WWF Feasibility Study

The path to independence
- Strengthening civil society through
organisational development

22. March 2019

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Executive Summary

This feasibility study was conducted for the programme **"The way to independence**
– **Strengthening civil society through organisational development approach".**

The objective of this study is to assess the proposed programme for its feasibility.
The programme shall be handed in to the Federal Ministry of Economic Cooperation and Development (BMZ) with a total budget of EUR 4 million during a four-year period (starting in 2019).

Title:	The path to independence - Strengthening civil society through organisational development
Goal:	By 2022, local civil society is strengthened as a key actor to drive change and to promote democratic, transparent and accountable governance systems and practices that are essential to achieving conservation and sustainable development goals.
Countries:	Zimbabwe, Zambia, Madagascar, Kenya
(Local) executing agencies:	WWF Germany / WWF Country Offices Africa
Beneficiaries:	WWF country offices, CBOs / CSOs / local cooperation partners of the WWF
Duration:	42 month, starting 01.07.2019 - 31.12.2022
Programme volume:	4 Mio (200K / p.a./ office plus other cost)

This feasibility study is based on a desk study, interviews with several different stakeholders, partners and individuals as well as participation in a planning workshop in Nairobi, Kenya from the 18th – 19th of February 2019. The purpose of the feasibility study is to provide a sound basis for the development of the programme to strengthen civil society in Africa. The methodology of the evaluation included document study, interviews and research and is including an ex-ante evaluation according to OECD/DAC criteria.

The WWF aims to support civil society actors to build strong, healthy, effective and resilient institutions, prepared and ready to transform into independent local organisations through an organisational development approach.

Findings and recommendations

1. Relevance:
The objective of the programme to strengthen the local WWF offices, as well as the local partner organisations in the local civil society is relevant to the direct and indirect beneficiaries.
The project design is relevant to the local context as it provides opportunities for the local civil society.
Outputs on country level are consistent with the outputs and outcome on programme level.
Outputs and outcome of the programme are consistent with the intended impacts and effects

This feasibility study confirms the general validity of these problems for the respective civil societies in the project countries, irrespective of the level of development of the local communities. These problems are caused by many factors, as shown in the figure.
Individual aspects are more or less context-specific. In the application, the programme proposal contextualises the respective starting situations in the planning of the individual country approaches.

Key recommendations:
Carefully monitor and analyse the political situation within all four target countries.

2. Effectiveness:

All objectives are likely to be achieved as they have got realistic indicators.

WWF Zimbabwe, WWF Madagascar, WWF Zambia can achieve to transform from an international organisation to a local office – independent from WWF International.

All four WWF offices can achieve to be strengthend in their role and with their mandate during the course of the program.

With the support of workshops, consultancies, participation during planning phase by key partners (WWF) the needed support will be provided. In the countries the consultation processes with potential partners will enable to make realistic planning possible.

Key recommendations:
Mitigate internal risks factors identified.
Monitor identified external risk factors.

3. Efficiency:

Objectives are likely to be achieved in the given timeframe. The programme is designed in the most efficient way possible, building on previous / current OD and CSO approaches, avoiding redundancies and overlapping.

The management and steering structure of the programme is designed in an appropriate, adequate and efficient way, resoning to local context, partner and donor requirements, ensuring a transformative and programmatic approach through consolidation and harmonisation of the country approaches and regional measures.

Besides having OD focal points in each country, a programme level coordination is considered highly beneficial to the programme, to coordinate the overall programme, ensuring implementation in close cooperation with ROA and the local offices and compliance with donor standards. Further tasks are coordination of South-South cooperation, in particular involving the local WWF structures and other actors, development and implementation of programme level monitoring, evaluations and reporting. In order to fulfil all mentioned tasks while keeping the coordination structure lean and efficient, WWF DE is planning to second one staff to the region.

Key recommendations:
Set up an external steering group, which is offering strategical support of the programme and continuously reviewing the allover framework as well as frequently monitoring the programme development.

4. Impact:

The local civil society in the four programme countries will be benefitting indirectly as they will be getting a different self-conception and will understand better how to make use of their rights to drive social change in their countries. Participation will strengthen civil society and will enable them to fulfil their role and mandate and to be contributing to democratisation.

High-performing, professionally managed WWF offices at country level will enable democratic participation of civil society in environmental and nature conservation by contributing their positions in environmental policies, environmental laws and regulations and promoting various forms of citizen participation in land use planning and environmental decision-making.

The four WWF country offices and other local cooperation partners of the WWF (CSOs, CBOs, and networks) will be the direct beneficiaries of the program. The strengthening and professionalization of the WWF offices will not only have a positive impact on the WWF offices, but will also facilitate capacity building for WWF local cooperation partners.

Key recommendations:
Review capacity building needs of the WWF country offices and the cooperation partners during the course of the programme to achieve desired outreach to civil society.

5. Sustainability:
The programme will be having a sustainable impact in all four countries as it aims at building capacities of the civil society actors. Capacity building through workshops and trainings as well as organisational development will be contributing to a long-term development within the targeted organisations also after the program has ended.

Institutional and economic sustainability of selected CSOs is a declared goal of the programme and will enable the direct beneficiaries to grow and stabilise their base on a long term.
While the programme will be strengthening the foundation of the national WWF office in Kenya, transformation from international to national WWF offices in Zimbabwe, Zambia and Madagascar will create strong local civil society actors, rooted in local society.
Influencing and shaping local development and environment agendas, which are highly responsive to local needs and context, will be fostering civil society's role and mandate, local relevance and sustainability. Local networks will be sustainably empowered through built capacities.

Key Recommendations:
Mandate to support local civil society organisations should be integral part of national WWF offices.

6. Coherency, Complementary:
The programme is putting the people in the centre. As such it is coherent with Strategy Paper 2030 of the German Ministry for Economic Cooperation and Development (BMZ), which is focussing development cooperation on establishing ownership and strengthening potentials within African countries. The proposed organisational development programme is corresponding with the Marshall plan with Africa aiming at ,an Africa of good governance, democracy, respect for human rights, justice and the rule of law' (Agenda 2063, "Ensure civil society is able to develop freely"). [1]

The programmes main focus is a strong civil society as driver of the social change in the four countries and beyond.

Key Recommendations:
Ensure the inclusion of local civil society actors from the start, using the potential / capacities within the countries to create ownership and to foster sustainable development.

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[1] https://www.bmz.de/en/publications/type_of_publication/information_flyer/information_brochures/Materialie270_africa_marshallplan.pdf, page 22

Acknowledgements

I would like to thank all those who cooperated and supported during the process of data collection for the feasibility study of the proposed programme **„The way to independence – strengthening civil society through organisational development".**

Special thanks to the supporting team in the office of WWF Kenya, who not only offered their valuable time for the interviews, but also hosted me for a day in order to conduct further interviews. To the teams of WWF Madagascar, WWF Zambia and WWF Zimbabwe, who even at late times were motivated to answer interview questions – thanks a lot for your time and support.

Further I am thanking ZELA from Zimbabwe and NECSA from Kenya for giving insides on their view on how the underlying civil society approach can connect with the proposed program.

I am thanking the German Embassy in Zimbabwe and the Friedrich Ebert Foundation in the four countries. They were supporting to a good overview of the situation of civil society in the four countries.

I am thanking WWF Regional and WWF International, who were giving me the opportunity to get an inside of the structures and processes within WWF from a different angle.

Last but not least - I am thanking WWF Germany for their support with documentation on previous OD processes, on present plannings and on giving insights on the programm approach.

I wish to give appreciation to those who took the time to support.
This support and participation was crucial to gather the necessary information for this study.

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List of Acronyms and Abbreviations

BMZ	Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung
	Federal Ministry of Economic Cooperation and Development
CBNRM	Community Based Natural Resource Management
CBO	Community Based Organisation
CD	Country Director
CO	Country Office
CPI	Corruption Perception Index
CSA	Civil Society Actor
CSO	Civil Society Organisation
HDI	Human Development Index
INGO	International Non-Government Organisation
MDG	Millennium Development Goals
MoU	Memorandum of Understanding+
NDC	Network Development Committee
NDS	National Development Strategy
NGO	Non-Governmental Organisation
NO	National Organisation
OD	Organisational Development
OECD/DAC	Organisation for Economic Co-operation and Development/
	Development Assistance Committee
PBO Act	Public Benefit Organisations Act
PVO	Private Voluntary Organisation
ROA	Regional Office for Africa
TG	Truly Global
ToC	Theory of Change
SDG	Sustainable Development Goals
WWF	World Wide Fund for Nature

A. Introduction

Purpose

The purpose of this feasibility study is to provide a sound basis for and inform the development of the project concept by identifying prerequisites, opportunities and risks. Therefor the overall programme context and framework in general and of the beneficiary organisations in particular has been assessed. An assessment of the impact matrix was done during the planning workshop in cooperation with the beneficiary organizations.

The feasibility study provides baseline information and gives recommendations on the programmes design to achieve the results of the programme.

The programme is expected to cover four WWF offices in Africa: Zimbabwe, Zambia, Madagascar and Kenya and their respective key partners. Special attention is given to the role of the Regional Office Africa (ROA) / WWF International as a critical stakeholder in the programme.

Methodology

The feasibility study was designed and conducted as a desk study.

It included the participation at the planning workshop in Nairobi, Kenya from the 18th – 19th of February 2019, where the key stakeholders of the proposed programme participated.

The following approaches were used in a good mix:

- Desk review of the project concept and similar projects documentation
  (see Annex III.– Documents consulted)
- Interviews with WWF DE (and WWF ROA) focal points
- Interviews with beneficiary offices / potential project partners / key actors of local civil society (see Annex II. – Itinerary for interviews with key informants)

The assessment of documents and the conduction of interviews with various stakeholders of the programme gave different views on the proposed approach and allowed the triangulation of the information. The information gathered for the feasibility study with its different sources enables to give an overview on the situation and allows an appreciation of the proposed programme. For more detailed information of the underlying structures of civil society in the four countries a baseline study should be conducted.

Utilization of the Feasibility Study

The feasibility study is supposed to provide a sound basis for the development of the programme aiming to strengthen civil society through organisational development. The study is to provide WWF Germany as well as the partnering offices in the four countries with information on prerequisites, opportunities and risks, and will also allow identifying similarities and synergies to be used for a holistic programme approach.

B. Programme Overview

B.1. Summary

Programme Characteristics

The proposed programme is based on organisational development processes, which have been initiated and facilitated within the global WWF network by WWF International and by WWF DE. WWF International started its OD programme „Truly Global" between 2014 to 2017, and was aiming to support selected offices in Africa to become independent (national offices), one of them Kenya. Building on this experience WWF DE has decided to provide a global programme on OD in selected WWF partner offices as well, aiming at strengthening and supporting local WWF structures.

