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A AGIR PELA NATUREZA
WWF-MOÇAMBIQUE

A photograph of a woman with her hair in braids, seen from the back, carrying a young child on her back. They are in a lush green field with palm trees in the background. The woman is wearing a black top and a colorful patterned cloth around her waist. The child is wearing a white long-sleeved shirt.

WWF MOZAMBIQUE STRATEGIC PLAN 2020 - 2030



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ABBREVIATIONS

ANAC	Administração Nacional das Áreas de Conservação (National Administration of Conservation Areas)
CBD	Convention on Biological Diversity
CCA	Community Conservation Area
CCP	Conselho Comunitário de Pesca (Fisheries Community Council)
CGRN	Comité de Gestão de Recursos Naturais (Natural Resource Management Committee)
CITES	Convention on International Trade in Endangered Species of Wild Fauna and Flora
CSO	Civil Society Organization
CVCA	Climate Vulnerability and Capacity Analysis
DWFN	Distant Water Fishing Nations
EPR	Extended Producer Responsibility
ESSF	Environmental and Social Safeguards Framework
ETP	Endangered, Threatened and Protected
FRELIMO	Frente de Libertação de Moçambique (Front for the Liberation of Mozambique)
GDP	Gross Domestic Product
GII	Gender Inequality Index
GIS	Geographical Information System
GLTCA	Greater Limpopo Transfrontier Conservation Area
GOM	Government of Mozambique
GOT	Goals, Outcomes, Targets
HDI	Human Development Index
IBA	Important Bird Area
IMF	International Monetary Fund
INE	Instituto Nacional de Estatística (National Institute of Statistics)
IUCN	International Union for the Conservation of Nature
IWRM	Integrated Water Resource Management
KBA	Key Biodiversity Areas
LNLP	Lake Niassa and Lichinga Plateau
LNR	Lake Niassa Reserve

MCO	Mozambique Country Office
MCP	Marine Conservation Programme
MDM	Movimento Democrático de Moçambique (Democratic Movement of Mozambique)
MERL	Monitoring, Evaluation, Reporting and Learning
MOMS	Management Oriented Monitoring System
MPA	Marine Protected Area
MSP	Multi Stakeholder Platform
NDC	Nationally Determined Contributions
NGO	Non-Governmental Organization
OD	Organizational Development
PA	Protected Areas
PAP	Policy and Advocacy Programme
PCA	Protected and Conserved Areas
PSEPA	Primeiras and Segundas Environmental Protected Area
PSP	Public Sector Partnership
QBR	Quirimbas Biosphere Reserve
RENAMO	Resistência Nacional Moçambicana (Mozambican National Resistance)
ROA	Regional Office for Africa
SDG	Sustainable Development Goals
SMT	Senior Management Team
SWIO	South Western Indian Ocean
TCP	Terrestrial Conservation Programme
UNEP	United Nations Environment Programme
UNDP	United Nations Development Programme
UNFCCC	United Nations Framework Convention on Climate Change
USAID	United States Agency for International Development
WWF	World Wide Fund for Nature



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GLOBAL MISSION

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

- Conserving the world's biological diversity;
- Ensuring that the use of renewable natural resources is sustainable and;
- Promoting the reduction of pollution and wasteful consumption.

COUNTRY VISION

A prosperous Mozambique built on thriving ecosystems and good environmental citizenship.

EXECUTIVE SUMMARY

Mozambique is a country with an abundance of biodiversity, and it has in the most recent past, been on a relatively good economic growth trajectory. Forest, wildlife, freshwater and marine resources provide important socio-economic benefits to communities and the nation. The recent finding of substantial reserves of oil and natural gas offer even more greater prospects, with Mozambique poised to become the World's third largest natural gas exporter by 2023 (UNEP, 2018). However, this impressive development progress means that Mozambique's natural assets are under extreme pressure, leading to natural resource degradation and biodiversity loss. With 69% of the population relying on livelihoods that are natural resource dependent (INE, 2012), the pressure is expected to increase unless conservation is core to the country's development pathway.

The World Wide Fund for Nature (WWF) has been working in Mozambique from the early 2000s. The Mozambique Country Office (MCO) has made significant contributions over the years, ranging from the establishment of Protected Areas (PAs) to working with local communities to strengthen their capabilities to engage in conservation as well as actively influence policy and practice. This strategy, whose goal is for WWF MCO **to influence and ensure sound management and responsible stewardship and use of Mozambique's unique biodiversity for the benefit of present and future generations**, covers the period 2020-2030 and is anchored around three pillars:

1. inclusive conservation of habitats and species;
2. sustainable and equitable livelihoods;
3. greening the footprint of economic development.

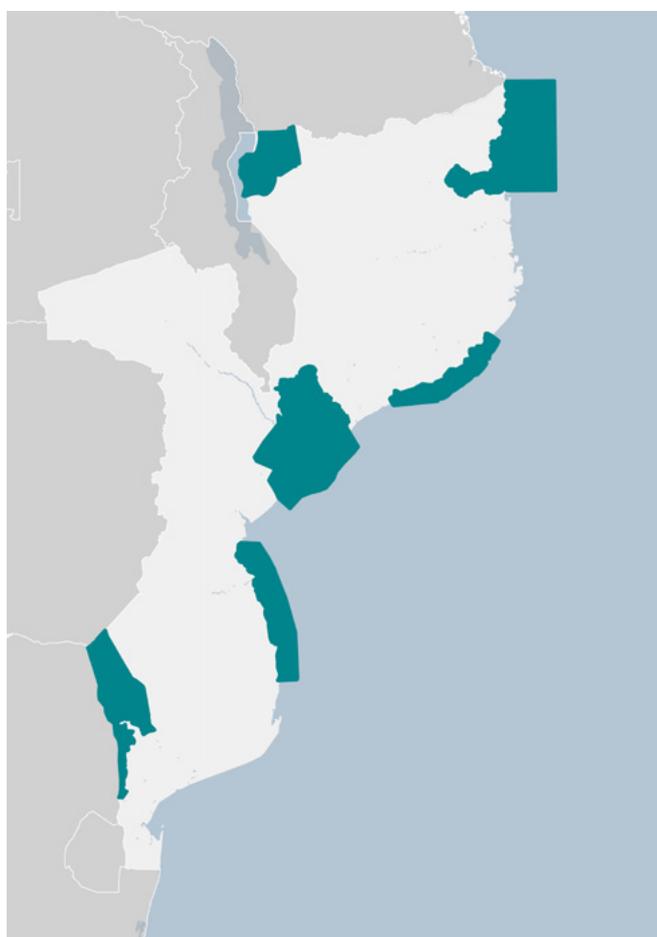
Our conceptual model is underpinned by the fact that the wellbeing and prosperity of Mozambicans is dependent on nature and that, today, the rate of loss of this life-support system demands urgent and effective action. We engage with the complexity of biodiversity conservation and natural resource management by adopting a systems approach that seeks to ultimately contribute to change that is transformative and resilient. Our intended outcomes and strategies are geared toward influencing both the visible as well as invisible forces affecting the way Mozambicans make decisions, act and relate with nature. We work at site level, engaging directly with those most affected by the

loss of biodiversity and focusing efforts in landscapes and seascapes critical for biodiversity. We invest in supporting the implementation of policies, strategies and other forms of decision making and planning processes at national and provincial levels, collaborating with partners through multi-stakeholder platforms and providing technical support directly to the Government. We support the Government in influencing international agreements and other processes that have a bearing on the country's biodiversity, working hand in hand with the vast global WWF network, regional entities and other stakeholders.

The strategies we use build on our lessons and experiences around the types of tactics that are important in bringing about the changes necessary to realise our goal. In doing so, we ensure that policy and practice is informed by evidence, we facilitate and coordinate multi stakeholder processes to work together to resolve complex problems, we strengthen capabilities to mobilise resources necessary to define and realise change independent of external support, we lobby and advocate to influence changes in policy and practice, and we promote practical and innovative solutions that are appropriate for the Mozambican context.

1 SITUATION ANALYSIS

Mozambique is located in south eastern Africa, covering around 800,000 km² of land and a coastline of 2,700 km. It has a huge diversity of ecosystems and species, and forms part of the Eastern Africa Marine Ecoregion, one of the areas of global importance for marine biodiversity (Marine Conservation Institute, 2020).



Priority land and seascapes

1.1 Social and economic context

Demography The population of Mozambique in 2017 stood at 28.9 million, with a growth of over 15 million people in the last 23 years (INE, 2017). About 68% of the population live in rural areas and 60% along the coast. Nearly 45% of the population are under the age of 15.

