initiatives where needed.
7. Secure individual membership support from the public to carry out ESO's mission and vision.



Internal Capabilities

1. Recruit and retain human resource capacity to meet organizational needs.
2. Maintain or increase expertise of ESO in conservation and NGO management .
3. Establish and/or update internal policies and procedures to attain professionalism and efficiency.



DRIVERS OF SUCCESS



To meet our vision and deliver the outcomes of this strategic plan, we'll draw on key strengths of our organisation and emerging opportunities:

- Influential Board Members that support key fundraising
- High quality scientific research capabilities
- Good local and international reputation
- Good level of member support (corporate and individual)
- Good relationships with local government entities
- Good following on social media
- Leveraging our scientific research in communications strategies and advocacy campaigns
- Leveraging ESO members and volunteers
- Leveraging important and timely environmental themes (i.e plastic pollution, climate change, sustainability, COPs ... etc)





Partnership



Our Performance Measures And Targets

To monitor our progress in achieving the outcomes we want to see, we've established Key Performance Indicators (KPIs) and targets. We'll continue to improve these KPIs and targets over time.



Objective	Key Performance Indicator	Calculation Method
Maintain and/or develop meaningful collaborations with local, regional and international entities in environmental affairs (emphasising on conservation biology, threat mitigation and policy)	Number of formal collaborations with regional and international entities (ex. IUCN, Birdlife...)	# of collaborations/year
Maintain and/or develop meaningful collaborations with local, regional and international entities in conservation biology, threat mitigation and policy	Number of collaborations with local authorities	# of collaborations/year
Maintain and/or develop meaningful collaborations with local, regional and international entities in conservation biology, threat mitigation and policy	Number of conservation management plans in discussion with government entities	# CMPs/year
Endeavour to support the Government's environmental agenda and map its priorities and vision against ESO's programmes (Ex. Vision 2040, net zero emission targets...)	Annual document that maps ESO projects against government targets	1 document
Increase the number of corporate organisations in Oman that support ESO's efforts either via sponsorship, membership or in-kind support	% increase in corporate memberships	5% increase per year (measured as 5% of total corporate members from previous year)
Increase the number of corporate organisations in Oman that support ESO's efforts either via sponsorship, membership or in-kind support	% increase in in-kind support, aiming for 1% increase annually	value of in-kind support/ overall ESO budget *100
Increase the number of corporate organisations in Oman that support ESO's efforts either via sponsorship, membership or in-kind support	sustain 60-70% of projects sponsored as % of total seeking sponsorship	(sponsorship opportunities - secured sponsorships)/ sponsorship opportunities X 100



Conservation



Our Performance Measures And Targets

Objective	Key Performance Indicator	Calculation Method
Conduct scientific research on marine and terrestrial species and ecosystems aiming for conservation and threat mitigation	Number of scientific research projects on marine and terrestrial species and ecosystems	# of projects/year
Develop evidence-based policy recommendations to present to decision makers and stakeholders	Number of government engagements hosted for advancing relevant policies and conservation measures	Number of advocacy targeted government meetings/year
Conduct annual conservation actions (i.e net clearing, reducing lighting pollution...)	Number of direct threat mitigation initiatives conducted	# of initiatives/year



Fundraising



To monitor our progress in achieving the outcomes we want to see, we've established Key Performance Indicators (KPIs) and targets. We'll continue to improve these KPIs and targets over time.

