The Way to Independence –

Strengthening Civil Society through an Organisational Development Approach

Impact Matrix

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Programme Level Impact Matrix

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| **Impact:**  **Contributing to the democratization of African societies through an active and impactful civil society** | | | **Source** | **Accountable for achievement of the result** | **Supporting partner** |
|  | *Current state (quantitatively & qualitatively)* | *Target state (quantitatively & qualitatively)* |  |  |  |
| **Overall Outcome:**  **By 2022, local civil society actors are strengthened to drive change and to promote democratic, transparent and accountable governance systems and practices that are essential to achieving conservation and sustainable development goals** | * Targeted civil society actor’s role as a relevant and influential player in local civil society is not at its full potential yet | * Targeted civil society actors are strongly rooted in local society / being strong players in local civil society | Final Programme evaluation | WWF DE as programme coordinator | All local partners |
| * Civil society participation in political decision making is exercised below potential | * Civil society participation in political decision making is established / strengthened | Final Programme evaluation | WWF DE as programme coordinator | All local partners |
| * Targeted Civil society actor’s thought leadership on conservation and development matters is below potential | * WWF offices and their partners assume thought leadership on conservation matters, influencing and shaping local development & environment agendas, highly responsive to local needs & context. | Final Programme evaluation | WWF DE as programme coordinator | All local partners |
| **Outcome Pillar 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 organizations and/or consolidate their independence** | Independent Constitution:   * WWF offices are registered as local branch of the WWF network | Independent Constitution:   * Formal legal registration of WWF ZCObia, WWF Madagascar, WWF Zimbabwe | Registration documents | * WWF ZCO (ZAM) * WWF Madagascar (MDG) * WWF Zimbabwe (ZIM) |  |
| Decision-making authority:   * WWF ZCO, ZIM, MDG, KE have strategies partially developed | Decision-making authority:   * WWF ZCO, ZIM, MDG, KE have strategies developed, ratified and effective at national level | Strategy documents | * WWF ZCO * WWF MDG * WWF ZIM * WWF Kenya (KE) | All local partners |
|  | Financial independence:   * Targeted civil society partners have low financial sustainability characterized by   + non-diversified income source   + Low Ratio restricted / unrestricted is low | Financial independence:   * Financial sustainability improved:   + Diversified income sources   + Ratio restricted / non-restricted improved by XX | Finance reports | * WWF ZCO * WWF MDG * WWF ZIM * WWF Kenya (KE) | All local partners |
|  | * Local financial management capacity is low | * Financial management capacity has improved | Training documentation | * WWF ZCO * WWF MDG * WWF ZIM * WWF Kenya (KE) | All local partners |
|  | Staff Independence:   * Local delivery capacity often volatile due to changing staff tableau   + Ratio local / non-local staff   + High turnover rate (>15%) | Staff Independence:   * Local delivery capacity is high and steady, with the majority of (key) positions recruited locally   + Ratio local / non-local improved   + Turnover rate <15% | Annual reports | * WWF ZCO * WWF MDG * WWF ZIM   WWF Kenya (KE) | All local partners |
|  | Leadership:   * unclear roles & responsibilities, * unclear decision making mechanisms and * ineffective management performance | Leadership:   * clear roles & responsibilities, * clear decision making mechanisms and * effective management performance | Staff survey / 360°feedback | * WWF ZCO * WWF MDG * WWF ZIM   WWF Kenya (KE) | All local partners |
| **Outcome Pillar 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** | * Partnerships with few organisations (national / regional) | * Partnerships with relevant organisations (national / regional) have increased in number & quality | Partnership agreements / MoUs | * WWF ZCO * WWF MDG * WWF ZIM * WWF Kenya (KE) | All local partners |
| * Representation in local civil society bodies/panels is low (below potential) | * Representation in in local civil society bodies/panels improved in frequency & quality | Meeting records | * WWF ZCO * WWF MDG * WWF ZIM * WWF Kenya (KE) | All local partners |
| * Participation in environmental / developmental agenda setting and decision-making of targeted civil society actors is below potential | * Active participation of WWF offices and their partners in civil society cooperation formats (coalitions, networks, alliances, platforms and campaigns) | Meeting records | * WWF ZCO * WWF MDG * WWF ZIM * WWF Kenya (KE) | All local partners |
| **Outcome Pillar 3: “Scaling, Learning & exchange”**    **By 2022, Local / regional cooperation and exchange formats enable mutual learning between the partners and scaling of projects best practices.** | * No / little cooperation on OD / Civil society related issues between the targeted civil society actors | * Cooperation and exchange formats enable mutual learning and experience sharing, exchange of best practices, tools and formats | Project Documentation | * WWF ZCO * WWF MDG * WWF ZIM * WWF Kenya (KE) | All local partners |

Modul Zimbabwe

**Partners: WWF Zimbabwe, ZELA (Zimbabwe Environmental Law Association, ORAP (Organization of Rural Associations for Progress)**