Human Development Despite the progress observed over the years with an increase in Human Development Index (HDI) from 0,217 in 1990 to 0,446 in 2018, the country remains among the bottom nine countries in the World (UNDP, 2018). Poverty remains high at 46.1% in 2015, with approximately 80% of the poor living in rural areas. The country has a Gender Inequality Index (GII) of 0.569, indicating women fare moderately in comparison to men.

Economy The country achieved significant economic growth between 2000 and 2015, with GDP growth rates averaging 7% and GDP per capita increasing from \$561 to \$1,128. From 2016, the economic performance experienced a sharp reversal, with a slowdown in economic growth and a worsening government's fiscal position and raising debt. This was further exacerbated by the suspension of budget support and cancellation of the IMF credit facility and the two tropical cyclones, Idai and Kenneth, in 2019, which resulted in significant loss of life and widespread damage to crops and infrastructure.

Agriculture, together with forestry and fisheries, still remain the main sources of livelihood and income. Agriculture is practiced on less than 10% of the arable land and over half of production is concentrated in staples such as maize, cassava and sorghum. The main export crop is tobacco (37% of export value), followed by sugar, cotton, bananas, seeds and nuts. With one of the highest rates of land concessions in Africa, the amount of land still held and managed by rural populations will decrease significantly, with associated negative impacts on already impoverished rural communities. About half-a million people are directly engaged in or supported by the fisheries sector, particularly small-scale, but the sector has not been able to develop as fast as was envisaged by the Government's Poverty Reduction Plan (2011-2014). About 90% of national fish production is from wild capture fisheries (Benkenstien, 2013). Mozambique is keen to develop and tap on the potential of her offshore tuna resources, and as such is developing its national fleet by flagging some of the foreign fleets through some form of partnerships in addition to licensing Distant Water Fishing Nations (DWFN).

1.2 Governance, security and political context

The Mozambique Liberation Front (FRELIMO) and the Mozambique National Resistance (RENAMO) remain the country's main political forces followed by the Mozambique Democratic Movement (MDM). Since the Peace Accord signed in 1992, ending a 25-year civil war, the country occasionally faces armed confrontations and violence. The human rights situation is on a decline, and long-term positive trends in governance has been countered by a negative trend captured in global indexes and mirrored in domestic reports from civil society and other independent sources. Civil strife is continuing even after a renewed Peace Agreement in August 2019 between FRELIMO and RENAMO.

Furthermore, the government has recently been faced with a militant insurgency in parts of the gas-rich province of Cabo Delgado. Initially circumscribed to one locality, the indiscriminate killing of civilians perpetrated by the insurgents has now spread to other districts and towns in the



province. More than 11 of the 16 districts in the province have witnessed incessant attacks with a significant rise in the death toll. The number of displaced people has risen from around 1,000 in March 2019 to over 115,000 in March 2020. Over two million people are affected by the crisis overall (ACAPS, 2020), and the risk that this violence can spread to other areas of the country should not be underestimated.

1.3 Biodiversity, natural resources and climate change

Mozambique is endowed with rich biodiversity both in marine and terrestrial environments. The country has a unique network of biodiversity conservation areas which started in 1995. The National Network of Conservation Areas, led by the National Administration for Conservation Areas (ANAC), includes 7 national parks and 12 national reserves. Other categories of conservation areas falling within the framework of ANAC management include official hunting reserves and game farms, and 3 Community Conservation Areas (Mitchéu, Tchuma Tchato and Chipanje Chetu). The country also has eight transboundary conservation areas, and plans are ongoing to review existing and establish new Key Biodiversity Areas (KBA).

Terrestrial biodiversity Mozambique's is part of the five main phyto-geographical zones of Southern Africa. The main diversity hotspots and plant endemism include the endemic centres of Maputland and Chimanimani, coastal forests and the mountain-island "inselbergs" in northern Mozambique. Indications are that more than 300 species of plants are on the IUCN red list, 22% of which are endemic (MITADER, 2015). There are 14 Important Bird Areas (IBAs), and out of more than 600 bird species, 29 are endangered and endemic. According to the census of wildlife conducted in 2008, there are three main regions where the richness of wildlife is particularly high, namely (a) North Zone (Niassa National Reserve and Chipanje Chetu Safari area), (b) Central Zone (Gorongosa National Park, Marromeu National Reserve and hunting concessions 10, 11, 12 and 14), and South Zone (Limpopo-Banhine-Zinave Complex and the Maputo Special Reserve).

Coastal and marine biodiversity Mozambique's total marine area is estimated at 566,281 km², and the biodiversity includes migratory seabirds, marine turtles, marine

mammals (whales, dolphins and dugongs), whale sharks, manta rays, and tuna (Marine Conservation Institute, 2020). This biodiversity is dependent in some way on the 'nurseries of the sea' provided by the abundant coral reefs, mangroves and seagrass beds (MITADER, 2015). Coral reefs cover about 1,860 km² of the Mozambican coast (Spalding et al, 2001). Together with southern Tanzania, Northern Madagascar and Comoros, the northern coast of Mozambique is recognized as part of the Indian Ocean's biodiversity triangle that includes two important marine bird areas. At approximately 3,570 km², Mozambique also has the highest area coverage of mangrove habitats in the Western Indian Ocean. On its way to the coast, the Zambezi River forms a complex wetland and Mozambique's largest mangrove forest. The Marromeu complex and interlinked Zambezi delta support large populations of wildlife, such as antelopes, aquatic birds and thousands of migratory Palearctic and intra-African species.

Climate change Mozambique ranks tenth in countries most vulnerable to disaster risks world-wide (GoM, 2012). The effects of extreme weather events vary from region to region, but extreme weather patterns, such as droughts and severe flooding, continue to have devastating effects for large parts of the population. Weather fluctuations are causing increased uncertainty in the start of the agricultural season, estimated to cause a 25% drop in revenue in some regions. The increase in temperature is expected to negatively affect marine fish stocks, and consequently food security. Because of the high proportion of women in agriculture, women are more at risk to climate induced effects (Hallegatte et al, 2016). Adaptation to these new conditions for agriculture and fisheries is currently weak, and if it does not improve there is a risk that people will be pushed further into poverty and resort to unsustainable use of biodiversity resources for survival.

1.4 Trends and threats

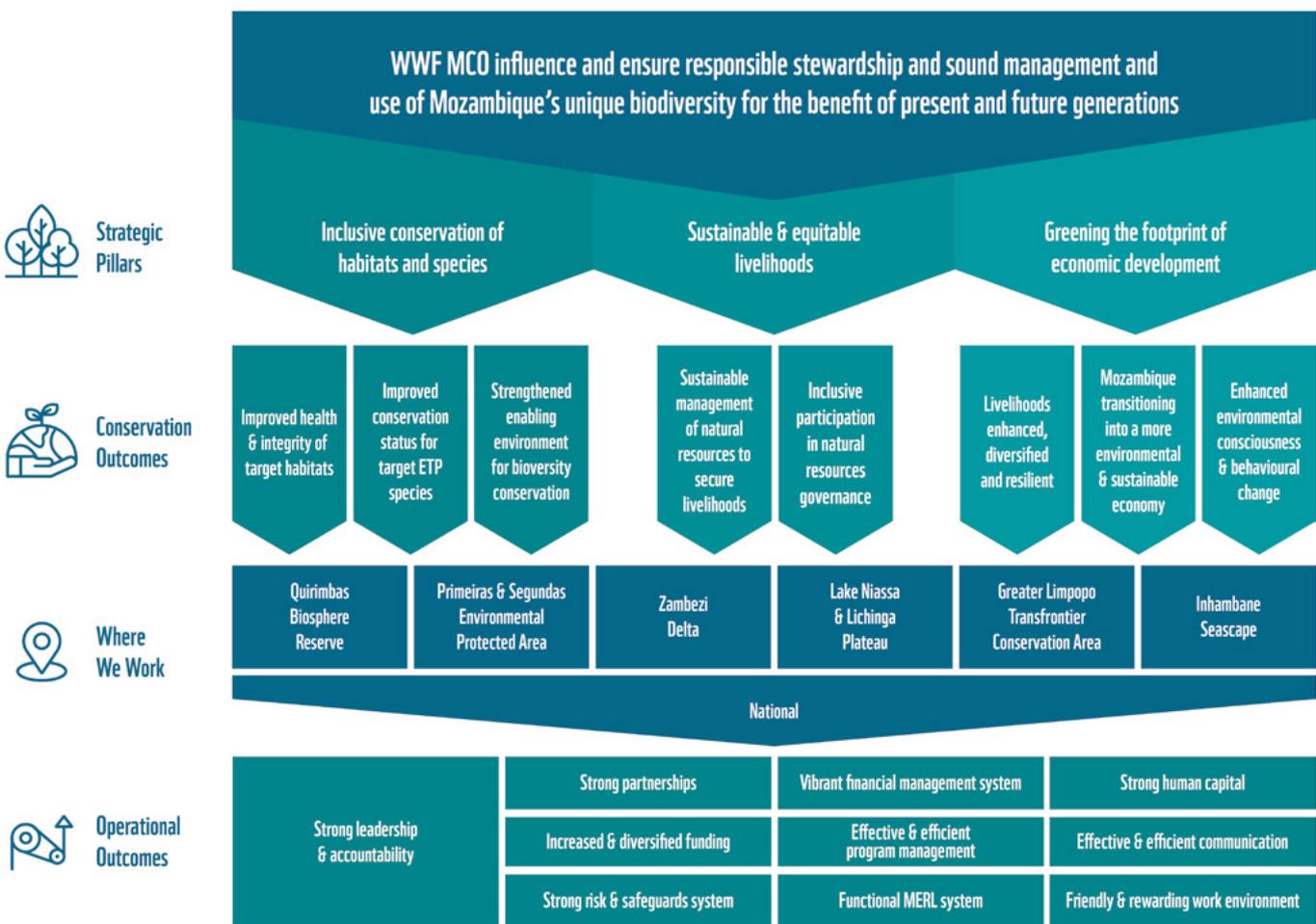
WWF MCO operates in a complex and ever changing environment influenced by local, national, regional and international social, economic, environmental and geopolitical trends and threats to biodiversity and people which will have to be monitored and factored into the implementation plans for the strategy. The critical trends and threats that will impact our work during the strategy period and beyond are:

- **Population increase and changing demographics** Mozambique's population is projected to be close to 60 million people by 2050, with almost half of the population being under 19 years of age. This will lead to growing levels of consumption and production, which in turn will exert high demand for natural resources through expansion/conversion of land for agriculture, overexploitation of species (fisheries), deforestation and loss of forest areas, and increase in human-wildlife conflicts.
- **Climate change and natural disasters** The average annual temperature for Mozambique has increased by 0.6°C between 1960 and 2006, and is projected to increase by 1.0-2.8°C by the 2060s and by 1.4-4.6°C by the 2090s compared to 1970-1999 average observed temperatures. Average annual rainfall has decreased by 2.5 mm per month per decade between 1960 and 2006, but rainfall is projected to generally increase, especially during the wet season and in coastal areas (USAID, 2012). Mozambique continues to have frequent occurrences of floods, cyclones and droughts which not only increase the vulnerability of communities and sectors such as agriculture and fisheries, but have huge implications for food security and biodiversity loss. While cyclones are projected to become less frequent, their intensity and associated levels of precipitation are likely to increase. Sea levels are projected to rise between 0.18 m and 0.59 m by the 2090s compared to 1980-1999 sea levels.
- **Unsustainable economic growth and development** Increasing population and changing demographics will also propagate rapid economic growth through development of petroleum industry and associated infrastructure, increased production and consumption across many sectors (e.g. agriculture, fisheries etc), and increased demand for energy. Poorly planned and implemented development, without regard to environmental and social concerns and standards, will potentially cause widespread pollution, unsustainable exploitation of natural resources, and habitat degradation and conversion.
- **Armed conflict and insecurity** The insecurity in some parts of the country will lead to negative implications for both biodiversity and people including increased wildlife poaching, limited community access to ecosystem services in conflict areas, and increased pressure to natural resources from displaced people.

2 CONSERVATION PRIORITIES

2.1 Goal, objectives and strategies

WWF MCO's conceptual model is underpinned by the fact that the wellbeing and prosperity of humanity is dependent on nature and that, today, the rate of loss of this life-support system demands urgent and effective action. Our 2030 goal is that we **influence and ensure sound management and responsible stewardship and use of Mozambique's unique biodiversity for the benefit of present and future generations**. In our pursuit for this ambitious desire, we identified eight strategic objectives or outcomes anchored under three conservation pillars (see figure below).



Under each outcome, we pursue a set of sub outcomes and key strategies geared toward influencing both the visible as well as invisible forces affecting the way Mozambicans make decisions, act and relate with nature. We work at site level, directly with those most affected by the loss of biodiversity and focus efforts in landscapes and seascapes critical for biodiversity and natural resources. We also influence and support policies, strategies and other forms of decision making and planning at national level, collaborating with our partners through multi-stakeholder platforms and processes as well as providing technical support directly to the Government. We support the Government in influencing international agreements and other processes that have a bearing on the country's natural resource base, working hand in hand with the global WWF network, regional entities and other partners.

2.1.1 Inclusive conservation of habitats and species

This pillar builds on WWF's long-standing experience and wealth of knowledge in biodiversity conservation in Mozambique, conserving habitats and species within and outside of protected areas. Through an inclusive outlook to conservation, WWF MCO and partners support the Government in meeting its protected area management mandate and commitments through a holistic approach based on the recognition that:

1. it is equally critical to ensure that local communities living in or around conservation areas have access to viable and sustainable livelihood options as it is to effectively manage these biodiversity jewels;
2. effective conservation of protected areas requires an enabling institutional environment with strong legislation as well as cross sectoral and inter-institutional collaboration;
3. effective engagement of local communities in natural resource governance is central to ensure attainment of protected area goals and objectives.

Through three strategic objectives or outcomes, namely:

- 1.1 By 2030, the health and integrity of target terrestrial, freshwater and marine habitats in priority landscapes and seascapes is improved;
- 1.2 By 2030, the conservation status of Endangered, Threatened and Protected (ETP) species is improved;
- 1.3 By 2030, the enabling environment for inclusive biodiversity conservation is strengthened.

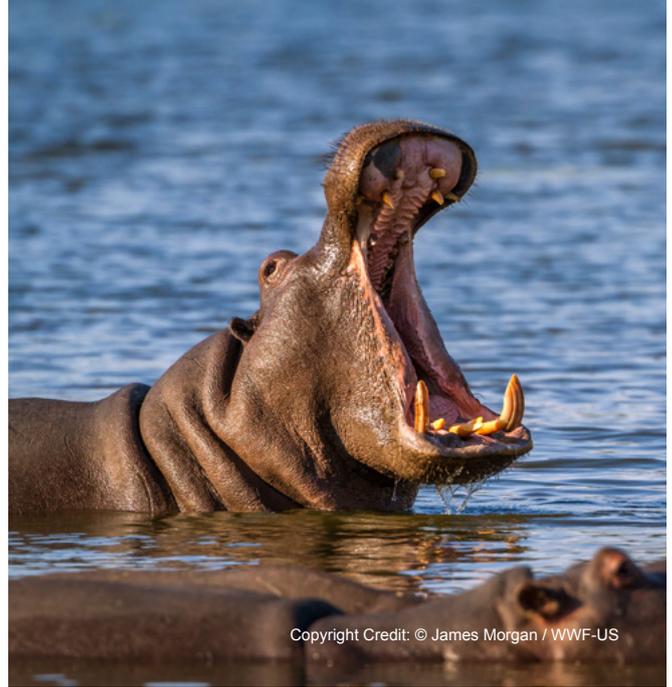
2.1.2 Sustainable and equitable livelihoods

A core area of our work is to support communities – men, women and youth – that are dependent on natural resources for their livelihoods and for whom options are often far too limited. The ultimate aim of this pillar is to ensure access and sustainable utilization of those natural resources in order to enhance and safeguard livelihoods. Particular focus is placed on providing sustainable and resilient options for income, food and energy, while strengthening community-led natural resources governance. We engage with partners across different sectors to improve the use, management and conservation of fish stocks, agriculture, forestry, water and energy resources.

We pursue three strategic objectives or outcomes as follows:

- 2.1 By 2030, sustainable management and conservation of natural resources is fostered to secure livelihoods;
- 2.2 By 2030, communities actively and inclusively participate in natural resources governance to safeguard their livelihoods;
- 2.3 By 2030, livelihoods of rural communities are enhanced, diversified, and resilient.

The efforts under this pillar are also directed at improving equity and sustainability with respect to livelihoods provisioning. We therefore insist on supporting and strengthening the voice and representation of marginalized groups like women and youth to participate and take lead in the management of natural resources. While contributing to food security for natural resource dependent communities, we emphasize building household and community resilience and capabilities to cope and recover from shocks and stresses.



