



WWF

REPORT

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A photograph of two lions drinking from a waterhole. The lion on the left is in the foreground, its head lowered to the water with its pink tongue visible. The lion on the right is slightly behind and to the side, also drinking. The water is calm, reflecting the lions and the surrounding dry, brownish-yellow landscape. The scene is captured in warm, golden light, suggesting late afternoon or early morning.

WWF ZIMBABWE'S CONSERVATION DELIVERY MODEL

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FOREWORD

WWF Zimbabwe is implementing a five year Conservation Strategy (2015-2020). The goal of the Strategy is to “Contribute to the creation of a Zimbabwe with well managed networks of wild areas that co-exist with a society thriving on a sustainable natural resource based economy by 2020”. The Strategy is delivered through a Model popularized by the Office in 2009. The Model consists of the following components:

- a. Project focused fundraising due to limited opportunities for large scale and long term programme funding. Due to the prevailing socio-political environment in the country, WWF Zimbabwe had limited opportunities to raise programme funding for conservation work;
- b. Lean staff compliment as the Office operates on the principle of “Eat what you kill” with respect to personnel recruitment and retention. This allows for Office organic growth as the project portfolio increases and facilitates the allocation of a significant proportion of project budgets to operations rather than overheads;
- c. Multi-tasking to ensure the judicious use of the existing personnel compliment;
- d. Strategically working with and through partners (viz. government departments, civil society organizations, academia, media and the private sector) based on comparative advantage. Partnership areas include: socio-economic development; advocacy for institutional and policy change; conservation and resource management; and value addition to natural resource based products; and,
- e. Convening and facilitating various stakeholders for policy engagement and capacity building with emphasis on landscape thinking, monitoring and evaluation.

Our delivery model is informed by the following realities:

- a. Country context: A harsh socio-economic environment that reduced financial inflows to government and non governmental institutions. This led to the scaling down of investments into natural resource conservation and management in favour of social services; and,
- b. Network context: Uncertainty that surrounded the future of the WWF Zimbabwe Office.

We however remain mindful that a “one size fits all” approach is inappropriate as conservation delivery is generally situation specific. We will therefore continue to review, adapt and improve upon the WWF Zimbabwe conservation delivery model as new realities unfold.

Enos M. Shumba, PhD
COUNTRY DIRECTOR

ACRONYMS

CAMPFIRE	Community Areas Management Programme for Indigenous Resources
HNP	Hwange National Park
HWC	Human Wildlife Conflict
KAZA	Kavango Zambezi
NGO	Non Governmental Organization
TFCA	Trans-frontier Conservation Area
WWF	World Wide Fund for Nature
ZimAsset Transformation	Zimbabwe Agenda for Sustainable Socio-Economic Transformation

INTRODUCTION

WWF Zimbabwe's critical contribution to the WWF Network is its country of domicile's abundant elephant and black rhino populations; its tradition and strong belief in sustainable natural resource use; and its geographical location as part of the Miombo woodlands that embrace the Kavango Zambezi (KAZA), the largest Trans-frontier Conservation Area (TFCA) in the world. Zimbabwe has the following: the second largest elephant population in Southern Africa with Hwange National Park (HNP) holding twice its ecological carrying capacity at 45 000; the third largest black rhino population in the world; and the highest concentration of the black eagle per unit area globally. Its indigenous hardwood timber industry is based on *Baikiaea plurijuga* and *Pterocarpus angolensis* and directly employs 2 000 people. Zimbabwe was the first African country to develop a noticeable alternative approach to the management of natural resources outside protected areas through the Community Areas Management Programme for indigenous Resources (CAMPFIRE) in the 1980's. CAMPFIRE enabled local communities to benefit from wildlife hunting revenue streams in their areas. The Office's critical contribution to the WWF Network is therefore largely through the Global wildlife practice (Annex 1).