**Pillar 1: “Institutional capacity”**

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| **Pillar 1: “Institutional capacity”** | **Output** | ***Current state (quantitatively & qualitatively)*** | ***Target state (quantitatively & qualitatively)*** | ***Source*** | ***(Key)Milestones WWF*** | ***Key Milestones CSO Partners*** |
| **Output 1**  **By 2022 WWF Zimbabwe is locally registered as a local / national organisation** | * National requirements to be registered as NO are not or only partially met | * National requirements to be registered are met | Registration documents | * National requirements met(FY20) | n.a. |
| * No board | * Board (mix of national 60%, international 20% and WWF 20% board members) with ToRs exists | Board ToRs;  Board Constituting document | * Board members are selected, contracted and engaging (FY21) | n.a. |
| **Output 2**  **A clear and integrated national strategy / country strategic plan exists as the framework** | * Country Strategy exits / operational goals are only partially integrated | * Integration of operational goals etc. into the national strategy / country strategic plan | Country Strategy document | * Strategy Review & planning for 2020 - 2025 with buy-in from critical stakeholders (internal & external) (FY20) * KPIs are set, supporting management information system is in place (FY22) | * Strategy Review (*ZELA & ORAP,* FY20) |
| * Strategy planning / reviewing process is not systematically conducted in a participatory way | * Participatory strategy planning / reviewing involves key office staff & other key stakeholders | Process documentation / Meeting records |
| **Output 3**  **By 2022 financial sustainability of WWF and CSO partners is improved through a strong funding model.** | * Non-diversified income source | * Diversified income sources | Annual financial report | * Financial Sustainability Plan, Fundraising Strategy & Resource Mobilisation Strategy Review (FY20) * Capacity building for implementation (e.g. trainings) (FY20) * Strong alliances / partnerships for fundraising are built (FY20) | * Fundraising strategy review (ZELA & ORAP, FY20) |
| * Ratio restricted / unrestricted is low at ratio of 95:5 | * Unrestricted income at 15% of annual budget (WWF only) | Annual financial report |
| * No reserves (ZELA, ORAP) | * Reserves are built (ZELA, ORAP) | Annual financial report |
| **Output 4**  **Mature Leadership, effective management & transparent decision making** | * Key positions vacant (ZELA) | * Key positions recruited (ZELA) | Organizational chart | * Recruitment process clearly articulated (FY20) * Development of risk registers (FY20) * Support recruitment of OD manager (FY19) * Project administrator Supported (FY19) | * Recruitment Process for Institute Director supported (ZELA , FY20) * Development of risk registers (ZELA & ORAP, FY20) |
| * Insufficient management of organizational risks (ZELA & ORAP) | * Organizational risks are managed professionally | Risk register |
| * Untimely submission of key deliverables and project reports | * Timely submission of key deliverables and project reports | Project reports |
| **Output 5**  **Communication capacity is strengthened, increasing its resource mobilisation potential and social / political influence.** | * Low profile external communication resulting in little visibility | * No of hits on the websites increased by XX% * No. of followers on social media increased by XX% | website | * Support communications and M&E capacity * Finalisation (FY19) and implementation (FY19) of communication strategy * Trainings (ongoing) | * Review Communication Strategy (ZELA, FY20) * Trainings (ZELA, ongoing) |

**Pillar 2: “Participation & Representation”**

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| **Pillar 2: “Participation & Representation”** | ***Output*** | ***Current state (quantitatively & qualitatively)*** | ***Target state (quantitatively & qualitatively)*** | ***Source*** | ***(Key)Milestones WWF*** | ***Key Milestones CSO Partner*** |
| **Output 1**  **By 2022, Relevant policies and legislation reviewed and amended** | Environmental laws on XXX and XXX (tbd baseline) are not aligned to the 2013 national constitution and among themselves. | * At least 2 Environmental laws reviewed & appropriately amended | Project documentation | * Relevant laws identified (WWF / ZELA FY19) * 2 identified laws reviewed FY 22 ongoing (lobby) (WWF / ZELA) | |
| **Output 2:**  **Capacity building of local CBOs** | * Weak institutional , governance & technical capacities in CBOs | * 10 CBO capacited | Project reports/training records | * Capacity needs of local CBO mapped (network partners, WWF partners) (WWF / ZELA / ORAP, FY19) * Appropriate training/capacity provided (WWF / ZELA / ORAP, FY20 ongoing) | |
| **Output 3:**  **Establish / strengthen platforms with WWF and key civil society stakeholders for political agenda-setting, advocacy and watch-dog functions.** | * There is inadequate evidence based Advocacy .and related advocacy platforms. | * 2 Evidence based Advocacy initiatives launched * Up to 3 platforms established and functional | Project reports, MOUs | * Identify common themes between existing platforms (FY 19 / 20) * Establish thematic platforms / think tanks (FY21) * Foster learning & exchange between platforms (FY22) | |
| **Output 4**  **Strengthening thematic cooperation between Civil Society Actors: Reinforce the voice of young people in the field of youth and sustainable development** | * There are no joint initiatives engaging youth | * At least 3 joint pilot CSR projects initiated * About 10000 young people engaged through partnerships with Profit and not for profit organisations. (Start FY19) | Project reports | * At least 3 innovative, economically viable and sustainable Youth initiatives co-designed and co-implemented. (Start FY20) | |