Embedded in this global approach WWF DE is aiming to provide organisational development support to its WWF partners and to selected civil society actors with the overall goal to strengthen the civil society in the four selected countries and beyond.

The programme aims at enable the selected WWF partner offices and their respective partner organisations to work effectively and to become the driver of a sustainable social change. The programme wants to create an enabling environment which comprises financial, informational and cultural conditions for the WWF partners in the countries as well as for civil society organisations by offering tailor made solutions based on needs. With its transformative character the programme is contributing to create space for learning and innovative ideas with the main objective to empower the civil society to fulfil their role as civil society actors and to encourage exchange of learning and coordination.

The programme supports a participative approach for the four proposed WWF offices in the country as well as for their committed partner organisations. Strengthening local actors and institutions through organisational development, including their specific local context from the beginning will create ownership and will be opening doors for partnerships/networks within the frame of the programme to ensure multiplication and sustainability.

With the programme WWF DE as well as WWF partners in the four countries are committing to supporting not only their direct network, but also key civil society as actors and multipliers for sustainable conservation work and environmental protection.

WWF DE is responding to requirements of the Sustainable Development Goals (SDG) in the Agenda 2030 to ‚leave no one behind' and to ‚realize human rights for all', especially the goals 16 and 17 pointing out to use ‚partnership for the goals' and civil society participation through ‚inclusive societies' as a goal. Strong and independent civil society organisations will be empowered to give all people a voice and to be the link between community members and political decision makers to strengthen democratic processes.

The integrative approach of the program aims to build institutional capacity, to clarify roles and mandates and to connect national civil society networks to enable exchange locally, nationally, regionally and globally in order to create and open new spaces for democracy. With this it wants to ensure the development of civil society organisations as representatives for the civil society and as multiplier, able to respond to inadequacies in the rule of law, exclusion from the political process, inefficient administrative structures and corruption.

Purpose

"All across the world, civil society is under pressure. In many countries, state authorities are taking more and more systematic measures, aimed to restrict the work of civil society.
Furthermore, civil society actors are targets of defamation, threats and violence. These developments, known as "shrinking space" or "closing space", have become a global trend."[2]

The programme attempts to address this trend and to counteract to an increasingly shrinking civic space in the targeted countries. According to the civics Monitor 2019[3] Kenya, Madagascar and Zambia belong to the obstructed countries, Zimbabwe belongs to the repressed countries, and thus civil society actors cannot fulfil their role. The programme is addressing the need to engage and strengthen civil society and to empower CSOs as the voice of the poorest and most marginalised citizens. Civil society as a motor for political change and democracy needs to be able to put pressure on key questions for the development of civil society. Protection of the civic space should be one of the key tasks of the development cooperation to fulfil the Sustainable Development Goals (SDG).
CSOs have the expertise and awareness of local contexts, and function as an intermediary between civil society and decision-makers as well as between civil society and the international community - this is where this program wants to step in. CSOs can use their access to political and institutional space to build relationships and highlight problems and solutions identified by the poor and marginalised groups.
The proposed program is aiming to address those threats and to support the civil society in the proposed African countries and beyond by building strong, local organisational foundations and empowering selected CSOs as multipliers.

Rationale

Starting situation / Problem analysis

The initial situation / problem analysis (see appendix) outlines and analyses the needs to which the project proposal responds.

The programme is conceptually based on a model of a strong and efficient civil society consisting of three pillars:

- Institutional capacity: strong civil society actors and institutions
- Participation and representation: Broad participation of civil society in political decision-making processes and agenda-setting
- Scaling, learning & exchange: Institutional learning, exchange and scaling of experiences

As analysed by this feasibility study, the following problems arise that endanger a strong local civil society:

1) Weak internal organisation / capacity of civil society actors is not sufficient
2) Civil society actors do not (sufficiently) exercise their mandate / role and
3) (Inter) institutional learning and the dissemination and scaling of lessons learnt do not take place.

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[2] Dossier: Squeezed – Space for Civil Society; Heinrich-Böll-Stiftung

[3] Atlas der Zivilgesellschaft 2019

Even though the specific targets of the four target countries will differ and will need to be adjusted to the circumstances, the programm will contribute to some commonly found aspects amongst the WWF offices and the CSOs in the countries such as lack of guidance to fulfil their role, lack of sufficient institutional capacities, limited (no) knowledge exchange (within CSOs in the country and also regional), no existing CS cooperation formats nor linking of forces, insufficient engagement of CSAs, unclear roles and mandate, no or insufficient cooperation, insuffient influence, insufficient knowledge.

Successfully influencing the governance processes on behalf of citizens – in particular the most vulnerable groups - through civil society organisations is limited due to absence of the needed capacity, which will be addressed by the programme.
Funding is often a limiting factor for CSOs and restricting them to grow to their full potential, to build capacities, to engage in networks and coalitions. This programme wants to enable the exchange of best practise, tools, and formats and to foster communication across the region and is linking countries and approaches. Local level, national level, regional level – facilitation of exchange on all levels - individual organisations, networks to establish links with communities to address challenges collectively.

Direct/indirect target group

Indirect target group: Local civil society
High-performing, professional managed civil society organisations, (at country level) enable civil society to participate democratically in environmental protection and nature conservation by contributing their positions in environmental policy and environmental laws and regulations, and by promoting various forms of citizen participation in environmental and land use planning and decision-making processes.

Direct target group: WWF Country Offices / CSO / CBO / local cooperation partners of the WWF
The strengthening and professionalization of the WWF offices and selected civil society actors in the frame of the programme strengthens and empowers these offices and their transformation to independence. By involving the WWF's local cooperation partners, capacity building is achieved among WWF's local partners and target group organisations.

The core criterion for selecting the WWF offices within the framework of this programme is that a transformation towards independence corresponds with the ambition and vision of the local office and that the initiative emanates from the respective WWF office. While WWF Kenya has been registered as an independent organisation since 2018, NET - as the internal WWF decision-making body - has agreed to the independence of WWF Zambia and WWF Madagascar (2018). Currently in preparation is the NET decision on WWF Zimbabwe.
Civil society partners were selected according to the following set of criteria, developed and agreed on during a consultation process with concerned stakeholders of the programme:

- Sphere: national versus grass-roots (preferably national)
- Level of influence (requirement medium to high)
- Level of experience as a civil society actor (requirement medium to high)
- Complementarity to WWF (thematically / geographically)
- Credibility / trust and cooperation experience (requirement high)
- Eligibility criteria BMZ (has to be a nationally registered, independent civil society organisation CSO / CBO / foundation / etc.)
- (Potentially) strong advocacy voice (platforms) & extensive CSO / CBO Network
- Willingness to be part of MoU / institutional agreements / alignment with WWF and BMZ agenda

Programme Design (Theory of Change)

Based on the programme objective of "a strong local civil society", the ToC schematically describes the conditions that need to be created in order to achieve this objective.

For each of the three pillars mentioned above, an objective has been formulated and it is shown what the programme must deliver in order to achieve these objectives:

1) "Institutional capacity": By 2022, the institutional capacity of selected civil society actors (WWF offices and their partners) is strengthened to transform into independent national organisations and/or consolidate their independence
2) "Participation and Representation": By 2022, selected civil society actors (WWF offices and their partners) are enabled, to pro-actively influence national legislation and implementation towards a strong national /regional conservation and development agendas
3) "Scaling, Learning & exchange": By 2022, Local / regional cooperation and exchange formats enable mutual learning between the partners and scaling of projects best practices.

This, in turn, is a generally valid impact model for the overall programme, which is contextualised in the respective country approaches as the programme will focus on country-specific topics of importance and will be based on country-specific strategies. The processes will be driven by the WWF offices in the four countries as well as by their partner organisations, and external support will be given from WWF DE as well as from ROA and the WWF network. Institutional capacity building for local partners (WWF and partnering CSOs) in programming countries is a key aspect of the intervention. It will be achieved through workshops, trainings, ongoing monitoring and evaluation. The intergrated process will contribute to improving civil society capacity to fulfil their role after the programme has ended.

WWF DE is aiming to link organisational development, capacity building and exchange to empower the CSOs and the communities to take charge of local development, which necessitates the existence of local ownership. The CSOs will be benefitting from the WWF offices as (former) international organisations transforming to national offices, providing international experience and now rooting deeper into the local context. WWF will develop the capacities of the local CSOs and work closely with them to implement the programme.

Transformation of the WWF offices into locally rooted organisations will ensure the sustainability of the programme after the funding has ended.

B.2. REPUBLIC OF KENYA

I.) General Information

Kenya with over 48 million inhabitants is the economic, financial, and transport hub of East Africa. Kenya's economic growth has averaged over five percent for the last decade and since 2014 Kenya has been ranked as a lower middle-income country. One impact of the country having achieved middle-income status has been that donors are now expecting more than ever that the Kenya government takes the lead in its own development and manages its own humanitarian crises as they arise. While Kenya has a growing entrepreneurial middle class and steady growth, its economic development has been impaired by weak governance and corruption. Although reliable numbers are hard to find, unemployment and under-employment are extremely high, and could be near 40 percent of the population.[4] Almost every third adolescent is unemployed. Kenya is a country of many contrasts, from its landscape to demographics, and more so it's social and economic inequalities. Kenya is one of the most unequal countries in the sub-region. 42 percent of its population lives below the poverty line. Access to basic quality services such as health care, education, clean water and sanitation, is often a luxury for many people. Large segments of the population, including the burgeoning urban poor, are highly vulnerable to climatic, economic and social shocks. With a Human Development Index (HDI)[5] of 0.59 ranking at 144 out of 189 countries, and is therefore a medium human development country.
A new Constitution was enacted in Kenya in 2010. One significant reform brought in through the new constitution is the devolution of political power and resources moving from a previously highly centralized government structure towards the 47 newly decentralized counties. The devolution offers opportunities including the Constitution and devolution legal framework[6] – a commitment from the Government to transparency, accountability and civic engagement. The unequal distribution of wealth, the inequitable and inconsistent access to quality services; the poor public participation in decision-making processes and policy design; and the general lack of institutional accountability and transparency are key challenges. Gaps in institutional capacity and limited citizen's awareness on the Constitution, the devolved system, people's rights, and competition for power between the central and county governments remain important contributing factors.

The country has witnessed a substantial reduction of humanitarian space and increased restriction against civil society (targeting both national and international actors). The involvement of national civil society into the political arena is been perceived by the Kenyan government as opposition and generally increased the pressure made on NGOs. In January 2013 the Public Benefit Organizations Act (PBO Act) was adopted with clear criteria for registration of NGOs and deadlines for processing of proposals but was not put into effect. The Civil Society Organizations Reference Group (CSO Reference Group) - a platform for Kenyan and international NGOs is together with other civil society actors (churches, trade unions, development, humanitarian and human rights organizations) trying to put the PBO Act in its original version into effect. However, to date the National NGO Coordination Board[7], an institution that was put in place in 1990 by the NGO Coordination Act, is still the framework, which is regulating and controlling CSOs in the country based on a not any more existent law.