Our Performance Measures And Targets

Objective	Key Performance Indicator	Calculation Method
Develop fundraising campaigns and events, aligned to our mission, that can reach a broader range of donors	Amount raised via fundraising events/campaigns hosted or led by ESO (aiming to increase by 5% each year)	(total income from fundraiser - total expenses for fundraisers)
Develop mechanisms through which the public can donate to ESO easily and efficiently (sms, apps, hotel donations)	Number of new donation channels, adding 1-2 new mechanisms to enable donations per year	# of donation channels
Build relationships with individuals, companies and other organisations willing to lead fundraising initiatives on our behalf	Amount raised via external fundraising events/campaigns (aiming to increase by 10% each year)	Total profit received by ESO from external fundraising initiatives
Submit project proposals to local and international entities	Number of project proposals submitted on time	# of project proposals submitted
Develop fundraising campaigns and events, aligned to our mission, that can reach a broader range of donors	Amount raised via fundraising events/campaigns hosted or led by ESO (aiming to increase by 5% each year)	(total income from fundraiser - total expenses for fundraisers)
Develop mechanisms through which the public can donate to ESO easily and efficiently (sms, apps, hotel donations)	Number of new donation channels, adding 1-2 new mechanisms to enable donations per year	# of donation channels
Build relationships with individuals, companies and other organisations willing to lead fundraising initiatives on our behalf	Amount raised via external fundraising events/campaigns (aiming to increase by 10% each year)	Total profit received by ESO from external fundraising initiatives



People and Culture



Our Performance Measures And Targets



Objective	Key Performance Indicator	Calculation Method
Increase awareness, and influence positive behaviour change in local communities for conservation purposes	Reach of conservation outreach initiatives	# of individuals reached
Increase awareness, and influence positive behaviour change in local communities for conservation purposes	Generate conservation science communication materials in English and Arabic	# of awareness materials/year
Increase public engagement in current environmental topics and themes	Number of public engagement events hosted	# of public lectures or membership events
Build the capacity of Omanis in the field of environmental research and conservation and sustain local livelihoods	Number of Omani nationals in the capacity building program	# of trainees
Deliver youth engagement initiatives with the aim of raising awareness of Oman's natural heritage and promote sustainable living	Reach of environmental education initiatives	# of youth reached aged 10-18/# of youth reached aged 18-25
Deliver youth engagement initiatives with the aim of raising awareness of Oman's natural heritage and promote sustainable living	Regional reach of environmental education initiatives	# of regions engaged
Communicate and market for environmental messaging in way that is relatable to society and to all social groups	% growth of followers	Average % growth across all platforms
Communicate and market for environmental messaging in way that is relatable to society and to all social groups	Average % growth of SM engagement rate across all channels	% increase in engagement rates across all channels year on year
Seek to engage local volunteers to support ESO initiatives where needed	Number of volunteering opportunities made available to the public	Number of volunteers/ year
Secure individual membership support from the public to carry out ESO's mission and vision	5% increase in % level of membership retention year on year.	Statistic will measure % of members from previous year who renew the following year (# members renewed/ total membership from previous year) *100). We will aim to increase the baseline by 5% each year.
Secure individual membership support from the public to carry out ESO's mission and vision	Total number of members/year (aim of 5% increase per year)	Total # of members/year



Internal Capabilities



To monitor our progress in achieving the outcomes we want to see, we've established Key Performance Indicators (KPIs) and targets. We'll continue to improve these KPIs and targets over time.

Our Performance Measures And Targets

Objective	Key Performance Indicator	Calculation Method
Recruit and retain human resource capacity to meet organisational needs	Employee Retention %	$(\# \text{ of remaining employees from previous year} / \# \text{ of total employees 1 year ago}) * 100$
Recruit and retain human resource capacity to meet organisational needs	% of filled positions on organizational structure (11 as total)	$(\# \text{ of filled positions} / \text{total } \# \text{ of positions}) * 100$
Recruit and retain human resource capacity to meet organisational needs	Number of training opportunities/year	Total # of training/year
Maintain or increase expertise of ESO in conservation and NGO management	Number of cumulative years of environmental sector experience of ESO staff	Number of cumulative years of environmental sector experience of ESO staff
Establish and/or update internal policies and procedures to attain professionalism and efficiency	Completion of annual reviews of internal policy documents	Evidence of annual review (document control)

STRATEGY IMPLEMENTATION



Partnership

- Partner and cooperate with various sectors to raise awareness of conservation and secure in-kind support and funding for our activities and projects.