Modul:Sambia

**Partner: WWF Zambia (WWF ZCO), Climate Smart Agriculture Alliance Zambia (CSAAZ), & Zambia CBNRM Forum**

**Pillar 1: “Institutional capacity”**

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| **Pillar 1: “Institutional capacity”** | ***Output*** | ***Current state (quantitatively & qualitatively)*** | ***Target state (quantitatively & qualitatively)*** | ***Source*** | ***(Key) Milestones WWF ZCO*** | ***(Key) Milestones CSO Partner*** |
| **Output 1**  **By 2022, WWF ZCO is locally registered as a national organisation** | * Locally registered as local branch of an international organisation / MoU with national government exists. | * Locally registered as a Zambian organisation under national law | Registration documents | * Renegotiation of MoU with Government (FY20)      * Preparation of key documentation required to be submitted National Government (FY21) * Local registration as WWF ZCO National Office (FY22) | n.a. |
| * WWF Requirements to be registered as NO are only partially met. | * WWF Requirements to be registered as NO are fully met. | Registration documents | * Agreement on Road Map between Interim Board and SMT (FY20) * Legal counsel engaged (FY20) * Presentation and approval of financial sustainability, strategic plans, HR etc. to/from NET and board (FY21) | n.a. |
|  | * Interim Board (with ToRs) is in place with the mandate to guide the office to NO status. | * Local WWF ZCO board is constituted and provides significant added-value to WWFZCO | Articles of Association, ToRs | * Draft Articles of Association and criteria for Board Membership developed (FY19) * Identification and preliminary engagement & induction of board members. (FY20) * Formation of local Board (FY21) | * n.a. |
| **Output 2**  **By 2022, a clear and integrated national strategy / country strategic plan exists for WWF ZCO and partners** | * Short-term (until 2020) Organisational Strategy exists | * An integrated long-term (2030) organisational strategy informs five year strategies, annual planning, fundraising and resource allocation | 2030 Strategy document  Five five year strategic plan and budget | * Review of 2016- 2020 country strategy (FY19) * Planning for next Strategy Phase (up to 2030) (FY20) | * Strategies of ZCBNRMF) and Green Living Movement reviewed (2020) * CSAAZ Strategy developed (FY20) |
| * Strategy is not costed or aligned with capacity required | * Required capacity is in place | Delivery capacity assessment documents/ Budget document | * Delivery capacity assessment (FY20) * Strategy Budget developed (FY20) | ZCBNRMF, , & SAAZ delivery capacity assessed (FY20) |
| * No monitoring framework at strategy level | * Uniform and Clear monitoring framework at strategy level | Monitoring plans / KPI dashboards | * Strategy Monitoring Framework designed and implemented (FY20) * M&E capacity build (FY20ff) | * Strategy Monitoring Framework build (ZCBNRMF, , & SAAZ , FY20) * M&E Capacity built   (ZCBNRMF, , & SAAZ , FY20) |
| **Output 3**  **By 2022 financial sustainability of WWF ZCO and partners is improved through a strong funding model.** | * Financial sustainability plan (FSP) exists but needs to be aligned to existing annual planning, refined strategy and Resource Mobilisation Plan | * FSP is regularly updated, monitored and used to inform resource mobilisation investment, decision-making and prioritisation. | FSPs | * FSP finalised (FY19) * FSP reviewed (by SMT) and updated quarterly (FY19ff) | * Supporting ZCBNRMF, , & SAAZ in donor mapping and developing SFPs (FY20) |
| * Low capacity for (local) pro-active fundraising   Baseline major proposals? | * Sufficient capacity for Fundraising is in place for WWF and partners * WWF : at least XX major proposals developed each year | Fund Raising Training Plans | * Fundraising Manager and project finance specialist in place, dedicated fundraising team built (FY19) * Trainings on resource mobilisation and Grant management (FY20ff) * Revised Proposal development processes introduced (FY20) | * Trainings on fundraising and resource mobilisation (FY20ff) * Fundraising plans in Place for the two CSO partners (FY20) |
|  | * Non-diversified income source * WWF: 70% of funding coming from/through WWF NL * Partner baseline? * Ratio restricted / unrestricted * WWF: is low at ratio of 95:5 * WWF / Partner baseline (# long term donor) | * Diversified income sources: * WWF: no more than 50% of funding coming from one source * Partners target: No more than 65% of funding coming from one source * Unrestricted income at 10% of annual budget (WWF only) * At least one major long term donor secured for each CSO partner (FY21ff) * 4 major donors identified and engaged (WWF) | Annual financial reports | * Ressource Mobilisation Strategy and annual fund raising plans implemented (FY20, 21 nd 22) * Fundraising products designed and promoted in line with WWF ZCO strategy (FY20ff) | * Resource Mobilisation Strategy (FY19- WWF) * Develop at least 2 funding proposals |
| * Cost Recovery is low: WWF: running cost 35% (March 2018);Staff Costs: 56% (March 2018) * Partner baseline? | * WWF: Cost Recovery for office running costs: 80% and Staff Costs 80% * Partner target? | Annual financial report | * Cost recovery policy and guidelines developed (FY19) & implemented (FY19ff) | Develop and implement cost recovery policies and guidelines developed & implemented by the two CSO partners (FY20ff) |
| **Output 4**  **By 2022, WWF ZCO and partners count on highly qualified staff and efficient systems** | * Staff / Organisational Structure not corresponding to strategy but to project funding | * Organisational structure in place that is corresponding to strategy | Organizational chart | * Organizational chart updated (FY 20) | Develop / revise Organizational chart to align to strategy for the two CSO partners (FY20) |
| * Unclear / overlapping roles / responsibilities. | * Job descriptions (JDs), Roles / Responsibilities are updated in line with strategy focus and delivery model | JDs | * Review and (Re)design JDs (FY20) | Review and design JDs in line with strategy focus and delivery model for the two CSO partners (FY20ff) |
| * Difficulty to attract and retain local talent | * Talents are locally sourced and retained      * Strong well qualified internal and external candidates for key organisational positions are available. | Mid-term OA | * Set-up structured internship program to attract the best local talent * Strategy to retain top talent developed (FY20) and implemented (FY20ff) | * Develop plan to retain local talent (FY20ff) * Develop clear development plans for staff for the two CSO partners (FY20ff) |
| * Current HR Systems & tools are not sufficient * No succession planning * Lack of Performance Management systems * No existing coaching and mentorship policy | * HR Systems & tool in place * Succession planning * Performance management * Introduction of 360 degrees reviews * Coaching and mentorship | Mid-term OA | * Succession Plan designed (FY20) and under implementation (FY20ff) * Procure an HR system (FY20) * training for line managers on coaching (FY20ff) | * Develop HR system that provides for succession planning, coaching and mentorship (FY20ff) * Develop and implement a performance management system for the two CSO partners (FY20ff) |
| **Output 5**  **By 2022, WWF ZCO and partners are characterized by mature leadership, effective management & transparent decision making** | * SMT (senior management team) function, role & responsibilities are unclear | * Mature and consistent SMT with clear ToRs, strong leadership and management skills | Mid-term OA | * SMT ToRs elaborated and consistently monitored (FY20ff) | Develop SMTToRs clarifying ) functions, role & responsibilities (FY20ff) |
| * Decision-making is not delegated effectively amongst SMT and is not sufficiently transparent and communicated | * Clear & transparent SMT decision making process and communication mechanism established | SMT ToR | * Clear decision tree and rights articulated (FY19) * SMT meetings regularly held and decision shared with all staff (FY19ff) * for SMT established (FY19ff) | Leadership training for Partner Senior Staff (FY20ff)   * Support the two CSO Partners through caching an mentorship to articulate clear decision tree and rights articulated (FY20ff) |
| * Insufficient management of organizational risks | * Organizational risks are managed professionally | Risk register | * Development & Finalisation of Organizational Risks Register (FY20) * Risk Register is integrated into management (FY20ff) | Support partners to develop and frequently update risk registers (FY20ff) |
| **Output 6**  **By 2022, WWF ZCO and partners have high quality financial management complying with internal and donor standards and requirements in place.** | * Finance management systems are insufficient, inefficient or ineffective | * Efficient & effective business support systems in place | Mid Term Programme Evaluation | * Financial Processes streamlined & Key processes automated (FY20) * Staff capacity on financial management built (trainings) (FY20ff) | * Training partner staff in financial management (FY20ff) * Develop Financial Management Manual for Partners (FY20ff) |
| * Policies & procedures are not systematically documented or followed by the whole team | * Policies & procedures are well documented, understood & systematically implemented | Adapted policies and procedures document | * Update and domesticate policies and procedures, followed by awareness building for all staff members (FY19ff) | * Develop, share and implement major policies (FY20ff) |
| * Internal / external audits with a considerable number of critical remarks or results | * Clear internal / external audits | Audit reports | * Strengthen internal controls at all levels (FY20ff) * Conduct periodic (quarterly) compliance reviews (FY20ff) | Develop systems to strengthen internal controls and compliance (FY20ff) |
| **Output 7**  **By 2022, A value based, cooperative team culture and supportive office environment exists at WWF ZCO and partners** | * Vision and values are not clear to all team members | * Clear vision / shared values | Vision / Mission document | * Vision and the values regularly discussed & shared with all staff (FY19ff) | Revise , develop and share clear vison and Mission (Fy20ff) |
| * Insufficient internal communication / cooperation: * No departmental meetings * Frequent missed internal deadlines | * Clear internal communication & cooperation mechanisms established * Quarterly Departmental meetings * Respect for internal and external deadlines | Mid Term Programme Evaluation | * Create an internal communication process ad practice (FY19ff) * Develop Service level agreement ensure 100% implementation (FY20ff) * JDs to incorporate reporting KPIs | Develop and implement framework for internal communication, performance management and accountability FY20ff) |