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[4] CIA – The World Factbook - Kenya
[5] Human Development Index (HDI) is showing correlation between development and civic space. The lower the HDI the less civic space is available.
[6] i.e. County Government Act 2012 (CGA), Public Finance Management Act 2012
[7] http://www.ngobureau.or.ke/

II.)   WWF Kenya

Within the four targeted countries of the proposed OD programme, WWF Kenya has got a special role. In Kenya the WWF has got three different internal structures within the same office building – WWF International, WWF Regional Office for Africa (ROA), WWF Kenya. Although sharing the infrastructure all three organisations are acting independently, and are not directly connected. The national WWF Kenya is the office this programme will address. Even though WWF structures in Kenya have existed since 1968, WWF Kenya has been registered as a country office since November 2009. It was only in October 2016 when the office transformed with the support of WWF International and its Truly Global programme[8], and has since been registered as a National Office (NO). WWF Kenya is legally registered with and under supervision of the NGO Coordination Board - to whom it is submitting financial- and programme reports on an annual base.

With a total of 68 staff members and an annual budget of approx. 10 million US Dollar the pressure to keep the level of performance is high and even though funding strategies have been explored (e.g. The Truly Global Initiative FY14 – FY17), they have not fully been integrated and the office has not yet reached financial independence, thus one of the main threats for the office remains the fundraising capacity. Further a high staff turnover, caused by a high competition e.g. with international agencies who are able to pay a higher salary are weakening the national offices potential. In order to be sustainably taking over a role as converter in the context of conservation, the office will need a substantial policy and advocacy strategy.

Up to now implementation of projects has been realised through self-implementation as well as through Kenyan partner organisations. However, WWF Kenya as a former international organisation (INGO) is still often perceived as a donor organisation rather than a local partner and hence aiming to strengthen their role as a local actor. Main entry point will be building the partners capacity on national and county level in conservation as well as in advocacy, governance and policy. On the long term WWF Kenya in their role as a local organisation wants to provide a platform / movement to empower the national, local CSOs and CBOs, and to give a voice for a development towards sustainable infrastructure. WWF Kenya's vision is to build social and environmental safeguards in order to enable participation already in the early stages of decision-making processes. However, being perceived as a very strong (international) organisation WWF Kenya might be perceived as threat by other (local) organisations as the community of CBOs in Kenya is rather competitive (not cooperative). A circumstance caused due to the fact that around 90 percent of funding sources are external and getting into the country through international donors.

The impact of shrinking space for civil society in Kenya should be observed carefully even though conservation and environmentalists have not yet been in the focus of government institutions (and repressions), this could change and getting into conflict with authorities might be a potential risk for the organisation.

With WWF Kenya having gone the path from WWF programme office to an independent, registered national organisation, the office is expected to be a relevant impulse giver to the programme, sharing the Kenyan experience and providing lessons learnt and best practices to the partners that follow their path.

III.)   Stakeholder and Beneficiaries

One key stakeholder will be WWF Kenya's national team, as they will have to support and approve the process up to its implementation. Further important key actors for the implementation of the program will be the nnational, local civil society organisations. Focus will be put on those organisations that have been partnering with WWF Kenya for many years in previous programmes – mainly working within the natural resource sector. In line with the Truly Global programme WWF Kenya has conducted capacity

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[8] Truly Global is an organisational development approach for the WWF offices in Africa. It has been initiated by WWF International.

assessments with their partner organisations and accordingly started building their capacities and development of action plans. Next to individual CSOs existing networks / platforms / umbrella institutions will be adding value to the programme and are important stakeholders, with their big outreach they are able to function as multiplier and advocate for accountability and transparency on national and county level. The holistic approach on financial independence, building partnerships and enhancing communication will be adding value to sustaining rooted action which can grow to build movements (outside the key stakeholders).

Direct Beneficiaries
WWF´s national office in Kenya will be benefitting directly as the OD programme is aiming to supporting their efforts in strengthening internal capacities this is not only including the institutional capacities, but also advocacy and governance.

Additionally the two following local networks will be directly partnering in the process:

National Environment Civil Society Alliance (NECSA-K)
Is a civil society platform for articulating and advocating for issues on the environment.[9]
NECSA with it's around 60 members is mainly involved in policy building. They are the voice for the CSOs and are offering a platform for the communities, enabling them to organise in order to get together as critical mass that can make use of their democratic rights.

Narok County Natural Resource Network (NCNRN)
This network brings together local CSOs in Narok County. It is a platform that advocates for good governance in the management of natural resources sector within the county and now venturing beyond. The network creates awareness on rights and responsibilities to hold government accountable and takes advantage of Kenya's governance system.
The network is continuously strengthening its institutional capacity including governance, communication and external relations, advocacy, monitoring and evaluation.

IV.) Objectives and strategies to achieve the programme goals

Within the local civil society WWF Kenya aims to be perceived as an organisation that is supporting programme and project implementation in conservation as well as promoting good governance. WWFs role in advocacy and supporting the implementation of programmes addressing environmental challenges needs to be strengthened.
WWF Kenya wants to make use of the process by building community institutions in order to promote democratic space. Reaching out to networks/platforms/umbrella institutions WWF Kenya aims to create multiplier effects and to expand the civil space especially at the grassroots level. Advocacy expertise and capacity needs to be developed within those organizations to enhance their voices and to enable them to take over a watchdog role especially on natural resources. Influence on the political agenda setting will be crucial to enforce the stakeholders to move to the next level of demanding implementation of conservation goals on national level.
Main areas of support will be the training and capacity building of CSO/CBO via NECSA and Narok. Those will enable the CSO/CBOs to advocate and reach out to communities with awareness campaigns to make democracy happen.

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[9] https://twitter.com/necsakenya?lang=de

B.3.   RÉPUBLIQUE DE MADAGASCAR

I.)   General Information

Madagascar is the fourth largest island in the world with almost 25.6 million inhabitants. The youthful population – just over 60 percent are under the age of 25 – and high total fertility rate of more than 4 children per women ensures that the Malagasy population will continue its rapid growth for the foreseeable future. [10] The population is expected to double to 50 million in the next 30 years, putting more pressure on resources. It is the poorest non-conflict country on Earth, with 92 percent of people living on less than $2/day. In 2018, Madagascar's Human Development Index (HDI) improved slightly from 0.512 to 0.519, but the country fell three places in the world ranking, from 158 to 161.

Since it became independent from France in 1960, Madagascar has experienced three phases of watershed political change and the founding of four republics and has not achieved any lasting consensus over the design of the government system down to the present day. The latest presidential elections were held in November 2018, but it was only in January 2019 when Andry Rajoelina was declared the winner of the election. Political instability has far-reaching social implications, and the country lacks societal institutions able to carry out a process of socio-political accommodation. Trade unions and civil society organisations are too weak to push forward with reforms, or they do not fully leverage their potential.[11] Development of the country's democratic institutions and civil society is at an early stage.

An uncertain political terrain in Madagascar continues to impact civic space; however, some civil society organisations believe space for civic activism is improving. Despite this perceived improvement, civil society organisations working on environmental issues are still subject to harassment and intimidation. Permits are required to gather and protest, and the authorities sometimes restrict protests in a discriminatory manner, primarily preventing the political opposition from exercising this right. [12]

While International NGOs enter an agreement with government –„Accord de Siége"– for national Civil Society Organisations no specific regulation organise their registration as association or organisation. No legal framework for CSOs in the country exists; however, different laws regulate Associations, NGOs, and Foundations. [13] The Malagasy government is in a process to update the legislation regarding the status of international NGOs, and that of civil society (pending law on the role of civil society).

Several Networks provide structured coordination and collaboration between the CSOs in Madagascar such as Rohy (since 2015/16), which has been financed by the European Union and has had a positive role in the latest presidential election process. The Alliance Voahary Gasy (AVG, since 2010) - a platform of about 30 CSOs focused on environment, was one of the main initiators of the ROHY civil society platform. However, due to financial mismanagement donor suspended their support to the platform in 2015, and a process to address the internal organisational and managerial weaknesses has since been going on.

II.)   WWF Madagascar

WWF has been operating in Madagascar since 1963 and has opened the country office in 1979. It was registered as an international NGO in 1996, and is now aiming to become a National Office (N.O.). At

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[10] The World Factbook, CIA Madagascar
[11] https://www.fes.de/en/africa-department/standorte/madagascar/
[12] https://monitor.civicus.org/newsfeed/2017/01/01/madagascar-overview/
[13] Associations: "Ordonnance" Nr. 60.133, 03/10/1960; NGOs: Nr. 96.030, 17/08/1997; Community-based associations:
Nr. 2000-027 du 13/01/2000, Foundations: Nr. 2004-014, 19/08/2004

present the office has got an annual budget of 5.5 to 6.5 million USD. With its 142 staff members the office in Madagascar is with regards to human resources the biggest of the four proposed WWF offices within this programme. WWF in Madagascar is partly implementing programmes with several local partners and is also self -implementing. This leads to WWF Madagascar´s role as an implementer from a government's point of view. However, WWF Madagascar aims to be acknowledged as advocacy and technical advisor to the government. At the same time WWF in Madagascar is an advisor for donors, but also for the civil society. With their profound expertise WWF Madagascar is a trusted partner and enjoys high credibility within government as well as within the civil society. Long standing existence in the country as well as their membership of the International Network is emphasising this status. Good operational systems and a strong team supporting the organisational development process, which has been initiated by WWF in 2015, has led to strategic, long-term planning for the office.

However, WWF Madagascar is lacking communication capacity, as one of the reasons for their low visibility in the country with potential for improvement. Especially when looking into a diversification of fundraising opportunities communication will be playing a crucial role. Clearly defined strategical partners are missing in WWF Madagascar´s strategy, concluding in an impact performance still below optimum and leading to insufficient sustainability.

Even though the government is unstable, environment for conservation work is enabling and seen as an opportunity in the country and for WWF. However, the president has only been officially announced in January 2019, and it remains unclear what direction will be taken on. Developments are causing insecurity, and the possibility of shrinking civil space needs to be taken into account.

CSOs and NGOs in Madagascar are not self - sustainable and are depending mainly on external funding.[14] Being donor driven makes the CSOs more of a service provider rather than part of strong, vocal civil society. A big resource and maybe the countries biggest potential is the young population (> 60 percent); the optimistic and motivated youth should be in the focus of sustainable conservation work.

On the long term the supporting network of WWF will help the office on their transformational way forward.

For WWF Madagascar the main challenges with regards to the proposed programme will be to find capable partners on the ground, who will be strong enough to reach out to the communities and to take on the process. Sustainable funding opportunities which do not arise through any WWF network, but which will be generated from within the country and the own network will be another major pillar to be addressed. This can possibly be overcome with substantial communication capacity and strategy.