WWF Zimbabwe Conservation Strategy (2015-2020) focuses on the following thematic areas: wildlife and protected areas management; forestry and landscape management; wetlands management; and renewable energy solutions. The thematic areas fall under the wildlife, forests, freshwater and climate and energy WWF Global Practices respectively. They are a response to pressures on Zimbabwe's rich natural resource base that include: agricultural expansion; high population growth and urbanization rates; over-reliance on wood energy; illegal wildlife trade; and climate change (WWF, 2016). Eighty percent of the Conservation Strategy will be implemented in four large priority landscapes namely Kavango Zambezi (KAZA) Trans-frontier Conservation Area (TFCA); Mid Zambezi; South East Lowveld and Greater Mapungubwe/Shashe (Figure 1). The remaining 20% will be in geographical locations considered critical by national stakeholders (WWF, 2016).

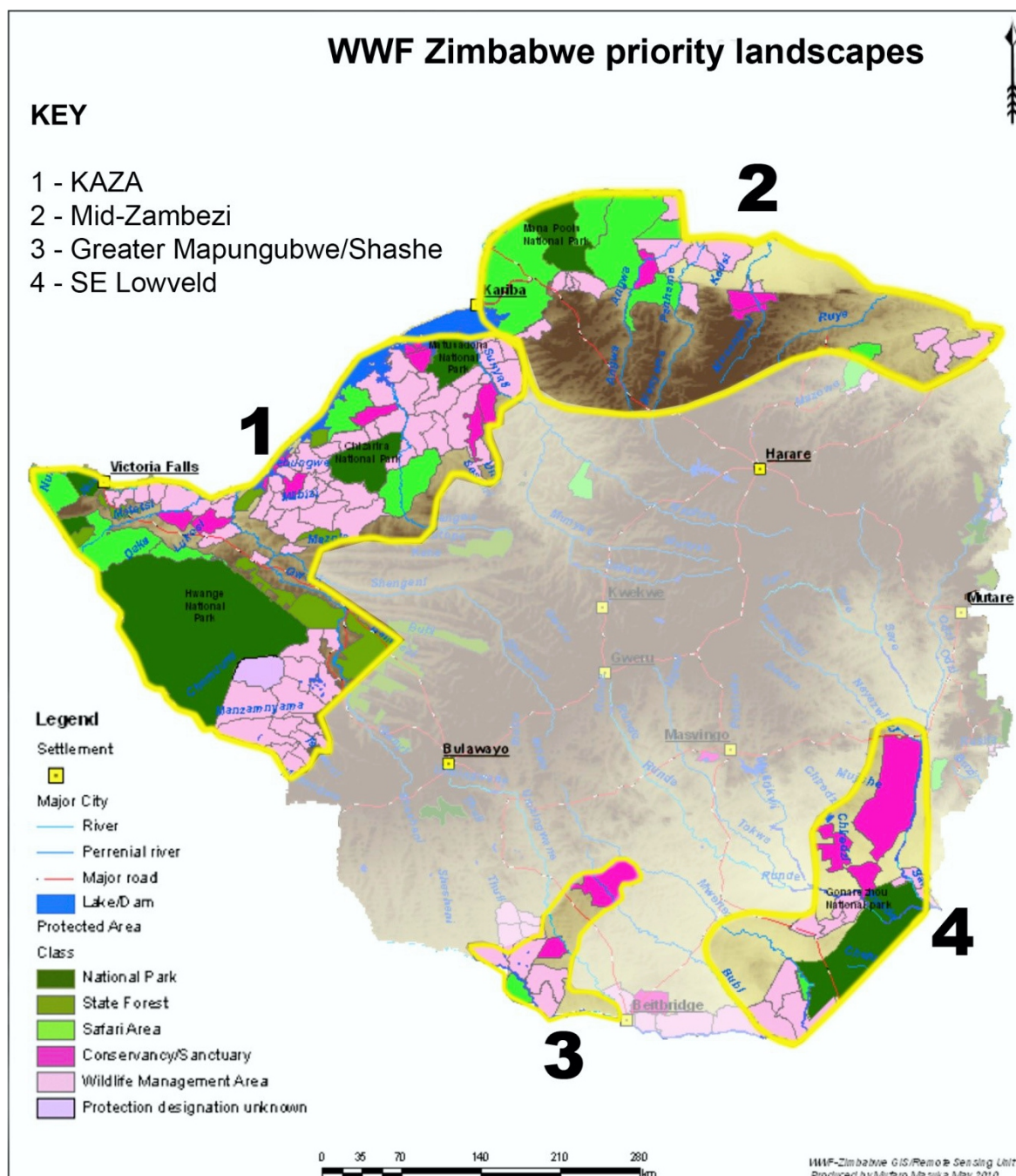


Fig 1: Priority landscapes for implementing WWF Zimbabwe's Conservation Strategy (2015-2020)

The conservation impact of any Conservation Strategy largely depends on the delivery model used. This paper reviews the conservation delivery model adopted by WWF Zimbabwe since 2009. It highlights the model's operating environment and key delivery components, including the associated risks and mitigation measures.

OPERATING ENVIRONMENT

An internally facilitated self introspection by all WWF Zimbabwe personnel identified the following realities that informed the Office's conservation delivery model: the socio-economic situation of the host country; and uncertainty over the Office's future.

SOCIO-ECONOMIC SITUATION