We focus our work on the conservation of ETP species through strengthening legislation and supporting enforcement efforts. We make investments in monitoring and research on the status of ETP species in the country to inform enforcement and conservation measures. This builds on lessons and experiences to date, particularly with regards to engaging influential stakeholders such as the legislature, media and the private sector. In addition, the work in this area involves a continuation of strengthening the enabling environment through awareness campaigns, lobbying and advocacy, in order to ensure that ecosystems and human wellbeing is better safeguarded. We support blue-green and biodiversity related policies, laws and plans, and strengthen institutional capacities and collaborations. Furthermore, the pillar includes working with Government and other stakeholders to support and deliver commitments from international environmental instruments and SDGs in national policies and plans.

2.1.3 Greening the footprint of economic development

Mozambique, like all countries in the world, aspires to economically develop in order to improve the lives of its citizens. WWF MCO recognises the importance and value of economic development and the importance of ensuring that economic growth is not at the cost of environmental or social wellbeing. This pillar is aimed at supporting communities, governments and the private sector to ensure that environmental sustainability is an integral part of economic growth. It is an ambitious pillar that addresses critical threats to biodiversity not only in the present but also in the foreseeable future.

Through two strategic objectives or outcomes, namely:

- 3.1** By 2030, Mozambique is transitioning into a more environmental and sustainable economy;
- 3.2** By 2030, environmental consciousness and behavioural change amongst WWF, partners, communities and target stakeholders is enhanced.

The pillar includes strengthening compliance and supporting public-private partnerships that increase green/blue investments and enable innovative business-led solutions. Recognising that infrastructure and other macro-economic development initiatives all too often come with a significant footprint related to pollution, emissions, water and energy use, we emphasize not only the promotion of affordable and clean energy practices and technologies, but also improving water and energy production and use efficiency – thus increasing productivity and maximizing the value of both resources in current and future development scenarios. We also seek to enhance a heightened level of environmental consciousness amongst our partners, stakeholders and the public by not just increasing awareness and capacity, but also influencing practice and behavioural change. We and our partners aspire to not only be catalysts for that behaviour change, but also ‘walk the talk’ as we minimize our own energy, plastic and carbon footprint in the country.



2.2 Priority land and seascapes

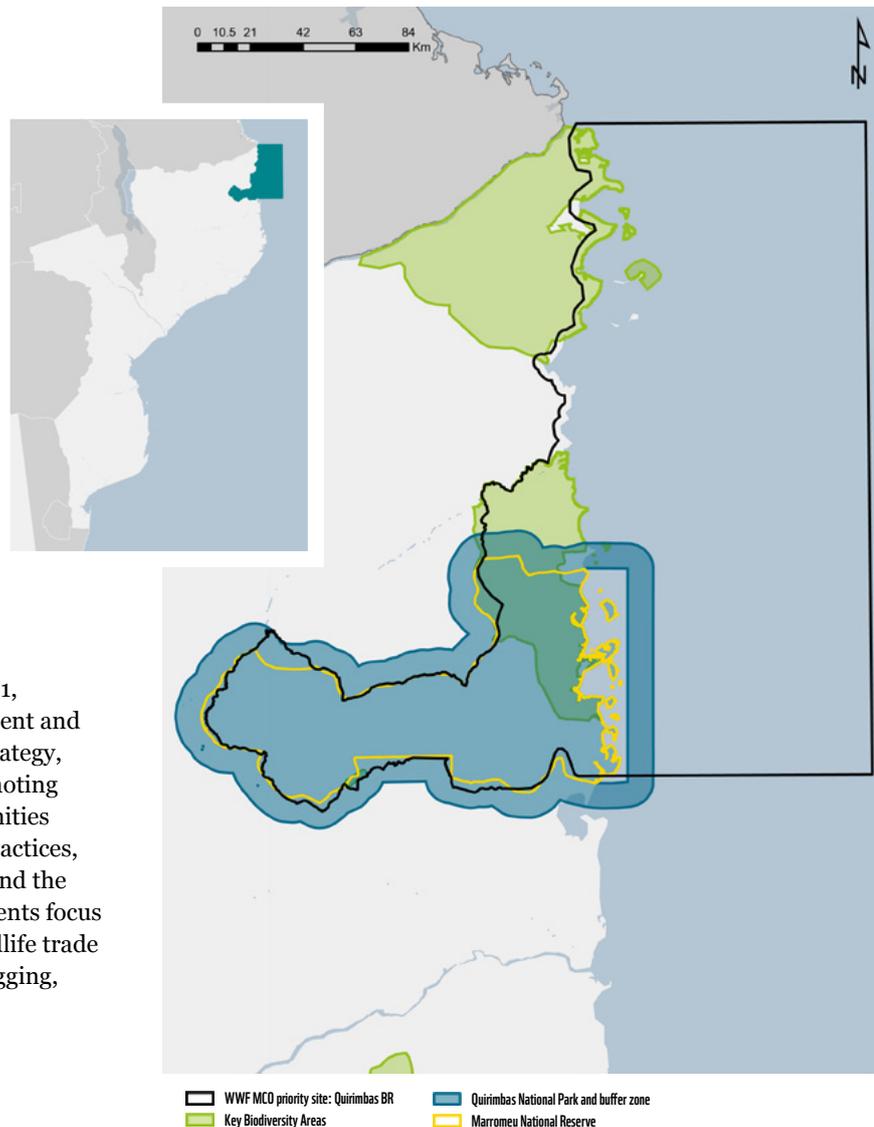
Six land and seascapes have been prioritized to be the focus of the vast majority of our conservation work. They were identified on the basis of their biodiversity significance, the importance of their natural resources to livelihoods and national economic development, and their existing and potential threats to biodiversity and therefore the urgency of conservation action.

2.2.1 Quirimbas Biosphere Reserve (QBR)

The QBR is part of the larger transboundary Rovuma landscape, which is considered one of the last wildlife refuge areas and home to Africa's second largest elephant population. It is rich in both flora and fauna biodiversity - home to 6 species of mangroves (Nicolau et al, 2017), up to 288 species of coral reefs (about 30% of Mozambique's coral reefs), 12 of the 14 species of seagrass occurring in the Western Indian Ocean region, and 580 species of plants (14 of which are endemic). There are at least 46 species of terrestrial mammals in the Reserve, including four of the Big Five, at least 8 species of marine mammals (3 of which are threatened), 3 species of marine turtles, at least 447 species of migratory birds, at least 42 species of terrestrial reptiles, and at least 50 species of amphibians (2 of which are endemic). The coast is also an important breeding and feeding ground for marine turtles and comprises of wetlands of high biodiversity importance (Lake Bilibiza and Lake Kagavero).

The Reserve is in Cabo Delgado province, which has a population of 2,267,715 inhabitants (about 7.5% of the country's population). As such, anthropogenic pressures on this unique biodiversity are a clear and present threat. Conversely, the main drivers of biodiversity loss in QBR are deforestation (primarily from intensive practice of slash and burn agriculture and expansion of human settlements), illegal exploitation of forest resources for fuel and logging, and pollution and unsustainable practices from illegal artisanal mining and large-scale mining.

WWF MCO has been active in Quirimbas since 2001, playing an instrumental role in both the establishment and initial management of the National Park. In this strategy, we continue to focus on building capacity and promoting sustainable livelihoods in order to support communities transitioning from traditional and unsustainable practices, ensuring better management of natural resources and the restoration of degraded areas. In addition, investments focus on strengthening enforcement to reduce illegal wildlife trade and other illegal activities (e.g. artisanal mining, logging, illegal fishing).



2.2.2 Primeiras and Segundas Environmental Protected Area (PSEPA)

The PSEPA is a highly biodiverse and productive coastal and marine area formed by a chain of ten islands and two coral reef complexes. The reefs present a great abundance and diversity of more than 300 species of fish. The five species of marine turtles found in Mozambique are all present in PSEPA. PSEPA also hosts one of the few breeding colonies of Sooty and Swift Terns seabirds, and Coelacanths and Dugongs have been reported historically in its waters. A recent WWF study estimated that the total area of mangroves in PSEPA is 71,288 hectares, with 6 different mangrove species (WWF, 2018). Seagrass meadows also play an important role as foraging grounds, shelter and nursery areas for shellfish, finfish and marine turtles. Another important coastal habitat in the area are the coastal dunes and forests with presence of the endemic plant species such as *Icuria dunensis*.

Over 340,000 people live in PSEPA, and their main livelihoods include fisheries, agriculture (cassava, maize, groundnut and beans), mangrove exploration, and trade.