III.)   Stakeholder and Beneficiaries

The most relevant stakeholders of the program will be the team of WWF Madagascar whose willingness to make the organizational development process a success is high. By participating right from the beginning in specific areas of the programme a change of culture and improved performance is envisioned through capacity building leading on the long term to greater prospects for development and conservation impact. It will be important to „onboard" the team from the start as proposed changes need to be fully understood and their participation to define the office vision is essential.

CSOs will play a crucial role in the process, as they will need to understand and support the transformation of WWF. Dialogues need to be lead from the beginning to explain WWFs niche and to avoid unnecessary competition. The relatively young civil society will benefit from a strong and performing WWF Madagascar as a model for learning and for increasing its credibility towards other players. Besides the general positive impact on conservation and specific targeted environmental issues due to strengthened and empowered civil society organisations, the expected improved and greater conservation impact will convince donors who will be getting a higher return on their investments. Further local partners offering financial or technical support will be relevant stakeholders for the programmer.

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[14] Due to a government coup in 2009 important donors withdrew from Madagascar.

Direct Beneficiaries:
The team of WWF Madagascar with their 142 staff members will be benefitting directly by the OD process. Capacity building in various sectors will increase their career development opportunities and allow performing better and consequently to get greater conservation impact.

Two selected partners will be directly benefitting by the proposed programmer. Those partners have been selected according to the criteria discussed in the planning workshop in Nairobi, Kenya.

FIVE MENABE, a platform of in the Menabe region (Middle West), it is registered as an association.

OPCI[15] OHEMIHA was founded to tackle environmental issue and it became a consultation structure for sustainable development. With high-speed degradation of the vegetation cover of the Amoron'i Onilahy (AO) area, mayors from 15 Communes concerned with such issue created this OPCI structure. They aim at ensuring consistency in their actions, to share their strengths and ideas to stem the pressure on natural resources and promote sustainable development. OD support is a step to ensure the sustainability in good governance of the AO Protected Area (PA). Since the AO PA establishment, WWF, to which management of AO PA has been delegated, by agreement with the Government, serves as a the guarantor of the management of the PA vis-à-vis the Ministry of Environment and Forests.
Within four years, when the PA will update its management plan, and strategy, WWF will withdraw from its delegate role, and will handle it to OHEMIHA and the Local Management Unit - the COBA Federation.

At the time of the report partners were still consulted, and discussions were taking place to understand which partner would be willing and also able to contribute sustainably to the proposed programme approach and aiming at long term capacity building.

Apart from the two partner organisations other CSOs will be benefitting from consultations and trainings provided in the frame of the programme.

IV.) Objectives and strategies to achieve the programme goals

Building institutional capacity through an organisational development approach will lead and guide the organisation on their way from an international organisation to a strong national organisation. The OD process is supposed to empower the team, and to improve leadership capacities to have greater impact on environmental conservation. Different than in the other three proposed WWF offices, Madagascar might opt to register as both – international and national office.
Another key component of the program is to establish partnerships with network organisations as their outreach to the communities is huge and will enable the civil society to make a change from the roots. E.g. strengthening OPCI OHEMIHA would create local ownership and support WWF Madagascar's´ exit strategy (see OPCI OHEMIA).

Thematically focussed cooperation between civil society stakeholders (e.g. on youth) will be beneficial to establish long-term cooperation. In this intention Zimbabwe and Madagascar could be cooperating intensive and exchange their knowledge and their vision.

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[15] OPCI (Organisme Public de Coopération Intercommunale) Public Organisation for Intercommunal Cooperation

B.4. REPUBLIC OF ZAMBIA

I.) General Information

Zambia - a landlocked country in Southern Africa, covers a total area of 752.612 square kilometres and is a lower middle-income country with a population of about 16.44 million people (July 2018 est.)[16] and a population growth rate of about 3 percent per annum.[17]

Though stable for most of its post-colonial history, the country entered a new phase when President Edgar Lungu and his government were re-elected in August 2016. The election gave Lungu a five-year mandate. He has called for an end to moral decay and national transformation to address high levels of poverty.

Zambia's economy is primarily driven by the mining, agriculture, construction, transport and communications sectors. The country has undertaken policy reforms aimed at creating an enabling economic environment, which enhances private-sector participation and ultimately achieves economic growth. Against the backdrop of these policy reforms, the country has achieved consistent positive gross domestic product (GDP) growth over the past decade. However, the distribution of economic growth and the resulting rise in income is extremely inequitable, and public investment contributes very little to poverty reduction. The 2015 Living Conditions and Monitoring Survey (LCMS) results show that the majority of the population is affected by poverty. In 2015 the ratio of the population living below the poverty line was 54.4 percent. Poverty is a predominantly rural phenomenon, with estimated 77 percent of the population in rural areas living below the poverty line, compared with 23.4 percent in urban regions. Further, the survey showed that 40.8 percent of the population were extremely poor (60.8 percent in rural areas and 12.8 percent in urban areas). There is widespread undernourishment among children and nursing mothers. The Millennium Development Goals (MDGs) – especially those aimed at reducing child mortality rates and providing access to safe drinking water and basic sanitation – will not be reached. Zambia is therefore still placed in the bottom quarter of the Human Development Index (HDI) ranking 144 out of 187 countries. It is also one of the countries likely to be most affected by climate change in future.

Zambia has an extensive civil society, which includes a strong presence by church groups and trade unions as well development and human rights CSOs. Civil society's challenges include limited capacity and networking and high dependency on external resources. Broader societal challenges include political polarisation, a lack of judicial independence and practices such as torture and unlawful killings by the police force. CSOs have however worked successfully to defend and uphold practices of multiparty democracy and the peaceful transition of power, and to bring the government back to the negotiating table over the highly restrictive 2009 NGO Act.[18]

Zambia´s NGO community is providing several networks, each of them operating in specific sectors, the main network for conservation is the Network for Natural Resource Management.

II.) WWF Zambia

WWF has got a presence in the Republic of Zambia since 1962 and has been registered as an International NGO in 1992 under the 2009 NGO Act No. 16, 2009 (Policy 2). The WWF office in Zambia employs 45 staff members with an annual turnover of approx. 6 Million USD. The Zambian WWF is as well implementing with different partners (26) as also self-implementing with five field offices located in the

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[16] The World Factbook – CIA, Zambia
[17] „World Population Prospects: The Revision 2017" ESA.UN.org
[18] https://monitor.civicus.org/newsfeed/2017/01/01/zambia-overview/

whole country. WWF Zambia´s main role would be described as a convener. They take over leadership in the sector of conservation, enable research and provide knowledge exchange; with this it is also taking the role as strategical advisor and mentor. Within Zambias international network WWF is seen as a connector and fundraiser. WWF has got strong relationships with government, private sector and CSOs alike and their successful community programmes are offering space for further development. For the further organizational development a roadmap has been established and small existing programs for capacity building for civil society organisations are already in place.

WWF Zambia as part of the WWF network and with their access to global knowledge and resources is considered a trusted organisation in the country. Therefor WWF is a relevant player and are able to provide technical expertise and contribute to the government's vision and objectives. With its potential to influence, they are able to give recommendations to initiate changes of e.g. wildlife policies. On the other hand their programs on the ground are enabling WWF Zambia to stay connected to communities, and to provide and distribute resources and expertise. However, low capacity on policy building, the lack of a clear communication and campaigning strategy as well as little operational capacity is limiting the organisation to act to its full potential. A missing strategy for human resource management causes high staff turnover, and the loss of staff leads to knowledge gaps (brain drain), which is weakening the organisation additionally. A consistent partnership approach needs to be developed in order to sustainably empower the communities.

The governments enabling legal framework esp. with regards to natural resource management policies could support WWF Zambia in their growth. High potential is also seen in future cooperations and partnerships with the private sector. Good coordination with CSOs could be a door opener as they are seen as the strongest link to the communities.

Even though the government is providing an environment for conservation work, shrinking civil space is a threat, which also WWF Zambia has to be keeping in mind. On top of this shrinking donor funding might cause friction especially within the NGO community as an unhealthy competition will not be in favour of coordinating networks and platforms which are necessary in order to push sustainable conservation work forward.

Due to the high poverty rate within the rural communities conservation work is not on top of local agendas, but making it necessary to look for different, alternative solutions to provide income and life sustaining options.

Key challenges for WWF Zambia will be to provide sustainable institutional capacity building for their key partners, mainly in the field of management and governance. Building a network to educate and to establish a cadre of environmental leaders with the goal to be speaking with one voice on key issues will need a wide range of collective power. This will include the willingness to cooperation rather than competition for (donor) funding amongst CSOs. For the community involvement, alternative solutions must be found in order to be able to deliver sustainable, quality conservation work.

III.) Stakeholder and Beneficiaries

Indirect Beneficiaries:
For WWF Zambia the CSOs will be a key stakeholder in the proposed programme as they are providing the strongest link to the communities and will be holding WWF accountable for their work. It is envisioned to share best practices and knowledge in order to optimize resources, but also to function as multipliers and to support delivering WWFs mandate.

Within the frame of the programme the government as a stakeholder should be providing an enabling environment with laws and policy commitment in favour of WWFs conservation work within acceptable timeframes.

Direct Beneficiaries:
WWF Zambia will be one of the direct beneficiaries within the frame of the programme.

With their vision and ambition to become a National Office they will be facing new challenges and needs for development in different areas will require appropriate response and external support.

The WWF office in Zambia is intending to be directly cooperating with the following three partner organisations / networks, working in the field of community based natural resource management (CBNRM).

Green Living Movement (GLM)[19]
GLM Zambia is registered under the NGO Act and works with 11 partner communities in Zambia. GLM supports sustainable development and community livelihoods in rural Zambia. Its work focuses on sustainable land management, climate and environmental awareness, income diversification as well as capacity building and advocacy.

Climate Smart Agriculture Alliance, Zambia
The Alliance is registered since 2018 under Zambias NGO Act. The Alliance main objectives are to advocate for a broader adoption of civil society actors as well as increased government budgetary allocations for civil society actors to promote sustainable natural resource management and food security in priority landscapes and ecosystems.

Zambia CBNRM Forum[20]
The Zambia CBNRM Forum has been registered under the NGO Act since 2004 and is working across Zambia. The Forum works as an umbrella organisation, bringing together a wide variety of institutions, organisations and individuals to support best practice in community based natural resource management across Zambia. Their main objective is to mobilise communities to influence key natural resource management policies and decisions.