Zimbabwe has experienced relative political and economic stability since 2009 but challenges remain. The adoption of a multi-currency regime and implementation of some economic reforms have generated some economic growth that can spur government and cooperating partner investment into the natural resources sector. The country's economic blue print, the Zimbabwe Agenda for Sustainable Socio-Economic Transformation (ZimAsset: 2013-2018) mentions environmental management and protection; biodiversity conservation; and community level benefit realization among its key result areas for achieving food and nutrition security; and sustainable development (GoZ, 2013).

However, a preceding decade of political and economic decline compromised basic service delivery; public sector capacity; and infrastructure maintenance and investment as it reduced financial inflows to government and non-governmental (NGO) institutions. Local environmental NGOs were forced to scale down operations or to close down altogether while some International NGOs left the country. This exacerbated the current environmental challenges of deforestation, land degradation, and biodiversity loss.

UNCERTAINTY OVER THE OFFICE'S FUTURE

The presence of the World Wide Fund for Nature (WWF) in Zimbabwe dates back 1983 when an Office was established and registered as a Welfare Organization in 1986 and elevated to a Southern African Regional Programme Office in 2000. It transitioned into a country office in 2009; became a dormant office in 2010; and reverted to full Office status in 2014 following the Network's Truly Global initiative. The latter focuses on strengthening and empowering all WWF country offices and rooting them into the fabric of their countries of domicile with an eventual transitioning to National Offices. The foregoing realities contributed to uncertainty over WWF Zimbabwe's future and a stagnation in its conservation portfolio.

COMPONENTS OF WWF ZIMBABWE'S CONSERVATION DELIVERY MODEL

Figure 2 depicts key components of WWF Zimbabwe's conservation delivery model namely: project focused financing; lean personnel compliment; multi-tasking; partnerships; and convening power.