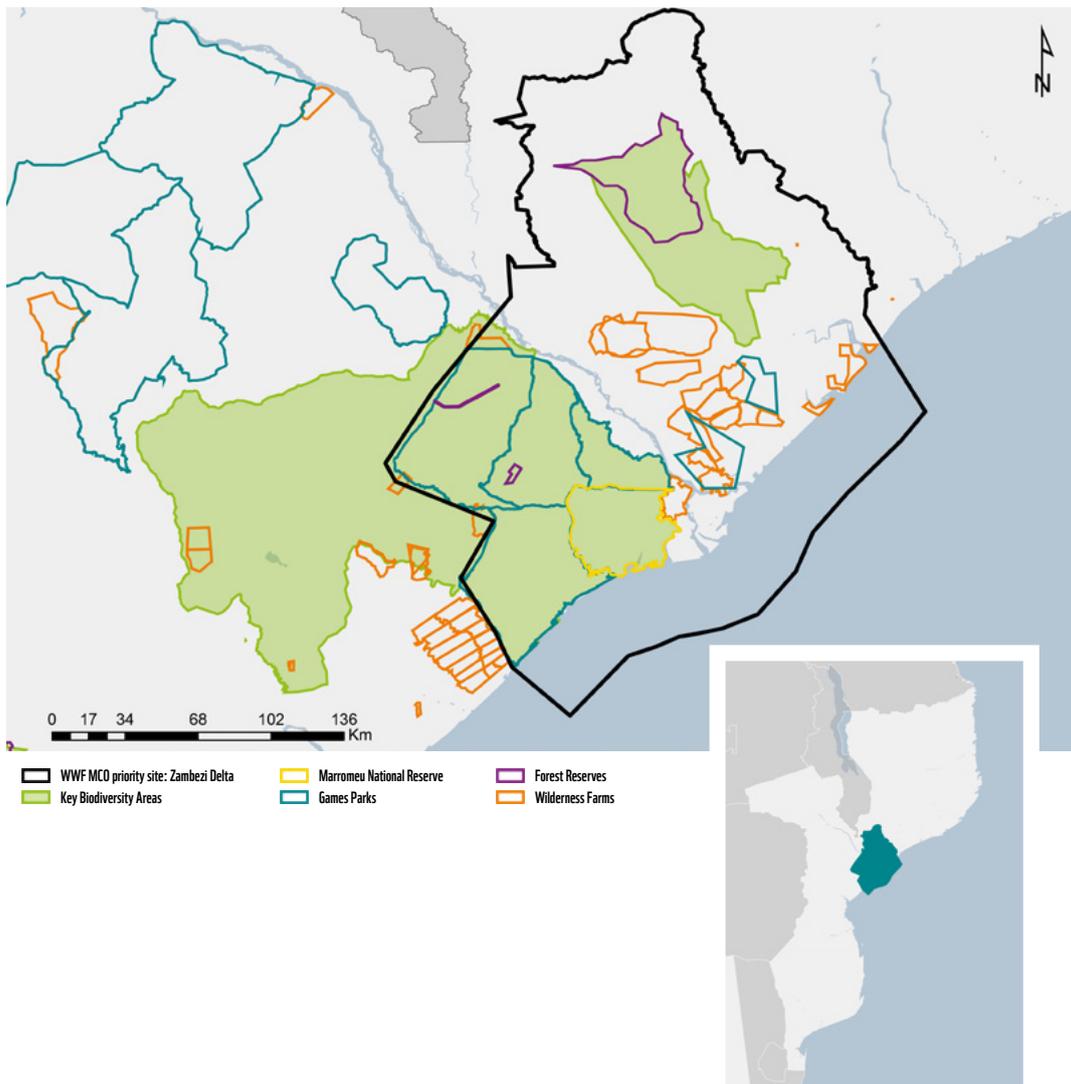
90% of households rely on fish as their main source of protein, and most fished species are crustaceans (shrimp, crab, lobster), molluscs (squid, octopus), and fish (grouper, narrow-barred Spanish mackerel, tuna). Conversely, overfishing and destructive practices related to unregulated artisanal and industrial fishing are the main threats to coastal and marine resources. The broad use of fishing gear with very small mesh-sizes is leading to high rates of by-catch of ETP species and juveniles, the latter being vital for stock replenishment. Other equally destructive anthropogenic activities include collection of undersized mud crabs, extractive activities (particularly heavy sands), and poaching of turtles, sharks and rays in and around the coral islands especially the Integral Natural Reserves and in Community Conservation Areas (CCAs). Oil and gas exploration is also of growing interest both within and around the Protection Area.

PSEPA is a relatively newly established protected area (2012) and is just establishing an administration and surveillance system. WWF MCO has been active in the seascape since 2008 working on conservation and livelihood interventions. Our focus is on the establishment and management of No-Take Zones and establishment of Community Conservation Areas (CCAs); promoting sustainable management of mangroves and coastal and marine species with commercial and subsistence importance; protection of ETPs and flagship species; supporting sustainable livelihoods to improve food and nutrition security; supporting public participation in MPA management; and advocacy initiatives with regards to the extractive industry.

2.2.3 Zambezi Delta

The Zambezi Delta is one of the country's most important biodiversity jewels. It is not only a wetland of international importance, but also an internationally recognized Important Bird Area (IBA) because of its ecological value as a habitat for aquatic migratory birds (MICOA, 2009). The Zambezi river and its tributaries are home to hundreds of fish species, some endemic, including cichlids. The mangroves of the Delta cover approximately 180 km of the Mozambique coastline, and in some sections extend up to 50 km inland. And because of its biodiversity and natural resource abundance, the Delta faces significant threats, largely from anthropological activities such as conversion, loss, degradation and fragmentation of natural habitats, overexploitation of certain species, pollution and contamination of natural habitats or species, and climate change. Large investments in the infrastructure sector, especially mining (coal and minerals) in Tete province, large water abstraction for agriculture (mainly commercial large-scale sugar plantation) and energy (hydropower dams) continue to characterize current and future development pathways. Poverty and large dependency on fish and bush meat for livelihoods has long incentivised poaching and unsustainable fishing of some key species.

WWF MCO is currently supporting the Zambezi Delta management plan through civil society organizations (CSOs) and the Marromeu Complex Management Council. The strategy in the Delta focuses on forestry management (including Mangrove restoration), sustainable fisheries, addressing energy needs by promoting renewable energy initiatives, water allocation priority for economy and nature (e-flows), sustainable agriculture to tie up the water, energy and food nexus, community and private sector linkages to address wildlife management, and advocating for socio-economic and environmental management of infrastructure and extractives development.