IV.)   Objectives and strategies to achieve the programme goals

WWF Zambia wants to become a National Office and to gain institutional strength through capacity building to be enabled to provide sustainable conservation work. WWF Zambia wants to build on the trust they have among the different stakeholders and is aiming on connecting different interest groups. As a national organisation WWF will be taking over a Watch Dog role rather than being perceived as a donor organisation. They aim to be providing sustainable institutional capacity building for their key partners, mainly in the field of management and governance to be able to set the conservation agenda and to make changes on a systemic level to influence institutions and government.
Building a network to establish a cadre of environmental leaders with the goal to be speaking with one voice on key issues and overcome the mistrust between NGO and government is another key element of the programme.
For the community involvement, alternative solutions must be found in order to be able to deliver sustainable, quality conservation work.

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[19] http://www.glmglobal.org/our-work/zambia/
[20] http://www.zcbnrm.com/

B.5. REPUBLIC OF ZIMBABWE

I.) General Information

Zimbabwe is a low-income and young country, with 62 percent of the population below the age of 25 years. It's 14.0 million (July 2018 est.)[21] citizens are facing major economic, social and political challenges. Since the end of the coalition government (2009-2013) under Robert Mugabe in 2013, the country's economic crisis has led to ten thousands of formal jobs losses, thousands of companies closed, a cash liquidity crisis that suffocates any economic activities, a growing informal sector and a decline of economic growth. But not only the economic transformation process came to a halt; the democratization process that started over a decade ago with a strong opposition movement from political parties, trade unions, churches and civil society has come to an end. Political and socio-economic rights are mostly disregarded or denied by state institutions. The new, progressive constitution that was adopted in 2013 is yet to be fully implemented in the country's laws and the government has repeatedly faulted on protecting fundamental rights like the freedom of association, freedom of expression and access to information. In November 2017 a coup took place, ending Mugabe's 30 year presidential incumbency. Emmerson Mnangagwa was elected in the 2018 Zimbabwean general election and making him the 3rd President of Zimbabwe. The current government has failed so far to deliver economic reforms and mostly affected are the vulnerable groups of society such as young, female or elderly people[22] with almost 90 percent of Zimbabwes population working in the informal sector. Zimbabwe's HDI value for 2017 is 0.535—which put the country in the low human development category—positioning it at 156 out of 189 countries and territories.[23]

In 2002 under Mugabes presidential leadership the repressive Public Order and Security Act (POSA) was passed, and it was supposed to be replaced in 2018 for a new law that goes in line with the legal framework by the new government. However, the POSA remains and is still in force and with an uncertain political environment the chances that the civil space is continuously shrinking are high. Civic freedoms, including freedoms of association, peaceful assembly, and expression, are routinely and violently repressed in Zimbabwe. Amidst a renewed recent wave of online and offline protests, state authorities have continued to harass, and arbitrarily arrest those exercising their rights to assemble and voice dissent. Human rights defenders have been subject to assaults, arbitrary arrest, and enforced disappearance.[24] Despite the lack of profound political changes, parts of the civil society remain optimistic and are hoping for political renewal.

Under the existing law Non-Governmental- and Non-Profit Organisations can be registered and operating in three different forms: Private Voluntary Organisations Act (PVO Act), since 1966, Trust Deed and the Common Law Universities.

CSOs in Zimbabwe seem to be mostly either highly political or not political at all. Few CSO networks are active in Zimbabwe and the one recognised by the government is the National Association of Non-Governmental Organisations (NANGO). NANGO organises mostly unpolitical NGOs who are delivering socio-economic or conservation work and is not any longer considered an independent umbrella network. It has lost credibility and many of its activist members, who have formed new, more critical networks. Local government works mostly with Residents' Associations, and CSOs and NGOs are getting very little or no support from government as - according to government - they are becoming „too strong" and are often called regime changers. It is not uncommon that CSOs are taking over government responsibilities when government fails to provide basic socio-economic services to the communities.

Zimbabwes repressive environment towards civil society with a high political and economic instability is not offering the necessary support towards the countries development.

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[21] The World Factbook – CIA, Zimbabwe
[22] https://www.fes.de/en/africa-department/standorte/zimbabwe/
[23] UNDP-HDR 2018
[24] https://monitor.civicus.org/newsfeed/2016/09/01/zimbabwe-overview/

II.)   WWF Zimbabwe

WWF is operating in Zimbabwe since 1983 and registered in the country as a (international) Welfare Organisation since 1986 under the legal framework of the Private Voluntary Organisation Act (PVO Act). With an annual budget of approx. 3 million US Dollar and its 15 staff members, Zimbabwe is the smallest of the four proposed WWF offices in Africa. However – needs and challenges due to the political unstable situation are tremendous. The office in Zimbabwe is implementing their programmes largely through and with their eight partners and would define their present role mainly in providing impact in the conservation sector and even though registered as an international NGO, they consider themselves a local actor and as part of the civil society, offering sustainable impact to the civil society as a think tank and as facilitator for coordination. WWF Zimbabwe wants to transform into a National Office (N.O.) in order to be closer to the civil society and to „not feel as a foreigner“ in the own country. The strengths of the office in Zimbabwe are clearly their knowledge and expertise in the sector of conservation, which is enabling WWF to give support to government institutions on conservation issues. In case global funding will be released in the sector of conservation WWF as leading agency will be enabled through government to get access to those funds. WWF Zimbabwe as an influencer is getting access not only to government structures, but also at the same time to the private sector and to CSOs. With the OD process that has been started by the support of WWF Germany in 2017 the office has looked into diversification of funding opportunities within Zimbabwe, one of them being the private sector. Working in co-operation with the private sector opens new networks and strengthens the link to the youth, with 62 percent a very important part of Zimbabwe´s population. However, short-term funding models cause staff instability, high staff turnover and a brain drain towards the bigger organisations and institutions, which offer higher salaries and more economic stability. WWF Zimbabwe is aware that there will be financial challenges on their way to independence.Provision of capacity building – institutional and technical - for smaller CSOs has so far not been part of WWF Zimbabwes agenda, but would be of major support with regards to their conservation goals.

To date main fundings are entering the country through international donors and on the long-term dependency on those funds will not be contributing to sustainable development to become independent and to create a movement, therefor diversification of funding sources is needed. WWF Zimbabwe – as a National Office - is aiming at the mobilization of the local community to generate funds. The spirit of optimism among young people in Zimbabwe could be used and could offer an opportunity to empower civil society and to contribute to a sustainable development of the country.
However, building capacities of the civil society and engaging them to advocate and to become responsible activists will be another key challenge that needs to be addressed. Building synergies via networks and enabling civil societies to build up collective strength in order to create impact through good partnerships is seen as one of WWF Zimbabwes main tasks in the proposed programme.

III.)   Stakeholder and Beneficiaries

In the proposed programme most relevant stakeholders for WWF Zimbabwe will be the government entities – mainly the Forest Department and the Department for Renewable Energy - providing a supporting environment and sustainable impact on conservation work in Zimbabwe through enabling policies and a legal framework.
Further the highly motivated and dynamic youth itself, as a chance for change will be an important stakeholder in the programm, as especially young people can contribute to economic and social transformation, if they are empowered with knowledge and skills to make informed decisions.

Direct Beneficiaries:
WWF office including the team will be benefitting from the approach of the programme. The office in Zimbabwe is aiming to become a strong and independent National Office. A strengthened National Office will empower WWF Zimbabwe to become a greater influencer on national level and will allow the office to fundraise locally.

Civil society organisations focussing on conservation work will be directly benefitting from the proposed project approach. In particular two organisations that have been cooperating partners of WWF Zimbabwe for many years have been selected as direct partners for the proposed programme.

Zimbabwe Environmental Law Association (ZELA) [25]
Formed in 2000 and legally constituted as a Trust in November 2001, the Zimbabwe Environmental Law Association (ZELA) is a premier public interest environmental law group based in Zimbabwe.

Organization of Rural Associations for Progress (ORAP)[26]
An indigenous, culturally rooted movement for development. It was founded in 1980 at Zimbabwe's ascension to independence and was registered in 1981 as a welfare organization dedicated to the promotion of rural development from the perspective of grassroots communities in Zimbabwe.

Aiming at strengthening civil society organisations, those two CS partners will be taking on a crucial role in the process. Their outreach will enable to build capacities and to advocate through all levels of civil society - at community and national level.

IV.) Objectives and strategies to achieve the programme goals

The objective to be strengthening the local civil society in Zimbabwe through organisational development can be achieved by tightly following up and accompanying the institutional capacity building of the WWF Zimbabwe and selected stakeholders.
Madagascar and Zimbabwe could set up some specific collaboration and exchange lines as both are aiming to promote the youth in their country. Exchange programmes and platforms across the borders will be facilitating a bigger outreach and will be opening new spaces.

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[25] http://www.zela.org/
[26] https://orapzenzele.org/

C. Key Findings, conclusions and recommendations

Criterion 1: Relevance

The proposed programme puts emphasis on strengthening civil society actors in the countries to empower civil society and to foster democracy processes. The underlying approach is reaching out to national Networks, CSOs, and communities as key stakeholders and putting the people in the centre. The programm consists of three pillars all addressing threats identified in problem analysis and ToC.
The programme level outcomes are broken down into specific outputs on country level and hence consistent with the outputs and outcome on programme level and the intended impacts and effects.

Assumptions / risks:
A relatively stable political and social environment in the targeted countries is necessary, to give enough open space for civil society to support a sustainable implementation of the programme. The CSOs need to be willing to cooperate and work together in order to talk as one strong voice. The selected partner organisations need to have a basic stability in order to be able to drive the change.
There is a need of sufficient donor funding in the countries in order to allow the CSOs to continue the programm after the funding ends.

Criterion 2: Effectiveness

WWF Zimbabwe, WWF Madagascar, WWF Zambia can achieve to transform from an international organisation to a local office – independent from WWF International.
All four WWF offices can achieve to be strengthend in their role and with their mandate during the course of the programm.
With the support of workshops, consultancies, participation during planning phase by key partners (WWF) the needed support will be provided. In the countries the consultation processes with potential partners will enable to make realistic planning possible. Concentrating on the selection of two key partners per country will intensify the cooperation and increase the effectiveness of the programme.

The programme needs to take internal and external risks into consideration and needs to develop respective mitigation measures. A comprehensive risk assessment for the programme was provided by WWF DE in October 2018, it needs to be amplified and updated, especially with regard to internal risks.

Internal risks were extensively discussed during the Nairobi Workshop in February 2019 and mitigation strategies developed, internal factors discussed were:
- WWF (National Development Strategy) will be letting the WWF offices in the countries go.
- The harmonization of different visions, roles and responsibilities between ROA, NDC and BMZ, WWF DE will be necessary.
- A lack of funding and a decline or lack of resources will be influencing the successful implementation as well as a lack of integration of strategies.
- Not learning from the past and each other can influence the result of the programme and undefined leadership and ownership issues at country level.
- High staff turnover mainly due to limited resources for funding models will be a limiting factor to the organisations and the operational ineffectiveness of organisation can lead to underachievement of the programme.