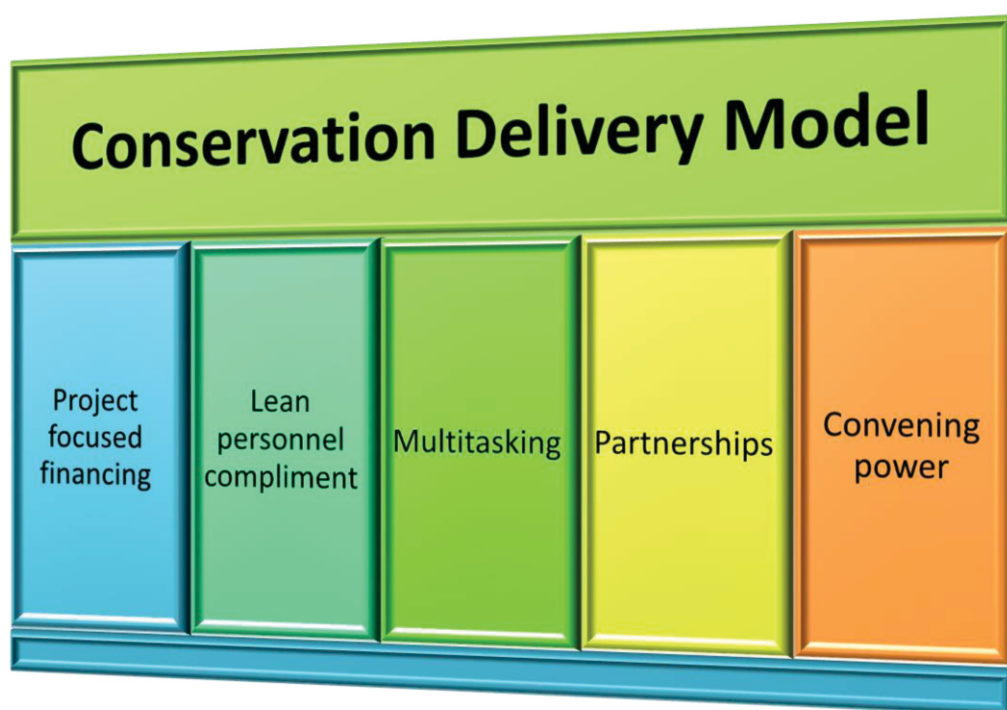


Fig 2: Components of WWF Zimbabwe's Conservation Delivery Model

PROJECT FOCUSED FINANCING

On transitioning to a country office in 2009, WWF Zimbabwe had no country specific projects. Its response was to quickly develop a draft Conservation Strategy that it used to formulate project proposals for fund raising on an opportunistic basis due to limited conservation related funding opportunities at the time. In addition, the Office had a very short window (two years) for project proposal development due to the uncertainty that surrounded its future. There was therefore limited opportunity for a strategic approach to fundraising.

LEAN STAFF COMPLIMENT

The Office operates on a principle of “Eat what you kill” with respect to personnel recruitment and retention. For any new project, recruitment is based on project size and skills required to manage it. In general, there is no staff recruitment for projects with annual budgets of less than \$150 000 per year and for which the required skill exists in-house.

In cases where the skills are not available, support is sought from appropriate partners or consultants. The model therefore allows for Office organic growth as the project portfolio increases; and for the allocation of more funds to operations as opposed to Office overhead costs. For example, currently (2016) the Office staff compliment is 17 (9 technical and 8 support-viz. finance, administration, communication and office maintenance) and the projected annual expenditure budget is \$ 2.8 million giving an operation to overhead cost ratio of 3.5:1.

Given its lean staff compliment, the Office has a relatively flat organizational structure consisting of the following:

- a. A Country Director who is also involved in technical matters, especially project proposal development as the Office has no Conservation Manager;
- b. A five member Senior Management Team comprising of the Country Director, Finance Manager, Business Development and Fund raising expert and two Programme Managers; and,
- c. Twelve technical and operational (finance, admin and support) personnel. Senior technical staff report to the Country Director while operational personnel report to the Finance Manager and their respective Technical leads.

The flat organizational structure has served the Office well because of its relatively small staff compliment. As the Office's conservation portfolio and personnel numbers increase, a more robust organizational structure will be needed.

MULTI-TASKING

The Office adopted multi-tasking to judiciously use its existing small personnel compliment based on comparative advantage as follows:

- a. Individuals provide strategic technical support to projects on a cost recovery basis as needed;
- b. Adhoc teams are constituted to develop project proposals in response to specific calls or as part of the Office's preparedness; and,
- c. Champion groups are formed to work and proffer advice on topical issues as they arise.