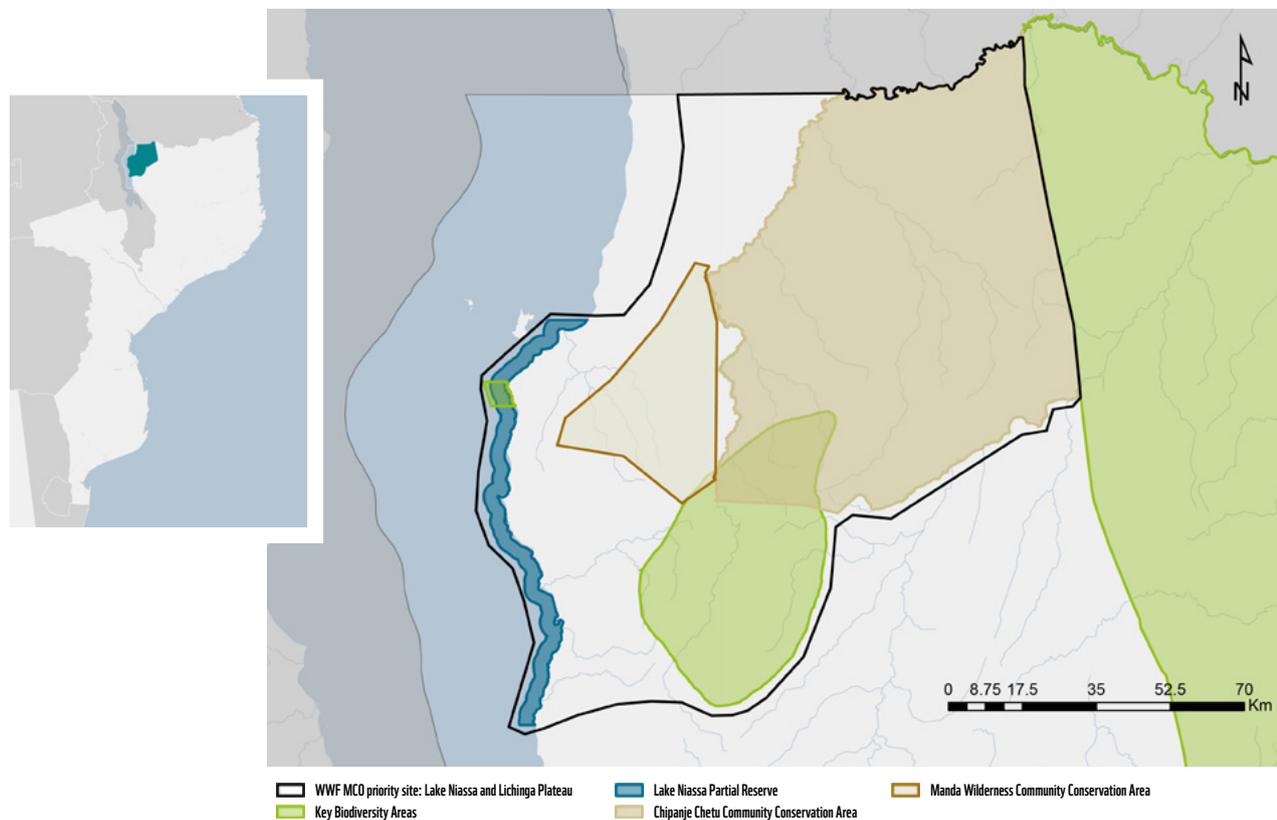


2.2.4 Lake Niassa and Lichinga Plateau (LNLP)

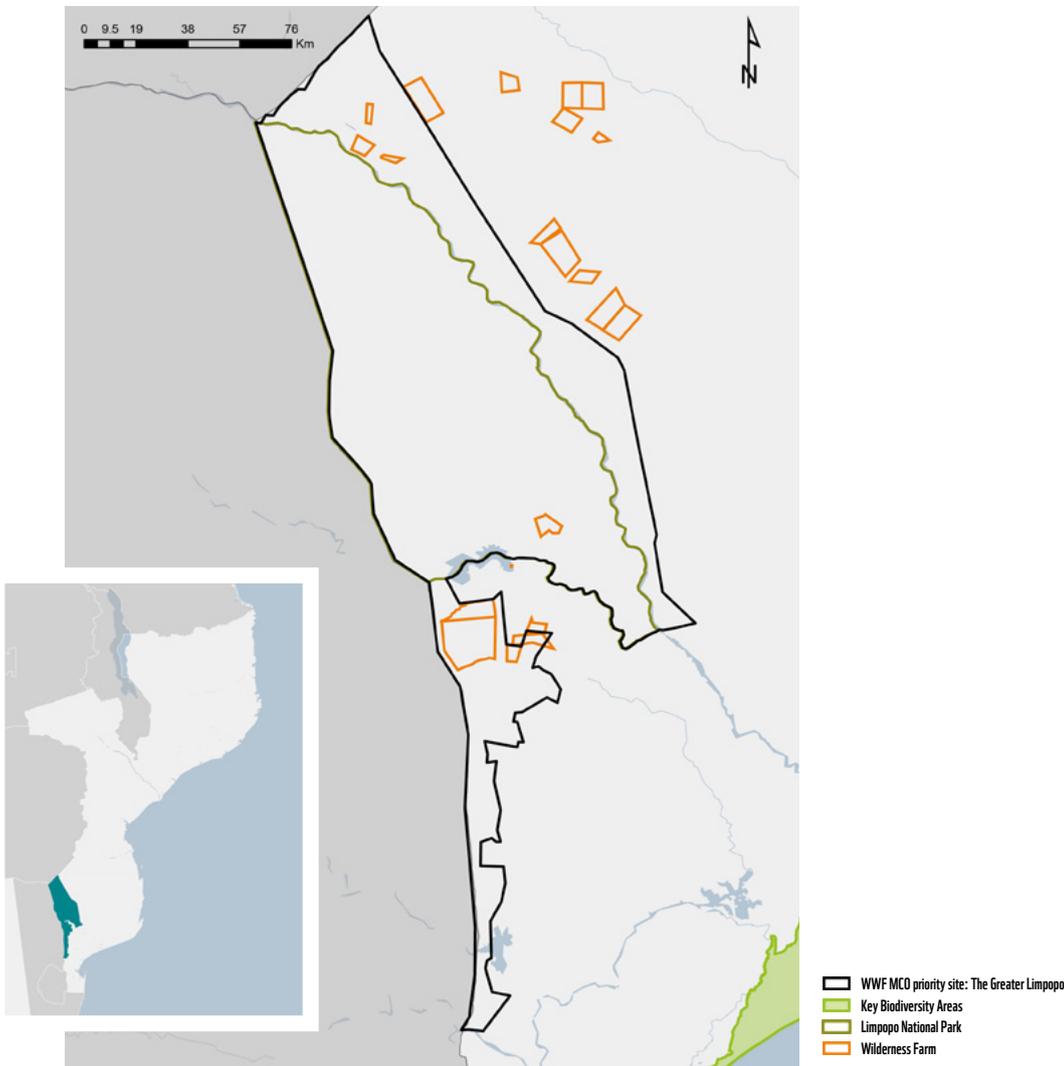
Lake Niassa is shared between Mozambique, Malawi and Tanzania. The Mozambique portion is both a Partial Reserve declared by the Government of Mozambique and a Wetland of International Importance declared by the Ramsar Convention in 2011. It is the most species diverse lake on the planet with over 800 species of cichlids, 99% of which are endemic (Sayer et al, 2019). It supports species of wildlife such as elephants, buffalos, lions, hypos, crocodiles among others, that occur in the adjacent community conservation area, Manda Wilderness. This area also has beautiful landscapes with huge tourism potential that bring benefits to local communities and support conservation efforts. About 80% of the people that live near the lake fish more than 8 hours a day and consider this activity much more important than agriculture (MICOA, 2014). Extending to the Lichinga plateau, this landscape is also the major source of life-giving water to both Niassa and Cabo Delgado provinces (providing 50% of all their surface water) (Le Maitre et al, 2018). The Plateau and Lake are the sources of the Rovuma and Lugenda rivers, which support significant numbers of wildlife in the Niassa Game Reserve, including the second biggest population of elephants and wild dogs and the second biggest population of Buffaloes in Mozambique.

Major threats to biodiversity and livelihoods in the landscape are over-fishing, deforestation for firewood and charcoal, agriculture related land use change (tobacco and unsustainable commercial timber exploitation), uncontrolled wildfires that prevents the forest to recover, pollution of the lake and rivers due to use of agrochemicals, gold artisanal mining and poor hygiene and sanitation, poor water management resulting in 6% of native species and 11% of endemic species being classified as threatened with extinction, and climate change.

WWF MCO has been working in this landscape since 2006, focusing on the designation of Lake Niassa as both a Partial Reserve and Ramsar Site, development and management of Lake Niassa Reserve (LNR) and Ramsar site management plan (2015-2019), and establishment of a Multi Stakeholder Platform (MSP) for LNR management. We continue to focus our efforts on securing Lake Niassa Reserve's biodiversity and benefits to people and extending its initiatives to Lichinga Plateau. Initiatives include promotion of good governance of forests along the landscape and link with sustainable alternative sources of income, water management and climate change, establishing good partnerships with stakeholders through the MSP, promoting sustainable fishing initiatives, and promoting biodiversity research to inform decision making and pursuing transboundary cooperation with neighbouring countries.



2.2.5 Greater Limpopo Transfrontier Conservation Area (GLTCA)



The GLTCA cuts across Mozambique, South Africa and Zimbabwe, governed by an International Treaty signed by the three countries in 2002. It is home to some critical terrestrial wildlife species such as rhinos, elephants, pangolins, lions, and ostriches. Freshwater is an astonishing resource in the landscape supporting agricultural irrigation, access of water, fishing and important riverside forestry species along the Limpopo and Incomati River basins.

The vast natural resources in the GLTCA offer tremendous potential for supporting and sustaining livelihoods of people. Besides leveraging existing natural resources, the nascent tourism industry and its related wildlife efforts show promise to attract greater investment and prosperity into the area. Key livelihoods include: agriculture (predominantly maize) and livestock production; Olericulture and orchard farming for small, medium and large farming households; and tourism. It, however, faces tremendous anthropogenic threats including illegal hunting and wildlife trafficking, human and wildlife conflict, high demand of charcoal and firewood, illegal fishing, and unsustainable shift cultivation and commercial agriculture.