Externally the following factors could hamper the programme:
- Political instability, shrinking space for civil society

- Weak economic situation
- Instability of partners
- Competition with other NGOs
- Donor fatigue

Criterion 3: Efficiency

Objectives are likely to be achieved in the given timeframe. The programme is designed in the most efficient way possible, building on previous / current OD and CSO approaches, avoiding redundancies and overlapping.

The management & steering structure of the programme is designed in an appropriate, adequate and efficient way, rezoning to local context, partner and donor requirements, ensuring a transformative and programmatic approach through consolidation and harmonisation of the country approaches and regional measures.

Besides having OD focal points in each country, a programme level coordination is considered highly beneficial to the programme, to coordinate the overall programme, ensuring implementation in close cooperation with ROA and the local offices and compliance with donor standards. Further tasks are coordination of South-South cooperation, in particular involving the local WWF structures and other actors, development and implementation of programme level monitoring, evaluations and reporting. In order to fulfil all mentioned tasks while keeping the coordination structure lean and efficient, WWF DE is planning to second one staff to the region.

Criterion 4: Impact

The local civil society in the four programme countries will be benefitting indirectly as they will be getting a different self-conception and will understand better how to make use of their rights to drive social change in their countries. Participation will strengthen civil society and will enable them to fulfil their role and mandate and to be contributing to democratisation.

High-performing, professionally managed WWF offices at country level will enable democratic participation of civil society in environmental and nature conservation by contributing their positions in environmental policies, environmental laws and regulations and promoting various forms of citizen participation in land use planning and environmental decision-making.

The four WWF country offices and other local cooperation partners of the WWF (CSOs, CBOs, networks) will be the direct beneficiaries of the programme. The strengthening and professionalization of the WWF offices will not only have a positive impact on the WWF offices, but will also facilitate capacity building for WWF local cooperation partners.

Criterion 5: Sustainability

The programme will be having a sustainable impact in all four countries as it aims at building capacities of the civil society actors. Capacity building through workshops and trainings as well as organisational development will be contributing to a long-term development within the targeted organisations also after the programm has ended.

Institutional sustainability of selected CSOs is a declared goal of the programme and is ensured through the systemic approach of organisational development. The programme invests in institutional capacity building through the long-term strengthening of systems, processes and structures.

Economic sustainability is another objective of the programme: to create a basis for financial independence of local civil society actors.
Already being a national NGO, the WWF office in Kenya will be benefitting after the end of the programme as the built capacity will strengthen and empower them in their already existing foundation.
The partnering network organisations will get the opportunity to grow and use the process to stabilise their base.

Madagascar, Zambia and Zimbabwe will be transforming into national offices during the programme period, and hence be strong local civil society actors, rooted in local society, ensuring civic participation in political decision making and assuming thought leadership on conservation matters. With influencing and shaping local development and environment agendas, which are highly responsive to local needs and context, civil society's role and mandate, local relevance and sustainability will be fostered. Local networks will be empowered through built capacities.

Criterion 6: Coherency, Complementary

The proposed programme puts emphasis on strengthening civil society actors in the countries to empower civil society and to foster democracy processes. The underlying approach is reaching out to national Networks, CSOs, and communities as key stakeholders and putting the people in the centre. As such it is coherent with Strategy Paper 2030 of the Federal Ministry for Economic Cooperation and Development (BMZ), which is focussing development cooperation on establishing ownership and strengthening potentials within African countries.

The Marshall plan with Africa - as part of the Strategy Paper 2030 – describes three pillars:

- Economic activity, trade and employment,
- Peace and Security,
- Democracy, rule of law and human rights.

The proposed OD programme is directly responding to Pillar 3 of the Marshall pan with Africa aiming at ‚an Africa of good governance, democracy, respect for human rights, justice and the rule of law' (Agenda 2063). The programmes main focus is a strong civil society as driver of the social change in the four countries and beyond.

Conclusion

The proposed programme is mainly based on three pillars:

- to support institutional capacity building
- to enable participation and
- to open space for learning and exchange.

These three pillars are forming a solid base for development of A - local WWF structures,
B – local CSO structures and C - local civil society structures.

The programm is offering civil society actors an opportunity to grow and to open perspectives, it enables the local WWF possibilities to "touch base" and get rooted within their own society ("Not any longer feeling as a foreigner in the own country" – CD Dr. Enos Shumba, WWF Zimbabwe), but at the same time gives the local CSOs the chance to learn from transforming partner organisations with an international background (as their role model), parallel to this capacity building forms a strong foundation, and the establishment of learning and exchange networks will create sustainable structures within the societies.

Reaching out to the civil society organisations through already existing structures of WWF offices and their partnering CSOs, empowering them by providing services to strengthen their structures and enabling them to focus on capacities within, will increase ownership and long term involvement.

Creation of multiplier effects will be fostered by involvement of networks and platforms, and by offering innovative exchange programs beyond borders, targeting not only but especially the young population in the countries can lay a corner stone for sustainable civil society engagement.

The programme as proposed by the WWF DE to strengthen civil society organisations through organisational development contributes to the Sustainable Development Goals, and its success will strongly be depending on developments within the targeted countries. The situation of the civic space (enabling, shrinking) in the countries will have to be observed cautiously during the course of the programm.

The programmes main objectives are to build institutional capacity, to clarify roles and mandates and to connect national civil society networks to enable exchange beyond borders. This bottom-up approach will create and open new spaces for democracy. The programme will be supporting to ensure the development of civil society organisations as representatives for the civil society and as multiplier, able to respond to inadequacies in the rule of law, exclusion from the political process, inefficient administrative structures and corruption.

Recommendations

In order to achieve the project objectives the following recommendations should be taken into account:

General

- Clarification of the role of the different stakeholders will be needed as well as an establishment of institutional agreements, e.g. role of WWF ROA, WWF International in becoming NOs.
- Take lessons learnt from Truly Global and other existing OD and CSO programs within the WWF community into consideration before entering into the new phase of OD.
- Collect the already within the WWF network existing tools and methods for partner development and review, revise and adjust them to the present/actual needs.
- Select not more than two key partners (CSO, platform) for each WWF country office to stay focused and to ensure the programs effectiveness.
- Intergrade existing CSO approaches and look for complementarity to existing CSO programmes.
- Develop clear programme logic with key indicators and establish baseline data in order to be able to measure success and to identify short comes and gaps.
- WWF offices should take the regional and specific thematic context into consideration to initiate cooperation with partners. E.g. Zimbabwe and Madagascar focussing thematic cooperation with other CSOs on youth related work could help create a transformational and a long-term impact.
- Carefully analyse risks and develop mitigation measures, establish regular risk monitoring for the course of the programm.
- Set up a steering group to monitor the progress of the programme and to offer strategic guidance with the following suggested steering group members: BMZ/bengo, WWF DE, one WWF representative from each partner country (plus maybe one representative from ROA).
- The WWF offices in the countries should invest in building organisational and also institutional capacity. The needs should be identified based on organisational assessments.
- Built a support system to finance organisational development and work related with civil society in order to ensure sustainability of the program after the funding has ceased.
- Foster regional cooperation and learning to exchange best practices, tools and methods and use synergies. Reactivate and open the previously (during TG) existing WWF platform for learning and exchange in the region.
- Set up a steering group to connect and set up national civil society networks / platforms within the region to enable exchange and to ensure its sustainability. Suggested steering group members: one WWF representative from each partner country, one representative from national platform, additional CSO representative from each partner country (to address grassroots).
- Make use of the support to young elites growing into positions of authority through political foundations; expand the German-African Youth Initiative into a type of ERASMUS programme with Africa and promote youth exchange (see BMZ Marshall plan).

Country Specific

❖ **Kenya**

For WWF:
- Built a strong communication strategy and make use of the WWF brand as a signboard. Foster knowledge exchange within the WWF network. Connect with Zimbabwe and Madagascar for exchange and advice.
- Built a robust policy and advocacy strategy for WWF Kenya. In – house capacity building to build up a strong structure.
- Set up a strong and sustainable funding strategy (diversify funding sources)
- Derive lessons learnt / best practice from Kenya's journey of becoming an NO and disseminate within the project and beyond

For Civil Society Organisations:
- Follow up on already provided capacity building activities and review action plans.
- Frequently monitor the progress and share the lessons learnt.
- Support civil society alliances/networks/platforms in Kenya and enable participation to create ownership and raise awareness. Support mobilization of CSOs to create movement and increase accountability and transparency.

❖ **Madagaskar**

For WWF:
- Built and strengthen capacity especially in the field of advocacy, governance and
- policy.
- Use the organisational development process to set up a strong and sustainable funding strategy (diversify funding sources) and communication strategy.
- Use existing platforms for learning, exchange and collegial advice.

For Civil Society Organisations:
- Foster cooperation with youth groups and CSOs on the ground. Exchange knowledge and experience with WWF Zimbabwe.
- Assess capacities and needs and support making them the driver of the change, ensure their participation.

❖ **Zambia**

For WWF:
- Develop a capacity building plan and strategies for: communication, campaigning,
- operational development.
- Set up a strong and sustainable funding strategy (diversify funding sources, e.g. private sector).

For Civil Society Organisations:
- Assess capacities and needs and support making them the driver of the change, ensure their participation. Knowledge Exchange with WWF Kenya.
- Strengthen existing platforms for CSOs to connect different actors for more influence.
- Building trust to enable joint campaigns and advocacy. Communicate plans to partners (and stakeholders), involve them in platform in order to mitigate (unnecessary) competition.
- Assess alternative solutions (income generating activities) for communities; explore possible cooperation with churches (issue based political influence, environmental education).

❖ **Zimbabwe:**

For WWF:
- Continue building institutional capacity.
- Develop a strong communication strategy and take a better brand visibility into the focus. Foster knowledge exchange within the WWF network. Connect with Kenya and Madagascar for exchange and advice.
- Set up a strong and sustainable funding strategy (diversify funding sources).

For Civil Society Organisations:
- Assess capacities and needs and support making them the driver of the change, ensure their participation. Knowledge exchange with WWF Kenya.
- Foster cooperation with youth groups and CSOs on the ground. Exchange knowledge and experience with WWF Madagascar.
- Support and facilitate to set up of platforms/alliances for conservation and create
- synergies.
- Strenghten capacities to link CSO/CBO (local level) with the private sector for sustainable funding and development.

Annexes

I.)   Terms of Reference

Introduction

Worldwide, the WWF network is committed to nature conservation. Critical to achieving the global conservation are powerful, professionally managed local WWF offices at the country level.

Through an organisational development approach the WWF aims to support civil society actors to build strong, healthy, effective and resilient institutions, prepared and ready to transform into independent local organizations.