**Pillar 2: “Participation & Representation”**

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| **Pillar 2: “Participation & Representation”** | **Output** | ***Current state (quantitatively & qualitatively)*** | ***Target state (quantitatively & qualitatively)*** | ***Source*** | ***(Key)Milestones WWF*** | ***Key Milestones CSO Partner*** |
| **Output 1**  **By 2022, strategic partnerships between CSOs are developed and strengthened** | * No partnership strategy/plan exists (All partners) | * All participating CSOs have a Strategic Partnership plan | Partnership plan document | * Partnership manager hired (FY20) * Partnerships plan developed (FY20) * Staff Training in partnership management (FY20ff) | Development of Partnership Engagement Framework for ZCBNRMF, , & SAAZ  (FY2021)  Training in Partnership management (ZCBNRMF, & SAAZ , FY 2021) |
|  | * Partnerships with 26 organisations, including platforms (national / regional) exist | * Partnerships with three additional key organisations / platforms on a strategic level are in place | MoUs / Partnership agreements | * Development of long-term strategic MoUs with key partners (FY20ff) * Development of long-term youth engagement plan/strategy (FY20ff) | * Development of long-term MoUs with WWF (FY20ff) |
| **Output 2**  **Communication and advocacy capacity of WWF ZCO and partners are strengthened, increasing their social / political influence** | * Limited communications and advocacy capacity (WWF and partners) * Low profile external communication resulting in little visibility | * Communications and advocacy capacity is strengthened * No of hits on the websites increased by XX% (tbd after baseline) * No. of followers on social media increased by XX% (tbd after baseline) | Communications/advocacy strategy document | * Recruitment of Communication & advocacy Managers (FY19ff) * Recruitment of a digital and campaign officer(FY19ff) * Communications/advocacy strategy is finalised and implemented (FY20ff) * Communications and advocacy Training (FY20ff) * Systematic building and tracking of partner performance and capacity (FY21ff) | * Communications and visibility plan developed for the two CSO partners (f20ff) * Communications and advocacy Training (FY20ff) * Advocacy Plans developed(FY21) |
| **Output 3**  **Establish / strengthen initiatives between key civil society stakeholders for political agenda-setting, advocacy and watch-dog functions.** | * 1 existing shared communications & advocacy strategy with Climate Smart agriculture alliance * 3 joint Events with high-profile influencers | * One new joint partner communication & advocacy strategy developed and implemented * Joint communication implemented (campaign and policy briefs) * 3 joint Events with high-profile influencers (e.g. celebrities, media) | Joint communications and advocacy document | * Convening partners, develop joint plan with partners (FY 20), including roles and responsibilities * Joint campaign is implemented (FY 21) * Two joint policy briefs developed and distributed in targeted decision making process, e.g., budget process (FY 21) * Joint Events(FY 21ff) | |
| **Output 4**  **Strengthening thematic cooperation between Civil Society Actors: Reinforce the voice of young people in the field of youth and sustainable development** | * No joint project engaging youth | At least project show clear youth engagement mainstreaming | Project documentation | * Development of joint plan to mainstream long-term youth engagement across all project interventions by the two CSO partners (FY20ff) * Pilot initiatives(FY20ff) | |