Fundraising

- Produce an annual fundraising plan to outline campaigns, events and initiatives necessary to deliver agreed fundraising targets
- Develop and complete widescale donation channel strategy (sms, hotels, banks, apps, etc)



Internal Capabilities

- Improve organizational efficiency by further developing ESO's internal resources including people, processes and systems



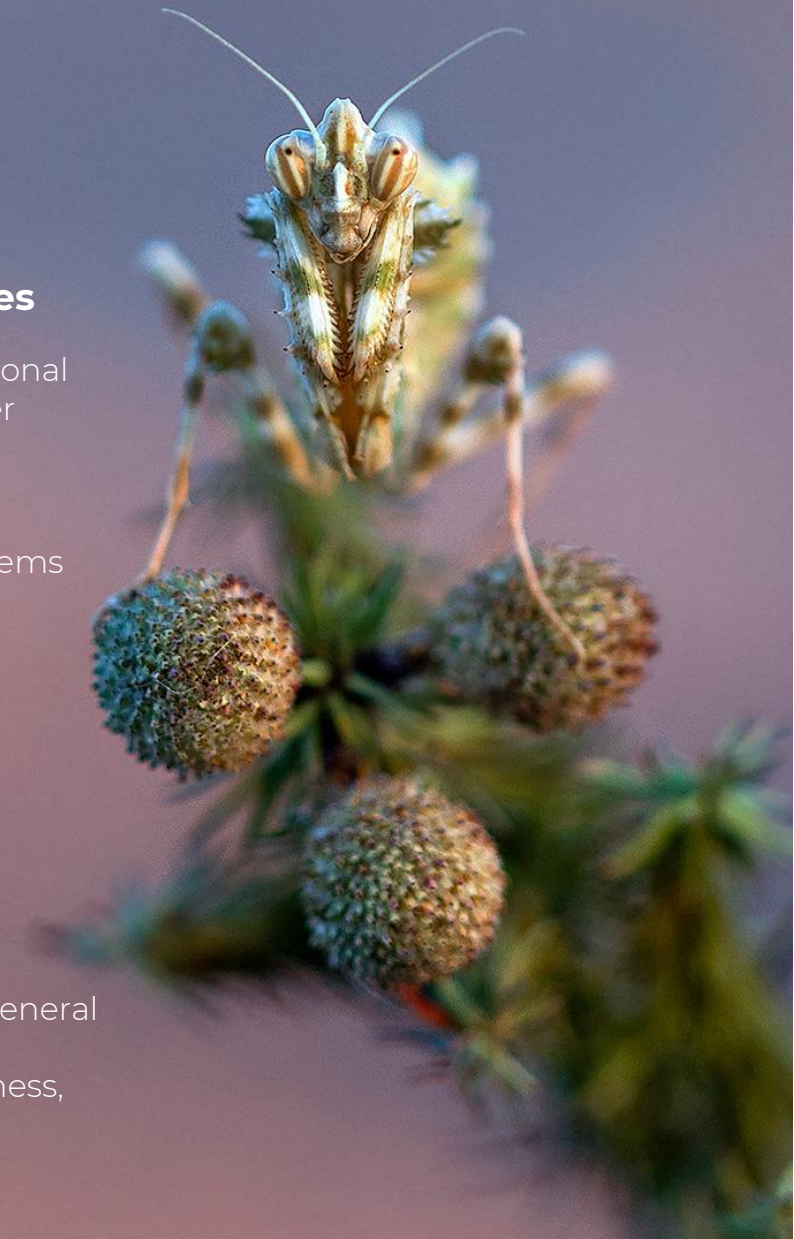
Conservation

- Conduct scientific research on marine and terrestrial species and ecosystems and advocate for conservation objectives



People and Culture

- Develop initiatives to engage ESO members, youth and general public in environmental awareness initiatives and events
- Engage with different members of society to raise awareness, change behaviour and work as a community to reach conservation objectives



Environment Society of Oman



www.eso.org.om



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