Supporting WWFs ambition, WWF DE is negotiation a funding opportunity with the BMZ (German Ministry for Economic Cooperation & Development) with the following key data:

Title:	The path to independence - Strengthening civil society through organisational development
Goal:	By 2022, local civil society is strengthened as a key actor to drive change and to promote democratic, transparent and accountable governance systems and practices that are essential to achieving conservation and sustainable development goals.
Countries:	Zimbabwe, Zambia, Madagascar, Kenya
(Local) executing agencies:	WWF Germany / WWF Country Offices Africa
Beneficiaries:	WWF country offices, CBOs / CSO / local cooperation partners of the WWF
Duration:	42 month, starting 01.07.2019 - 31.12.2022
Programme volume:	4 Mio (200K / p.a./ office plus other cost)

Indirect target group of the programme is the local civil society in the four programme countries: High-performing, professionally managed WWF offices at country level enable democratic participation of civil society in environmental and nature conservation by contributing their positions in environmental policies, environmental laws and regulations and promoting various forms of citizen participation in land use planning and environmental decision-making.

Direct target group are four WWF country offices and other local cooperation partners of the WWF, such as CBOs and CSOs: The strengthening and professionalization of the WWF offices will not only have a positive impact on the WWF offices, but will also facilitate capacity building for WWF local cooperation partners.

PURPOSE, SCOPE AND METHODOLOGY OF STUDY

Rationale / Purpose

The purpose of this feasibility study is to provide a sound basis for and inform the development of the project concept by identifying prerequisites, opportunities and risks. Therefore the overall programme context and framework in general and of the beneficiary organizations in particular shall be assessed.

The study is also expected to assess the impact matrix, provide baseline information and give recommendations on the programmes design as well as for investment decisions to achieve the results of the programme. Please refer to the Annex for detailed impact chains both country specific as well as for the programme level.

Scope

The programme is expected to cover four WWF offices in Africa: Zimbabwe, Zambia, Madagascar and Kenya and their respective key partners.

Special attention is given to the role of Regional Office Africa (ROA) / WWF International as a critical stakeholder in the programme.

Methodology

The feasibility study is to be designed and conducted as a desk study. The consultant is expected to use the following approaches in a good mix:

a) Desk review of the project concept and similar projects documentation
b) Interviews with WWF DE (and WWF ROA) focal points
c) Interviews with beneficiary offices / potential project partners / key actors of local civil society

With respect to a) the following documents should be consulted:
- Current proposed project documents
- Background information relevant for the region and proposed goals
- Documents generated by WWF DE OD program: technical reports, reviews
- Documents provided by ROA / WWF International: reports to evaluate similar projects and local potential for change
- Official documents, especially regarding the (national) legal & compliance framework
- Project documents, audits, reports of similar projects (within and – if available – outside the WWF Network)
- WWF Network documents on CSO Engagement

With respect to b) the following staff members should be consulted during the evaluation mission:
- Valerie Kushata, OD focal point, WWF ROA
- Eileen Gehrke, Stefanie Lang; OD Programme; WWF Germany

With respect to c), the following external partners (and stakeholders) should be interviewed during the evaluation mission:

- Country Directors, WWF Offices (Zimbabwe, Zambia, Madagascar, Kenya)
- OD Focal points, WWF Offices
- Key local partner CSOs / CBOs / local cooperation partners (tbd)

Relevant preparatory documents will be provided by WWF DE.

CONTEXT AND PROBLEM ANALYSIS
Current Situation / socio-economic, political & cultural context
The study is expected to give an overview on the (national) legal & compliance framework for each office for successfully setting up and strengthen the role of WWF as a local civil society player.

The study is expected to give specific information on
- the current state and the legal framework of civil society engagement in each of   the proposed programme countries
- the current and future role of the local WWF in each of the proposed programmecountries
- outlining the office' vision / ambition on the matter.
- The risks and assumption involved for implementing office' vision / ambition on the matter

Context and Problem analysis
The study is expected to provide guidance to the following key questions:

- What is the core problem/key challenge that the project wants to respond to?
- Which other problems / needs / risks / threats/ opportunities have been identified?
- What are the causes (ecological/economic/social/political) for the problem?
- What is the impact of the core problem? How does it impact the proposed stakeholders?
- Furthermore, information on the following aspects is appreciated:
- What is the background of the programme? Who initiated the programme, why?
- What was the role of the target group (WWF Offices) in the initiation?

STAKEHOLDER ANALISIS
Short description of project executing organisations, the direct & indirect target group
        and other stakeholders focussing on:
- Who are relevant stakeholder in the proposed project and why?
- What is the expected role / responsibility of each relevant stakeholder in the programme?
- Are there overlaps or conflicts of interest? What level of coordination and interaction   between the programmes stakeholders is recommended in order to achieve the projects results?

Furthermore, information on the following aspects is appreciated:
- To what extend do the stakeholders identify with the programme and are willing to make it a success?
- Are there (external/governmental/non-governmental or WWF-internal) stakeholders opposing the goal of the programme? How can this risk be mitigated?

ASSESSMENT OF THE PLANNED PROGRAMME BASED ON OECD/DAC CRITERIA

Criterion 1: Relevance
- To what extent are the objectives valid and relevant for the beneficiaries?
- Are the outputs on country level consistent with the outputs and outcome on
- programme level?
- Are the outputs and outcome of the programme consistent with the intended impacts and effects?
- What are necessary external factors / conditions to achieve the projects results (assumptions)?

Criterion 2: Effectiveness
- To what extent are the objectives achieved / are likely to be achieved
- (on country level / on programme level)?
- What are the major factors influencing the achievement or non-achievement of the
- objectives (for each country / on programme level)?

Criterion 3: Efficiency
- Can the objectives be achieved within the given time frame?
- Is the programme designed in the most efficient way compared to alternatives?
- Is the management & steering structure of the programme designed in the most appropriate, adequate and efficient way?

Criterion 4: Impact
- What is expected to happen as a result of the programme
  – in regards to societal impact as well as to each WWF office?
- What difference will the programme make
  – for civil society in the programme countries as well as each WWF office?
- Who is affected / benefitting directly / indirectly by the programme?

Criterion 5: Sustainability
- To what extend will the benefits of the programme continue after funding?
- What are major factors influencing the achievement
- or non-achievement of sustainability of the programme?

Criterion 6: Coherency, Complementary
- Coherency and complementarity to BMZ (BENGO) priorities for the region:
- Does the project make a clearly aligned and meaningful contribution to BMZ (BENGO) goals and local priorities?
- Is this approach complementary to relevant BMZ supported projects/programs in the region?

EXPECTED DELIVERABLES; TIMELINE AND COSTS

Major Evaluation Task/Deliverable	Dates / Deadline	Consultant days
Evaluator(s) Contracted	asap	
Evaluation information sent to consultant	asap	
Desk review and arrangement of interviews	asap	up to 5
Interviews	2nd half of Jan	up to 5
Report (max 30 pages) drafted and circulated to relevant staff, Briefing on preliminary findings	before Feb 15	up to 5
Participation in Planning Workshop	18th and 19th of February	up to 5
Comment period	until Feb 22	
Report (no more than 30 pages) finalized by consultant and approved by person/people who commissioned the evaluation	Until end of Feb	up to 5
		Up to 25

PROFILE OF CONSULTANT

The consultancy will be conducted by an external expert. The consultant will state that he/she does not have and never had any role in the project to be evaluated, and no hierarchical or other relationship with, or dependency from the project managers.

The consultant will be responsible for the overall implementation of the mission and the report writing.

The consultant should demonstrate:

Extensive knowledge of, and experience in applying, qualitative and quantita tive evaluation methods; a strong feasibility and evaluation record; and sound knowledge of Organizational development.

Knowledge of BMZ' and WWF's vision on the role of civil society, the way BMZ and WWF work and their programming cycle is desirable.

Additional qualifications and skill areas that might be specified include:

Technical competence on the issue to be evaluated (organisational development,office development and civil society development, Language skills (proficiency in English speaking and writing; skills in French an asset), In-country or regional experience (Africa)

BUDGET, FUNDING, AND PAYMENT TERMS

To be specified in the consultant contract according to the schedule below.

After contractual signature	30%
Final payment on approval of report	70%

II.) Itinerary for interviews with key informants

	WWF	Name	Position	Date	Time
1	WWF Zimbabwe	Dr. Enos Shumba	Country Director	24.01.2019	13.00 - 14.00
2	WWF Zambia	Nachilala Nkombo	Country Director	28.01.2019	16.30 - 18.00
3	WWF Madagascar	Nanie Ratsifandrihamanana	Country Director	25.01.2019	17.00 - 18.00
		Bodo Rasendrasoa	People and Culture Manager		
4	WWF Kenya	Mohamed Awer	CEO	24.01.2019	11.00 - 12.00
		Jackson Kiplagat	Reg. Sustainable Investments Manager		
		Victor Komu	HR & Administration Manager		
		Nancy Githaiga	Policy & Research Manager		
5	WWF International (based in Nairobi)	Christopher Kamau	Senior Manager for Organisational & Institutional Development	20.02.2019	12.00 - 13.00
6	WWF Germany	Stefanie Lang	OD Lead	18., 19.02.2019 - during planing workshop	
		Eileen Gehrke	OD Manager	08.02.2019	10.00 - 12.00

	Other Organisations	Name	Position	Date	Time
1	Zimbabwe Environmental Law Association (ZELA), ZIM	Mutuso Dhliwayo	Director	19.02.2019	16.00 - 17.00
2	National Environment Civil Society Alliance (NECSA), Kenya	Dr. Dominic Walubengo	NECSA, Board co-chair	20.02.2019	09.30 - 10.30
3	Friedrich Ebert Foundation - MDG	Marcus Schneider	Head of Office	28.01.2019	14.00 - 15.00
4	Friedrich Ebert Foundation - Kenya	Henrik Maihack	Head of Office	07.02.2019	12.00 - 13.00

E - Mail contact only:

	Who?	Name	Position
1	German Embassy - Zimbabwe	Dagmar Traub-Evans	Third Secretary
2	Friedrich Ebert Foundation - Zambia	Helmut Elischer	Head of Office
3	Friedrich Ebert Foundation - Zimbabwe	Dr. Ulrich Golaszinski	Head of Office