Multi-tasking works well with diverse, experienced and self motivated individuals and teams and in the presence of reliable partners. Consequently, the Office has a rigorous recruitment process that enables it to bring in the best available talent subject to affordability and set remuneration scales. Once in place, staff undergo on the job training and capacity building. Consequently, the model creates well rounded and respected champions in their areas of expertise.

WORKING WITH AND THROUGH PARTNERS

“Everyone's talents and involvement are needed to redress the damage caused by human abuse of God's creation” Southern African Catholic Bishops' Conference, 1999.

The Office works with and through partners to deliver on its Conservation objectives. The partners include government departments, civil society organizations, academia, media and the private sector. The partnerships are based on comparative advantage in areas such as socio-economic development; advocacy for institutional and policy change; conservation and resource management and value addition to natural resource based products. They have largely taken the following forms:

- a. Co-design and co-implementation of projects as a response to specific project opportunities that are in line with the Office's Conservation Strategy.

Partners define their specific role, activities and budget with overall project oversight and delivery responsibility (both technical and financial) being vested in WWF;

- b. Project implementation: WWF designs a project in response to calls for proposals and invites partners to implement specific project components based on comparative advantage. The components are built into partner work plans and human resource capabilities with WWF providing operating budgets, technical support and project reporting and oversight. In the case of field projects, the Office sometimes posts field coordinators in field offices to support partner staff on a day to day basis. In cases where the partner has limited staff numbers and technical capacity on the ground, the Office avails funding and expertise for the partner to recruit additional personnel and build their capacity.
- d. Hiring out services: The Office engages consultants to carry out specific tasks for which there is no internal expertise. It also out-sources legal, IT and human resources services. Justification for the latter service is that the Office's personnel compliment does not justify the recruitment of a fully fledged and experienced human resources practitioner.

The partner approach has allowed WWF to leverage partner expertise and field presence and local networks which buttress its lean staff compliment strategy. To address technical and administrative challenges inherent in some partners, the Office invests in partner capacity building buttressed by a rigorous selection process of would be partners.

CONVENING POWER

Being the only international conservation NGO active in the country, the Office convenes various stakeholders (viz. government, NGO, private sector and the academia) for policy engagement, dialogue and advocacy with emphasis on landscape thinking, monitoring and evaluation. This is due to its perceived neutrality.

The Conservation delivery model has served the Office reasonably well given the impact it has had under a difficult operating environment (see Annex 2). However, some components of the model could greatly benefit from appropriate adjustments. It is against this background that a risk analysis of the model was undertaken. Table 1 shows results of the analysis, including mitigation measures that enhance the conservation delivery of the model.

Table 1: Risk analysis of the WWF Zimbabwe conservation delivery model

Model component	Risk	Mitigation measure
1. Project focused financing	<ul style="list-style-type: none"> a. Restrictive funding opportunities. b. Creation of “silos” that restrict cross fertilization & learning across teams 	<ul style="list-style-type: none"> a. Explore innovative longer term funding mechanisms, e.g. “basket funding”. b. Adopt a program approach aligned to thematic areas of the Office's Conservation Strategy.
2. Lean personnel compliment	<ul style="list-style-type: none"> a. Inadequate segregation of duties especially in finance and administration. b. Absence of Conservation lead. c. Restrictive organizational structure. d. Communication and administrative requirements in a growing organization might be time consuming and non-effective. 	<ul style="list-style-type: none"> i. Closely monitor the finance and administration department and take corrective measures to ensure that segregation of duties is not compromised. ii. Secure services of an experienced conservationist for a two year interim Conservation Manager position as part of organizational development support. iii. Put in place a more robust organizational structure as the Office's conservation delivery portfolio grows.
3. Multi-tasking	<ul style="list-style-type: none"> a. Loss of high fliers to the competition. b. Inadequate expertise to effectively engage. 	<ul style="list-style-type: none"> i. Provide a flexible reward system that recognises performance or special skills. ii. Provide targeted training. iii. Seek secondments and attachments in critical areas. iv. Support professional growth and provide space for innovation.
4. Working with and through partners	Inadequate capacity for partners to deliver	Continuously monitor partner capacity and offer appropriate training.