Modul Madagaskar

**Partner: WWF Madagaskar (WWF MDG), FIVE MENABE, MIHAVAO**

**Pillar 1: “Institutional capacity”**

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| **Pillar 1: “Institutional capacity”** | ***Output*** | ***Current state (quantitatively & qualitatively)*** | ***Target state (quantitatively & qualitatively)*** | ***Source*** | ***(Key)Milestones WWF MDG*** | ***(Key)Milestones CSO Partner*** |
| **Output 1**  **By 2022, WWF Madagascar is locally registered as a local / national organisation** | * Registered as local branch of an international organisation / MoU with national government exists | * Locally registered as one (or several) organisations under national law. | Registration record | * In-depth analysis of local registration options and implications on (FY20-21)  1. governance, 2. tax requirements, 3. financial and legal requirements  * Roadmap developed (FY21) & implemented (FY22-23) | n.a. |
| **Output 2**  **By 2022, clear and integrated national strategy / country strategic plan exist for WWF MDG and partners** | * WWF: Operational goals are only partially integrated in Country Strategy * FIVE: different operational plans related to donor fundings * MIHAVAO: no specific strategic plan. The platform uses the Amoron’I Onilahy PA management plan as its reference | * WWF: Integration & convergence of operational needs & goals etc. into the national strategy / country strategic plan * FIVE: operational plan integrated to strategic plan * MIHAVAO : operational plan integrated into the Amoron’Onilahy protected area management plan. | Strategy documents | * Participatory final review of current strategic plan (FY21) * New strategic plan for FY21-25 (FY21) * Operational goals integrated into new country strategic plan (FY21) | * Good practices and achievements of Amoron’I Onilahy Protected Area co-managers documented (FY20) * Management plan of Amoron’I Onilahy Protected Area updated (2020-2025)- FY19 * Results-based strategic plan for MIHAVAO , in coherence with the management Plan (PAG) of Amoron’I Onilahy Protected Area developed (FY21) * FIVE: Operational plan developed (FY20) * FIVE & MIHAVAO: Manual of operations reviewed (FY20-21) |
| * WWF: Strategy Monitoring is insufficient due to lack of internal capacity | * WWF: KPIs are set / strategy monitored and adaptively managed by the board / senior management | Strategy Monitoring reports | * Development of monitoring plan for new strategic plan (FY21) * Improvement of data and knowledge management systems (FY21) * Training for 2 new Open Standards coaches (FY22) | * Development of MIHAVAO monitoring plan together with its new strategic plan (FY20) * Improvement of data and knowledge management systems for MIHAVAO and FIVE (FY21) * Training on M&E for FIVE and MIHAVAO (FY20) |
|  | * Unclear / overlapping roles / responsibilities, outdated job descriptions | * Job descriptions, Roles / Responsibilities are updated and clear to all staff | Organisational chart / job descriptions  Staff survey | * Review and development of organizational structure related to the FY21-25 strategic plan (FY21)   Review and updating of job descriptions (FY21) |  |
|  | * FIVE: unstable structure | * FIVE: Stable and efficient organizational structure in place by (FY22 ) | Organizational Assessment Document & progress records |  | * FIV: key structure in place (FY22) |
| **Output 3**  **By 2022, WWF MDG and partners have each a functional advisory body providing technical, funding and governance advice** | * Friends of WWF group exists since 1997 as a loose advisory body with outdated ToRs * MIHAVAO Amoron’I Onilahy: Advisory board established since 2015 (with 1 annual meeting held) | * WWF: Independent advisory Board with clear ToRs exists * MIHAVAO: Amoron’I OnilahyAdvisory board operational (with at least 2 annual meeting held). | Advisory body ToRs  COS meetings reports  General Assembly meeting reports for FIVE and MIHAVAO | * ToRs for Advisory Board updated (FY20) * Identify potential board members (FY-20) * Transition Friends of WWF group to Advisory Board (FY20) | * MIHAVAO: Integration of regional ministerial departments as permanent members into the COS to ensure its stability.(FY22) * Renewal of executive Bureau for FIVE and MIHAVAO(FY20-22) * Amoron’Onilahy PA advisory board (COS) is functional (FY20) |
| * Yearly meetings of Friends of WWF group * Annual meeting for MAHAVOA / FIVE | * Advisory Board meets regularly at least annually , meetings are documented / meeting notes are available | Meeting records / documentation of meetings | * Holding of annually Advisory Board meetings, (FY21-22) | * Bi-annually COS meetings, (FY21-22) * FIVE annual meeting |
| **Output 4**  **By 2022, financial sustainability of WWF MDG and selected partners is improved through a strong funding model.** | * All: Fundraising strategy and financial sustainability plans exist for current strategy period (until FY20) | * Financial sustainability plans / fundraising strategy for next strategy period exist (FY20-25) | Financial sustainability plan / Fundraising Strategy paper | * Development of financial sustainability plan (FY21) * Development of fundraising /resource mobilization strategy (FY21) | * Development of AO PA business plan (FY20) * Development of the financing plan/fundraising plan of MIHAVAO (FY20) |
| * All: Low capacity for (local) for pro-active fundraising | * 17 number of staff trained (5WWF, 6 FIVE and 6 MIHAVAO) | Training records | * Training on donors policy and procedures (FY20-FY21) & proposal development (FY21 22) * Capacity needs for public partnerships and corporate engagement identified & developed (FY20) * Annual fundraising workshop to share best practices and experiences (FY20-23) | * FIVE & MIHAVAO Training on the mobilization of internal and external resources (FY20-FY21) |