III.) Documents consulted

- Project document: The way to independence – strenghtening civil society through organisational development approach
- WWF Regional Office for Africa – Legal & Compliance Framework Review, Review, January 2018, Josephine Oguta
- WWF – Social Development for Conservation (SD4C);
  Guidance Document on WWF Engagement with Civil Society Organizations by Nordic+group of Nos
- Final Assessment of TG: Progress in Building Strong Country Presence in Africa
- Africa and Europe – A new partnership for development, peace and a better future. Cornerstones of a Marshall Plan with Africa, Federal Ministry of Economic Cooperation and Development
- Strategie zur Zusammenarbeit von Staat und Zivilgesellschaft in der Entwicklungspolitik der Post-2015-Welt, BMZ Strategiepapier 5 l 2014
- For Democracy, Heinrich Böll Stiftung, April 2016
- Factsheet: Shrinking space for civil society. Was kann die Zivilgesellschaft dagegen tun?, October 2017, Venro
- Atlas der Zivilgesellschaft – Report zur weltweiten Lage, 2018,
  Christian Jakob, Maren Leifker, Christine Meissler
- Atlas der Zivilgesellschaft – Report zur weltweiten Lage, 2019,
  Christian Jakob, Maren Leifker, Christine Meissler
- Shrinking-Space - Challenges in implementing the 2030 agenda, Emelie Aho, Jonatan Grinde, Forum Syd, 2017
- How should civil society stakeholders report their contribution to the implementation of the 2030 Agenda for Sustainable Development? Technical Paper for the Division for Sustainable Development, UN DESA , Dr Graham Long

IV.) Brief Overview Country Offices WWF

	Kenya	Madagascar	Zambia	Zimbabwe
Office since	2009	(1963), 1979	1962	1983
registered since	2009 (INGO); 2016 (NGO)	1996	1991	1986 (Wellfare Organsiation)
NGO	X			
INGO		X	X	X
Field Offices	5	6	5	0
Staff members	68	142	45	15
technical	35	55	28	8
operational	33	87	17	7
Delivery model				
self implementing	X	X	X	
with partner	X	X	X	X
No. of Partner	many	many	26	8
Annual Budget	**10 mio USD**	**5 - 6 mio EURO** (5,6 - 6,8 mio USD)	**6 mio USD**	**3,2 mio. USD**

V.)   General overview countries

|	Kenya	Madagascar	Zambia	Zimbabwe
Population*	49.7 mio	25,6 mio	16,5 mio	14,0 mio
HDI*	0,59 (rank 142)	0,519 (rank 161)	0,588 (rank 144)	0,535 (rank 156)
CPI **	28	24	37	22
legal framework	NGO Coordination Board	INGO: accord de siége // NGO - no framework	NGO act No. 16, 2009 (Policy 2)	1. Private Voluntary Organisations Act 2. Trust Deed 3. Common Law Universitas

HDI = Human Developmemt Index
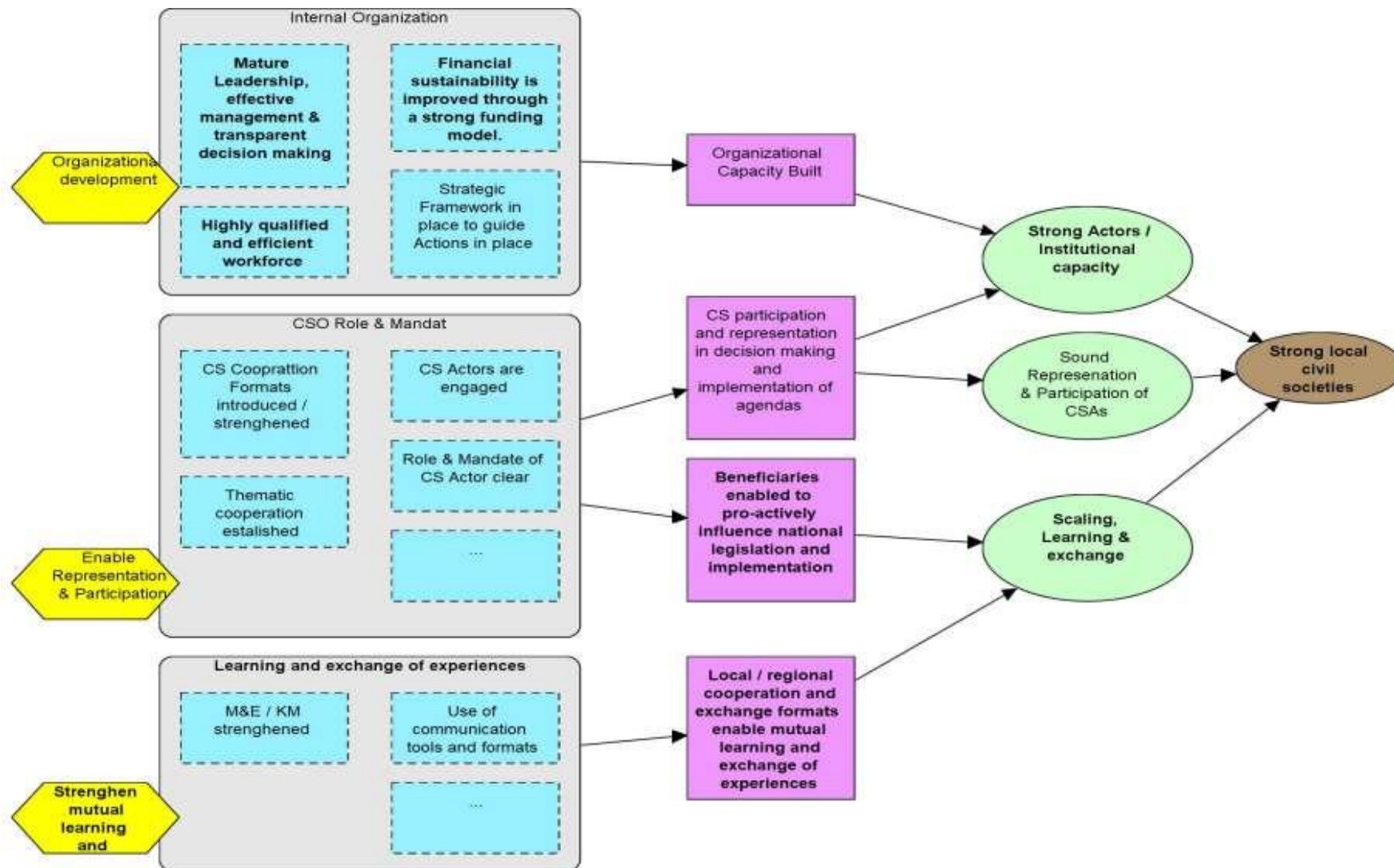**CPI = Corruption Perception Index**

* (Human Development Reports - UNDP 2018)
** transparency International

VI.) Conceptual Model
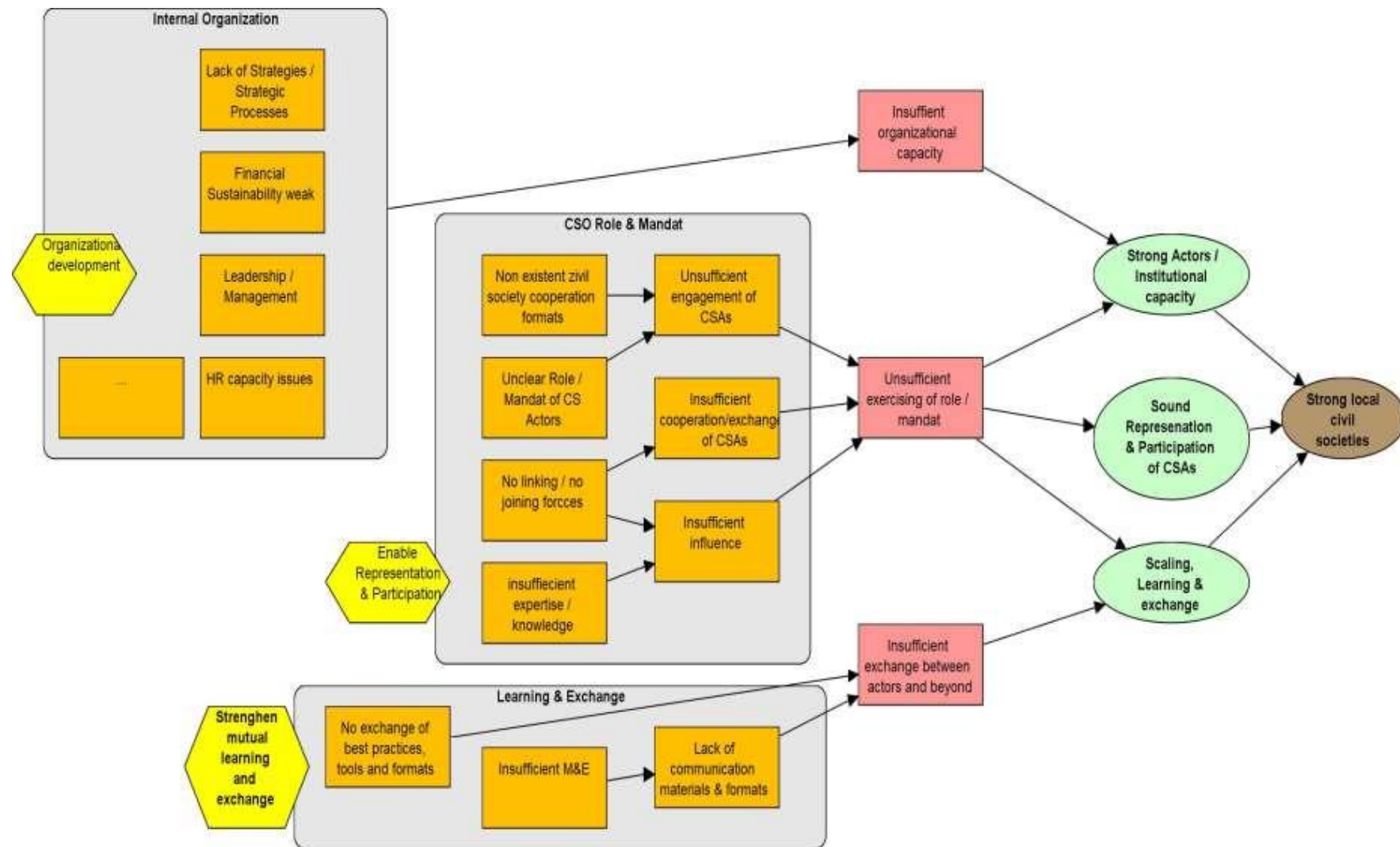
VII.) Result Chain/ Theory of Change

VIII.) Partner Selection Criteria

- Sphere: national vs grass-roots (preferably national)
- Level of influence (requirement medium to high)
- Level of experience as a civil society actor (requirement medium to high)
- Complementarity to WWF (thematically / geographically)
- Trust and cooperation experience (requirement high)
- Eligibility criteria BMZ (has to be a nationally registered, independent civil society organisation CSO / CBO / foundation / …)[L SEP]
- Already established work relationship
- (Potentially) strong advocacy voice (platforms)
- Willingness to be part of MoU / institutional agreements
- Good experience, knowledge & trust
- Set of compentencies complementary to WWF
- Possible future partners in implementation
- Good visibility and good reputation in the country
- Pick partners / themes to built a constituency
- Relevant for population
- Aligment with WWF agenda and BMZ project
- Credibility / Expertise
- Extensive CBO / CSO Network