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)
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**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 documentFive 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)
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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 descriptionsStaff 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 ToRsCOS meetings reportsGeneral 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 documentsCode 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 WWFWWF’ 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 proceedingsPosition 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)
 |