| * All: High ratio of multiple small fundings (tbd in baseline) | * All: increased ratio of high value & multi-year funding | Annual financial report | * Update donor mapping (FY21) * Development of a public sector partnership strategy (FY21) * Scoping analysis of potential for corporate partnerships and local fundraising potential (FY-20) | * Development of one strategic partnership with donors for resource mobilization (FY20 – 21) |
| * Ratio restricted / unrestricted is low (WWF 95/5) | * Ratio restricted / unrestricted has improved (WWF 90/10) | Annual financial report | * Regular assessment of cost recovery performance (FY20) * Updating of cost recovery targets (FY22) * Pursuing of office energy efficiency measures (installation of solar system for at least 1 office) (FY20-21) |  |
| **Output 5**  **By 2022, WWF MDG has highly qualified and efficient workforce with clear understanding of roles & responsibilities is in place** | * Low speed to fill vacant key positions (xx day average, tbd baseline study | * Lead time to fill vacant key positions improved by factor x | Organizational assessment / mid-term review | Recruitment procedures and capacity reviewed and improved (FY20-21) |  |
| * No succession planning | * Succession planning developed and implemented | Succession Plan | * Potential successors for each SMT position identified (FY20) * Development plan for successors established & implemented (FY20ff) |  |
| * Annual (average) staff turnover is 22% (WWF) * Difficulty to attract local talent | * Annual (average) staff turnover is 18% (WWF) * 100 % of Talents are locally sourced | Annual report | * Internship program to attract potential talents is set-up (FY20) * Tailored on-post training programmes (FY20) * Attractive package for field-based positions developed (FY20) * Review of compensation & benefits package reviewed (FY20-22) * Key talent list & development plans updated (FY20) & implemented (FY20-23) |  |
|  | * No non-financial motivation mechanisms in place | * Non-financial motivation mechanisms developed and implemented | Non-financial motivation policy document | * Staff survey to identify potential non-financial motivation mechanisms (FY20) * Non-financial motivation mechanisms developed and integrated into HR management procedures (FY20)& Implementation (FY20-23) * Staff survey to assess mechanism and adapt for future (FY22) |  |
| **Output 6**  **By 2022, WWF MDG and selected partners have mature leadership, effective management & transparent decision making** | * WWF: Insufficient communication by SMT/ Teams feels not sufficiently informed by SMT * FIVE & MIHAVAO: insufficient internal communication with their members | * WWF: Communication mechanism for SMT established / Team feels informed * FIVE & MIHAVAO: Communication mechanism for SMT established / Team feels informed | Meeting records | * regular staff-SMT meetings (staff general assembly twice a year) (FY19-23) | * FIVE & MIHAVAO : annual general assembly meeting organized (FY20-22) * FIVE & MIHAVAO  : internal communication with CBOs members improved (FY20-22) |
| * All: Insufficient management of organizational risks | * All: Organizational risks are managed professionally | Risk register | * Regular monitoring and updating of risk register by SMT (FY19-22) | * FIVE & MIHAVAO : Regular meeting of the executive Bureau (FY20-22) |
| **Output 7**  **By 2022, WWF MDG and partners have high quality financial management complying with internal and donor standards and requirements in place.** | * All: Finance management systems are not effective * All: Financial and conservation activity planning not systematised | * All: Efficient & effective business support systems in place * Systems in place to ensure harmonised and closely coordinated financial and activity planning and implementation monitoring | OA documentation /Project documents | * Automated tools and knowledge management developed and implemented (FY19-22) * Process to ensure coordinated planning and monitoring of activities and financial budgets developed (FY20) and implemented (FY21 22) | * Guidelines & best practices on CSO integrated finance & conservation management issued (FY21) |
| **Output 8**  **By 2022, WWF MDG and partners are trusted partners and leverage local / national / regional partnerships to deliver their vision** | * WWF: Partnership strategy is implemented only partially * FIVE and MIHAVAO Lack of framework on the engagement with private partners | * FIVE and MIHAVAO: Partnership strategy is updated and implemented | Partnership strategy document | * Review and update of partnership strategy (FY21) * implementation of partnership strategy (FY21) | * Partnership development strategy in place for FIVE and MIHAVAO(FY21) |
| * WWF: Partnerships with five high level organisations at national/regional level | * WWF: Partnerships with 7+ key organisations (local / landscape / national / regional) in place | MoUs | * MoUs with relevant ministries and other stakeholders (NGOs, CSOs, development agencies..) updated / developed (FY20) * Relevant high level organizations to partner with identified (FY21) * Partnerships agreements with min 2 high level organisations (national / regional) (FY21-22) |  |
| **Output 9**  **By 2022, a value based, cooperative team culture and supportive office environment exists in WWF MDG** | * WWF: Vision and values are not clear to all team members | * WWF: Clear vision / shared values | Vision / mission documents  Code of conduct document | * Implementation of annual teambuilding retreat (FY20-22) * Update staff induction material to include vision, values, behaviours (FY20) |  |
|  | * WWF: Insufficient internal communication / cooperation | * WWF: Clear internal communication & cooperation mechanisms established for at least 3 field offices | Staff survey | * Field office communication infrastructure improved (FY20) * Conduct regular cooperation formats (bi-annual landscape meeting, quarterly conservation meeting) (FY20-22) |  |