REFERENCES

GoZ, 2013. Zimbabwe Agenda for Sustainable Socio-Economic Transformation (Zim Asset), Harare.

Southern African Catholic Bishop's Conference, 1999. Pastoral Statement on the Environment-5 September 1999.

WWF, 2016. WWF Zimbabwe Conservation Strategy, Harare Zimbabwe

ANNEX 1: WWF ZIMBABWE'S CRITICAL CONTRIBUTION TO THE NETWORK

Global Practice-Wildlife: The world's most iconic species are secured and recovering in the wild			
Outcome	Status/challenge	Intervention	Progress indicator
1. Habitats & landscapes of priority species protected and expanding, and human wildlife conflicts (HWC) is minimized.	<p><i>Biodiversity:</i></p> <p>a. Elephant: 84 000; 2nd largest population in southern Africa. At 45 000, Hwange National Park (HNP) holds twice its elephant ecological carrying capacity</p> <p>b. Rhino: 752 (455 black & 297 white); 3rd largest black rhino population in the world.</p> <p>c. Lion: 1 300</p> <p><i>Challenges:</i></p> <p>a. Limited funding for Park management.</p> <p>b. HWC in buffer areas of HNP.</p> <p>c. High poaching levels in HNP & its buffer zones.</p>	<p>a. Improve the management of HNP (1.4 million ha) to ensure conservation of elephants & other wildlife species.</p> <p>b. Reduce HWC in the buffer zones of HNP.</p> <p>c. Improve law enforcement in HNP using integrated anti-poaching methods. technologies.</p>	<p>a. The country's elephant and rhino populations grow by 5% per year by 2020.</p> <p>b. HNP tourism receipts increase by 50% by 2020.</p> <p>c. Incidents of HWC in HNP reduced by 40% by 2020.</p> <p>d. Poaching incidents in HNP reduced by 40% by 2020.</p>
2. Conservation stewardship approaches deliver benefits to populations of priority species and people.	<p>Zimbabwe has a history of sustainable natural resource use based on the CAMPFIRE program.</p> <p><i>Challenges:</i></p> <p>a. Income receipts at individual household level are limited.</p> <p>b. There has been limited devolution of decision making to communities.</p>	<p>a. Broaden the revenue base of CAMPFIRE by embracing other non wildlife products, e.g. eco-tourism.</p> <p>b. Strengthen community level decision making in CAMPFIRE through pilots.</p>	<p>a. % CAMPFIRE incomes from spot hunting declines to 80% by 2020.</p> <p>b. % of CAMPFIRE income accruing to communities increased by 60% by 2020.</p>
3. Illegal wildlife trade is eliminated for priority species.	<p>a. Zimbabwe is at the centre of international ivory and rhino horn trafficking by sophisticated and well resourced poaching syndicates.</p> <p>b. In July 2013, 447 kg of ivory traced to Zimbabwe, was seized at Dubai international airport.</p> <p>c. Poor crime scene management is resulting in inadequate evidence presented in the courts of law.</p>	<p>a. Reduce unjustified acquittals of would be offenders.</p> <p>b. Strengthen the judiciary.</p> <p>c. Strengthen detection of illegal wildlife products at international exist points.</p> <p>d. Participate in global campaigns against illegal wildlife crime.</p>	<p>a. Acquittals of would be offenders due to inadequate evidence decrease by 20% by 2020.</p> <p>b. Illegal ivory and rhino horn trade reduced by 20% by 2020.</p>

ANNEX 2: IMPACT OF WWF ZIMBABWE'S CONSERVATION DELIVERY MODEL

This Annex highlights the impact of the Conservation Delivery Model since 2009. It is grouped into: support to national processes; conservation budget; and Office empowerment.