**Pillar 2: “Participation & Representation”**

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| **Pillar 2: “Participation & Representation”** |  | ***Current state (quantitatively & qualitatively)*** | ***Target state (quantitatively & qualitatively)*** | ***Source*** | ***(Key)Milestones WWF*** | | ***Key Milestones CSO Partner*** |
| **Output 1**  **By 2022, institutional capacity of local CBOs strengthened** | Weak institutional governance & technical capacitites in CBOs | 8 CBOs empowered | Projects report,M&E report | * Capacity needs of local CBOS mapping reviewed (WWF/FIVE/MIHAVAO) (FY19-22) * Appropriate training provided (FY19-22) | | |
| FIVE & MIHAVAO do not have yet strong capacity to reinforce CBRNM (FIVE scored at3.5/5 using WWF ‘s CSO Capacity Assessment Tools) | Number of CBRNM having acquired small grants thanks to the support of their self-promotion and self-development : at least 3 CBRNM | Level of CBRNM Capacity using WWF’s Capacity Assessment Tools | * CBRNM technical and quality standards co-developed and 4 WWF staff trained (FY21) * Annual evaluation of CBRNM tehnical standards implementation done jointly by WWF and CSO partners (FY21-22) | * CBRNM technical and quality standards co-developed and 6 staff trained (3 FIVE 3 MIHAVAO) | |
| * AO PA management unit lacks basic working equipment (MIHAVAO) * AO PA data management led by WWF (MIHAVAO) | Basic equipment available at AO PA management unit (MIHAVAO)  Data manager in place (MIHAVAO) |  |  | * MIHAVAO: Equipment for AO PA in place FY21-FY22 * MIHAVAO : Key employee in charge of the Protected Area data management available | |
| **Output 2**  **Establish / strengthen platforms with WWF and key civil society stakeholders for political agenda-setting, advocacy and watch-dog functions.** | * 3 advocacy and watch-dog actions on mining governance, customary laws (dina) and deforestation * No joint advocacy initiatives | * WWF is regularly (two times a year) asked to co-sign or to contribute to civil society advocacy actions or documents. * # of platforms increased * At least 3 successful joint advocacy initiatives realized and decision-makers at regional and / or national level successfully engaged | CSO communiqués and events including WWF  WWF’ Decision Makers Commitment Level Assessment Tools | * MIHAVAO joins existing CSO platforms and takes part in joint advocacy environmental and sustainable development issues (FY20-22) * Pilot action to foster learning & exchanging between platforms (WWF) FY19-22 * Key advocacy themes identified and prioritized (WWF/FIVE/MIHAVAO FY20) | | |
| **Output 3**  **Strengthening thematic cooperation between Civil Society Actors: Reinforce the voice of young people in the field of youth and sustainable development** | * Youth groups are not strategically working together and cannot voice their concerns jointly and are not yet a strong part of civil society | * At least 3 successful advocacy initiatives  realized and decision-makers at regional and / or national level successfully engaged (by youth platform) | Youth platform(s) activity report | * Pilot action for youth participation at regional or sector levels conducted. WWF/FIVE: FY20 - FY22 * Conduct model democracy games (Model UN, mini COP, debate club) with youth representatives WWF/FIVE: FY20 - FY22 * Achieve capacity-building in advocacy, development issues, sustainability, climate change etc. WWF/FIVE: FY20 - FY22 * Ensure the participation of youth group delegates in key international or regional conferences. WWF/FIVE: FY20 - FY22 * functional youth platform.(FY21) under WWF coordination WWF/FIVE: FY20 - FY22 | | |

Modul Kenya

**Partner: WWF Kenya, National Environment Civil Society Alliance of Kenya (NECSA-K ), Narok County Natural Resource Network (NCNRN)**

**Pillar 1: “Institutional capacity”**

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| **Pillar 1: “Institutional capacity”** | ***Outputs*** | ***Current state (quantitatively & qualitatively)*** | ***Target state (quantitatively & qualitatively)*** | ***Source*** | ***(Key)Milestones WWF Kenya*** | ***Key Milestones CSO Partner*** |
| **Output 1**  **By 2022, WWF Kenya and partners have robust, clear and integrated Strategic Plans** | * WWF-K: First country strategy ending June 2020 * NECSA-K has an ongoing strategy until 2021 * **NCNRN** ongoing strategy until 2022 | * WWF-K: By first of July 2020 second Country Strategy in place; * NECSA – New Strategic Plan in 2022 * NCNRN –Strategy reviewed and responding to emerging issues | Strategy documents  Mid- term review Report | * Rapid end term review of current strategy (June 2020) * Approved SP (June 2020) | **NECSA**   * Review of Constitution for NECSA-K * Agreed registration model for NECSA-K * New SP for NECSA-K 2021   **NCNRN**   * Mid- term review SP (2020) |
| **Output 2**  **By 2022, WWF Kenya and partners have strengthened governance structures** | * WWF: * Fairly new board and SMT * NECSA & NCNRN: * No formal induction for partners management committees * Young organizations with poorly developed policies to govern the institutions | * WWF: * 100% of board have gone through targeted corporate governance training by Dec. 2020; * Clear understanding and separation of roles.   Target state for NECSA & NCNRM are missing | Status Reports | * Institutionalized and regular corporate governance training * Leadership development for SMT and extended SMT members | * Improved governance structures(Annual General Meetings ) for NCNRN and NECSA * Policies in place (NCNRN and NECSA , FY 20) * Strengthened corporate governance (NCNRN and NECSA ,FY21) |
| **Output 3**  **By 2022, financial sustainability of WWF and CSO partners is improved through a strong funding model.** | * WWF: 100% of funds from PSP and network * Very limited unrestricted funding * Low reserves * Limited funding from private sector * Partner CSOs operate with WWF support – funds almost 100% WWF | * WWF: 3 in-country PSP partnerships in place * WWF: 20% of overall annual target from local sources by Dec. 2022 * Increased reserve position * Increase no. of corporate partners supporting WWF work * Partners: 50% of funding from non WWF sources | Annual financial report  Partnership Agreements | * Clear policy for investment of reserves by FY21 | * Resource mobilisation Membership strategies (NCNRN and NECSA ,FY21) |
| **Output 4**  **By 2022, OP efficiency of WWF and CSO partners is improved (HR/Finance management/structures & processes)** | * WWF: Inefficient internal systems and procedures(not integrated * NECSA, NCNRN: Inadequate management and financial systems and processes for partners | * WWF: increased efficiency and turnaround time for services reduced to less than 5 days * NECSA and NCNRN: Policies in place and being implemented to govern the institutions | Service Level Agreement (SLA)  Policies (Financial , HR, Procurement) | * Customized policies for WWF Kenya (Dec. 2019) * Twining with at least two network offices ( March 2019) * SLA established (Dec. 2019) | * Review /develop partner policies (NECSA-K & NCNRN March 2020) * Start applying SLAs (Dec. 2020) for NECSA-K & NCNRN |

**Pillar 2 “Participation & Representation”**

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| **Pillar 2 “Participation & Representation”** | ***Output*** | ***Current state (quantitatively & qualitatively)*** | ***Target state (quantitatively & qualitatively)*** | ***Source*** | ***(Key)Milestones WWF Kenya*** | ***Key Milestones CSO Partner*** |
| **Output 1**  **Establish / strengthen platforms with WWF and key civil society stakeholders for political agenda-setting, advocacy and watch-dog functions.** | * Insufficient CSOs agenda setting engagements * Limited capacity for watchdog functions * Limited resources for joint advocacy by the platforms | * Government agencies are responding to environmental issues raised by WWF and CSOs * At least 1 position paper and 2 policy briefs disseminated annually * Increased capacity for WWF and partners for watchdog functions * Partnerships with organizations dealing with watchdog functions * Access to non-restricted funds to respond to emerging issues | Policy and legislations  Hansards  Court proceedings  Position Papers  Media Tracking reports | * Partnership with non-traditional partners (legal entities) to push for at least one NRM legislation implementation * WWF-K and CSOs develop and disseminate positions on key environmental issues * Increased non restricted funds for advocacy by FY21 | * NECSA & NCNRN able to develop citizen / community score cards for use in advocacy by FY21 * Positions on key environmental issues at national and county level formulated NECSA & NCNRN (FY21) * Increased non restricted funds for advocacy by FY22 |
| **Output 2**  **Identify key issues and provide thought and strategic leadership solutions** | Low visibility WWF- Kenya and NCNRN | * WWF: Media and government requests for technical advice/input increased by 25% (being a go-to organisation for policy) * NCNRN- County Government of Narok requesting for technical inputs into NRM policies. | * Media engagement requests * Involvement with governments on policy – official invites | * 2 targeted campaigns on emerging issues FY 20, FY 21 | * At least 2 thought leadership pieces produced by NRCRN FY 21   NECSA & NRCRN:   * Producing at least 2 position papers by FY22 * Convening stakeholders meetings on topical issues FY 21 * Sustained Social media engagement by FY21 * Engagement with Policy makers by FY22 |
| **Output 3**  **Advocacy capacity of WWF and partners strengthened, increasing their social / political influence** | * Existing CSO program with limited advocacy capacity ` | * 20% of key staff within the partner platforms will have enhanced capacity on advocacy skills by 2020 * 100% of participating WWF staff and partners have advanced skills on advocacy by Sept 2022 | Training records / evaluation | * Enhanced In-house capacity for broader WWF’s advocacy strategies by FY22 * Enhanced social licence (social capital derived from buy-in by the community implying that WWF can speak on behalf of the community) drawn from social political influence By FY22 | * In house capacity for NECSA & NCNRN on policy advocacy by FY22 * Enhanced social licence drawn from social political influence BY FY22 |
| **Output 4**  **Strategic engagement with government** | * WWF Kenya and partners are involved in at least 2 government task forces | * 2020: WWF Kenya a partner of choice in at least three sectors (Forestry, wildlife, Planning, Water Resource Management , Climate Change , Environment) * 2022: At least 2 MoUs signed with the government or close/formal associations to influence policy   CSOs | MoUs /agreements | * Strengthened partnership and engagement with government by FY22 | * Strategic policy engagement at county NCNRN and national level- NECSA by FY21 * NCNRN -County engagement from evidence base e.g the community score cards by FY22 |

Modul Learning & Cooperation (Regional)

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| **Pillar 1: “Learning & Cooperation”** | ***Outputs*** | ***Current state (quantitatively & qualitatively)*** | ***Target state (quantitatively & qualitatively)*** | ***Source*** | ***(Key)Milestones WWF*** | ***Key Milestones CSO Partners*** |
| **Output 1**  **By 2022, a learning platforms and (peer) support formats to steer, capitalize and scale the projects approaches and results are established and used by the projects beneficiaries and beyond** | * No regional cooperation & learning formats | * Community of practice of OD in Africa, publish best practices * At least 3 CSOs per country actively participate in cooperation formats, 2022 | Community of Proctice ToR / Meeting records | * Peer reviews /peer evaluation (Mid-Term (2021) * Develop and implement peer support among WWF and partners across Africa: Staff exchanges, secondments etc. * Initiate a community of practice of OD in Africa * Set-up of project steering group | |
| **Output 2**  **By 2022, selected civil society actors (WWF offices and their partners) benefit from harmonization of M&E, Knowledge Management & Communication for larger impact** | * Lack of documentation and exchange of lessons learnt | * Regular documentation and exchange of lessons learnt & best practices * Publication and dissemination of projects best practices across the region | Publications / lessons-learnt-documents | * A functional regional KM management system in place * Harmonized M&E tools * Regional comms platforms put in place (virtual / physical) | |