SUPPORT TO NATIONAL PROCESSES

The Office engaged with the following national processes:

- a. It mobilized government and NGO partners and helped the Government of Zimbabwe to accede to the Ramsar Convention in 2013 and to designate seven Ramsar sites. In a related development, the Office was invited to summarize deliberations, formulate and present recommendations of a Ramsar World Wetlands Day Symposium held on 2 February 2015. The Office has since been working with government and NGO partners to value ecosystem services of two designated wetlands and will support the development of their management plans.
- b. It facilitated at two national stakeholder workshops on “The future of the hunting industry in Zimbabwe” and on “The role of hunting in biodiversity conservation and livelihood resilience in Zimbabwe” at the request of the Parks and Wildlife Management Authority and the Ministry of Environment, Water and Climate. The workshops came at a time when the United States of America had imposed a ban on trophy imports from Zimbabwe and the European Union was lobbying its parliament to do the same. Fortunately, the European Union's motion failed to garner enough votes from parliamentarians.
- c. Based on evidence from its sustainable forest management and tobacco curing footprint work, the Office and other players influenced the introduction of a levy on tobacco farmers in 2014. The levy will be used by tobacco growers to plant and raise trees to cure tobacco as a substitute for indigenous forests.
- d. It provided technical and administrative leadership to the Ministry of Energy and Power Development in the development of a national bio-fuel policy whose final version was endorsed by the Ministry. The policy document will be tabled in Cabinet by the responsible Minister for approval before its official launch.

CONSERVATION DELIVERY BUDGET

Despite drastically reduced investment inflows into the country and a three year project proposal development moratorium on the Office, WWF Zimbabwe's annual budget remained stable and even marginally increased since 2010. The Office currently manages two “anchor” projects and has a stable balance sheet. The two projects are multi-year and provide a solid base for the Office's five year funding projections (Annex 2.1). In addition, the Office has unrestricted reserves that are more than the three month WWF benchmark. The reserves are strategically deployed to facilitate the growth of the conservation programme.

Moving forward, the Office's budget situation is likely to further improve in view of the following; the improving political and economic environment in the country; the authorization of the Office to develop new projects since 2015; and the emerging Network interest in the Office through on-going re-engagement efforts for incremental funding and organizational development support.

There is also scope to tap into corporate funding through stronger links with WWF South Africa as the two countries share some key corporate players.

ANNEX 2.1: FIVE YEAR FUNDING PROJECTION

Year	Fy16	FY17	FY18	FY19	Fy20
Gross budget income (US\$ million)	3.1	3.4	3.6	3.8	4.2

OFFICE EMPOWERMENT

WWF Zimbabwe is among the six African offices chosen by the Regional Office for Africa for fast tracking to become a strong office under Truly Global. It is in the process of establishing a local Advisory Board which is one of the milestones under the initiative financially supported by WWF South Africa and WWF Sweden. The formation of local Advisory Boards is an acknowledgement that a WWF office can only be globally influential if it is locally relevant as national boundaries are its conservation delivery units.

As host of the Miombo eco-region Secretariat, WWF Zimbabwe facilitated joint planning and reporting of conservation work across Miombo country offices and led some trans-boundary initiatives involving Zimbabwe and Zambia, Botswana and Malawi. With a shift from eco-regions to Global Practices, the Office could use this experience to effectively participate or provide leadership on relevant practice related trans-boundary conservation work. In addition, it is leading the development of a food and agriculture transformational project. Although the project will be implemented at country level, there is scope for the Office to vide trans-boundary coordination, reporting and cross-learning.

WWF ZIMBABWE

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It covers 10 countries in Southern Africa

35

The Eco region is one of the 35 priority places of the Global Programme Framework of WWF



65M

The woodland provides crucial life support systems to 65 million people

100

WWF is the world's largest independent conservation organisation with a global network in over 100 countries



Why we are here

To stop the degradation of the planet's natural environment and to build a future in which humans live in harmony with nature.

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