WWF MCO is already involved in the GLTCA as an implementing partner in the USAID funded Khetha project which aims to protect wildlife and promote benefits to communities. We are continuing that engagement by supporting initiatives that address the prevention of wildlife crime and the promotion of community-based conservation. We encourage community livelihoods, human-wildlife coexistence, and scientific based ecological monitoring. Stakeholder involvement including civil society, private sector, government and media is a key approach in the landscape.

2.2.6 Inhambane Seascape

The Inhambane seascape includes the Bazaruto Archipelago National Park and Wild Sanctuary of Vilankulo Shrine. It boasts a diversity of fauna species including dugongs, whales, dolphins, sharks, birds, and coral reefs. Its unique ecosystem services include nesting, breeding and feeding areas for marine turtles, holding the last viable population of Dugongs in Mozambique and in East Africa, and breeding and feeding areas for a number of marine mammals (e.g. whales and dolphins) and other marine megafauna (e.g. sharks and rays). Most communities rely on fisheries and small-scale agriculture for their livelihoods. However, tourism is also an important livelihood as Inhambane is probably Mozambique's best tourism destination, attracting national, regional and international visitors.

The challenges with the Seascape stem from the need to ensure that its important habitats and species are not fragmented so as not to lose their ecological integrity. The seascape resources are and will continue to be under excessive human pressure, leading to the degradation and fragmentation of terrestrial and marine habitats, and the drastic decline in wildlife populations. The major threats that have been observed include illegal exploitation of wildlife, and high vulnerability to climate change and its impacts. Droughts and floods have increased in frequency and severity over the past 30 years.

WWF MCO has a history in Inhambane going as far back as the time of the establishment of Bazaruto National Park. We phased out strategically from the Park in 2010, but continued to work and support CSOs, local NGOs, private sector on governance and environment education in the area. Current supported projects complement government initiatives for sustainable development of local communities, who depend highly on marine ecosystem services for their livelihoods, and also some of the coastal resilience initiatives for climate change adaptation. However, the strategy is expanding to include promotion of diversified income sources for communities, promotion of sustainable tourism as well as initiatives to raise the level of revenues in the conservation areas.

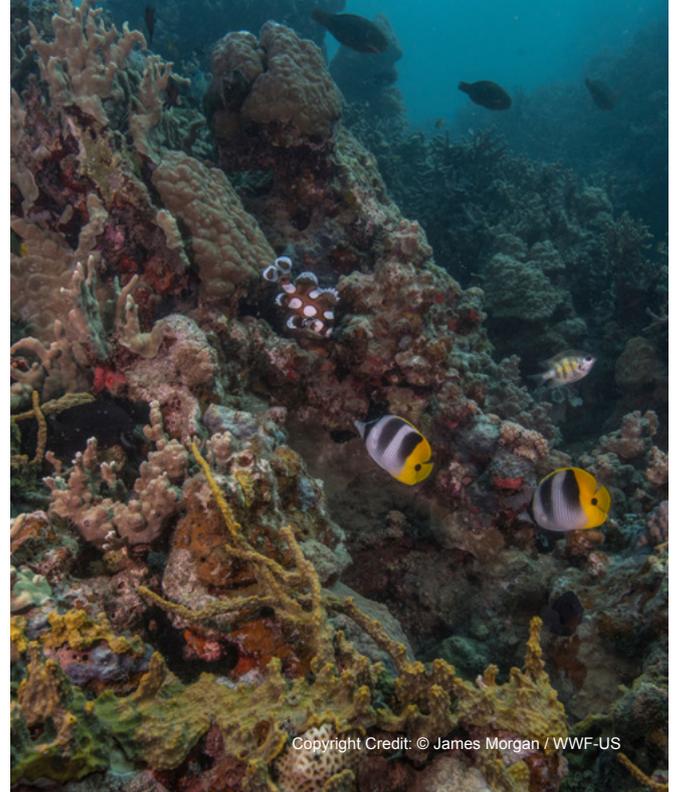


2.3 Areas of Innovation

The execution of our strategy requires that we engage with the complexity of biodiversity conservation and natural resource management by adopting a systems approach that seeks to ultimately contribute to change that is transformative and resilient. One way to achieve that is to promote practical and innovative solutions to the challenges identified which are not only appropriate for the Mozambican context, but that we have not yet undertaken or tried before. Such challenges include, among others: the increased occurrence of extreme natural disasters (e.g. Idai, Kenneth cyclones); the increase of socio-environmental conflicts from human-wildlife, land rights and tenure to right holders-duty bearers' perspectives; and the increase of carbon and plastics footprint and demand for biomass fuels.

We pursue innovations that introduce new problem-solving methods, ideas, or approaches and we pilot them for potential scale up including:

- **Development and roll out of bankable solutions aimed at supporting the development of business initiatives.** This is work already underway for charcoal, fisheries, forestry, tourism, honey, and arable farming in the Zambezi Delta, and is being expanded to include plastic recycling, reusing and reduction;
- **Investment in environmentally friendly or conservation enterprises** which provide incomes to communities through the production and sale of ecosystems goods and services under the postulation that increased incomes provide motivation and incentive for sustainable use and management of natural resources and lessen pressure on biodiversity. Such investments are strengthened with approaches to create alliances with the private sector as key partners to the success of community enterprises and training of young people to be entrepreneurs and agents of change;
- **Use of economic instruments for the plastic challenge** such as self-regulated Extended Producer Responsibility (EPR) schemes for food, beverages or the tourism sector targeting the private sector, but recognizing and bringing into the fold the informal sector.



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2.4 Alignment with global practices and national priorities

Recently adopted WWF Global Practices and the three Global Goals, 14 Outcomes and 62 Targets for 2025 (GOT) are being embraced by offices, and WWF MCO has determined where and how we contribute to their achievement. Whilst, our country strategy has set aside one Goal and 8 Outcomes and we are committed to the Global GOT, we recognise that all Global Outcomes may not be relevant to us and where they are relevant, not every underlying Global Target is relevant to our work. Thus, our first two pillars align with the zero loss of natural habitats and zero extinction of species global goals, while the footprint pillar aligns with the halving footprint goal. Our strategy aligns with 12 of the 14 Global Outcomes, and contribute to 31 of the 62 Global Targets for 2025.

Our conservation programmes are structured around the Wildlife, Oceans, Forest, Freshwater, Governance, Climate and Energy, Food, and Markets Practices. We endeavour to contribute and participate in as many Practice Initiatives as possible with priorities set particularly for the Blue Heart of Africa, the Africa Energy Access, the Africa Food Future, the Africa Forest Landscape Restoration, the No Plastics in Nature, the Coral Reefs Rescue, and the Big Cats Initiatives. The MCO seascapes are part and contribute to the transboundary South Western Indian Ocean (SWIO) seascape that includes collective fisheries, blue economy and coastal community work of WWF Mozambique, Madagascar, Tanzania and Kenya.

Finally, our strategy is aligned with several Government policies, strategies and plans in a number of sectors ranging from economic development to marine, wildlife, forest, freshwater and climate which not only form the basis of our collaborations but enhances our contributions to the Government's national development goals and commitments to the Sustainable Development Goals (SDGs).

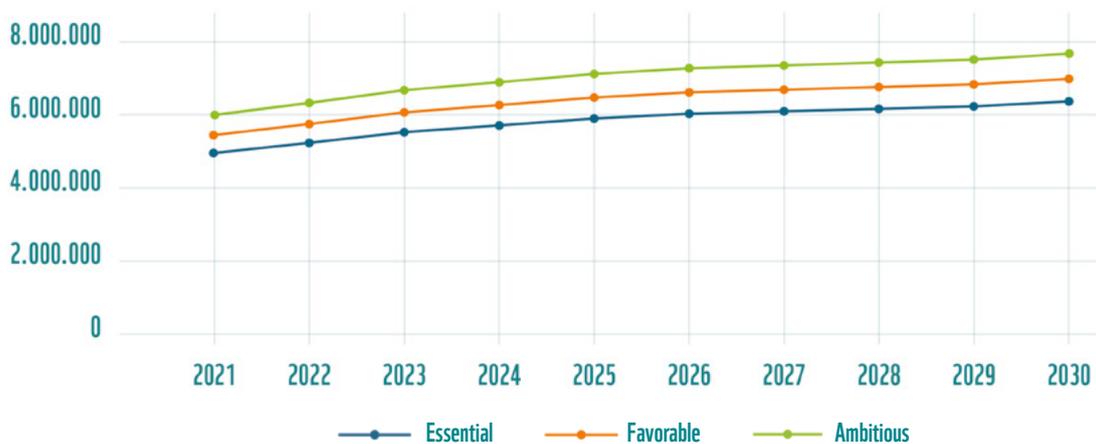


2.5 Financial Planning

In order to be in line with the country's expected funding mix, we developed a detailed Budget (2020- 2030) with three scenarios based on historical average actual income between 2015-2020 as follows:

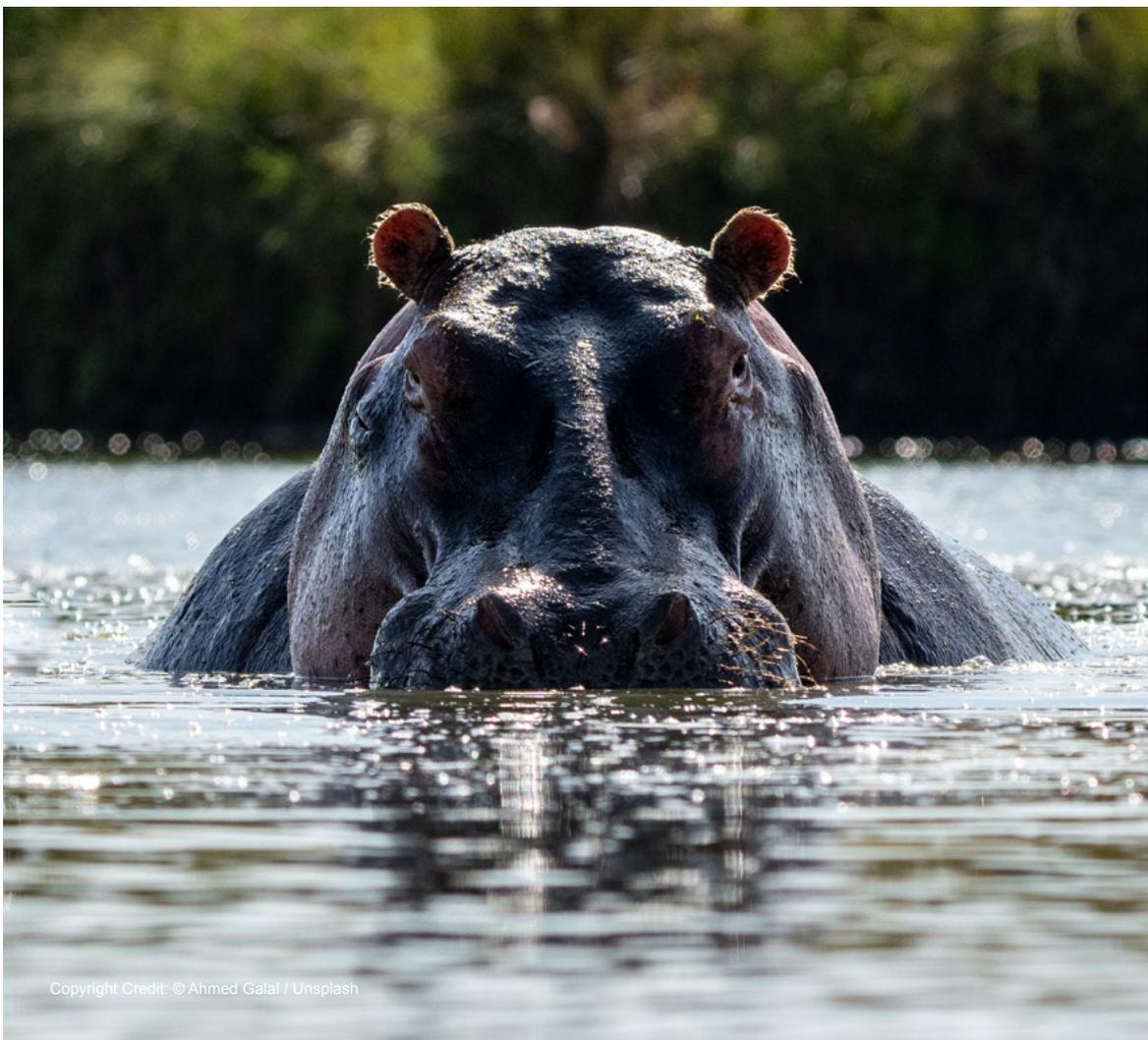
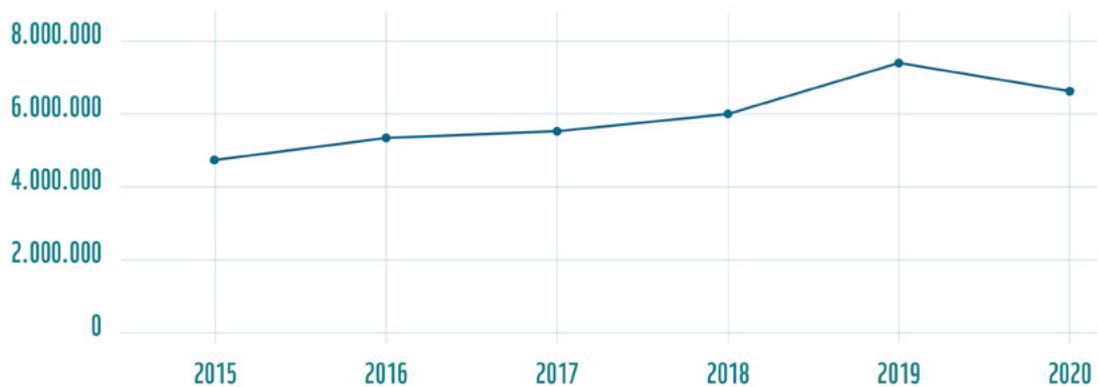
1. **Essential** where we envisage to peak at 8% off historical average to help us reach our strategy goals in line with the historic average annual income increase;
2. **Favourable** where we envisage to peak at 18% off historical average to help us reach our strategy goals and;
3. **Ambitious** where we envisage to peak at 28% off historical average to help us reach our strategy goals.

Budget Scenarios 2020-2030



Historically, WWF MCO has maintained 95% restricted and 5% unrestricted funding, and will to continue to maintain that balance. The essential budget is expected to rise by about 25% during the implementation of the strategy. We also maintain Core Administration costs at less than 5% of total annual budget. Essentially, we expect the budget to rise from US\$5.5Million (FY23) to US\$6.3Million (FY30) as we manage to secure multi-year funding from both Public Sector Partnerships (PSP), the WWF Network and Corporate partners.

Historical actual incomes 2015-2020





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A vertical photograph on the left side of the page shows a zebra's head and neck in profile, facing right. The zebra is drinking water from a pond. The water is a murky, yellowish-brown color. The background is a sandy bank.

3 OPERATIONAL IMPLEMENTATION OF THE STRATEGY

In order to keep up to WWF MCO strategy ambition and deliver conservation impact, the existence of a strong country office is imperative. Our goal for Organizational Development (OD) in the next 10 years is that “WWF MCO becomes a strong, healthy, effective and resilient network office capable of effectively and efficiently delivering its conservation strategy.” We aim to be an office with well-functioning structures and systems, and capability to recover and adapt quickly from setbacks and changes where and when necessary without compromising our overall purpose or identity. We identified nine functional areas where we aim to strengthen sufficiently in order to take decisions, raise resources and fulfill accountability to relevant stakeholders for proper management and delivery of impactful results.

3.1 Governance

Our strategy is underpinned by governance principles of transparency, responsibility, fairness, and accountability, with the necessary resources and institutional capacity in place to enforce them. By 2030, we will have enhanced strong organizational leadership and accountability for long-term conservation impact and positioned WWF as an influential partner to Government and other stakeholders. The following sub outcomes are identified for delivering on our ambition for good governance:

- 1. Improved relevance and legitimacy of WWF MCO among our partners and relevant stakeholders.** The leadership is committed to ensuring that WWF remains relevant to the conservation agenda in the country, the region, and WWF Network. We will work with WWF Regional Office for Africa (WWF ROA) and WWF International to constitute an in-country Advisory Board, properly composed and structured to provide non-binding but informed guidance and serve as an important ally in the quest for higher organizational relevance and legitimacy. The Advisory Board will be comprised of influential leaders and thinkers across a diversity of stakeholder groups and sectors. The country strategy (2020-30) is a critical tool for delivering our commitments, but also for accountability, both within the WWF Network and the country. The leadership commits to extensively promoting the country strategy with Donors, Government, civil society, private sector, and the WWF Network, for both support, collaboration, and alignment with Government and international conservation priorities. We will also conduct periodic assessment of the level of satisfaction with WWF operations among our partners and stakeholders including on parameters such as shared vision, trust, recognition, relevance, credibility, environmental and transactional legitimacy.
- 2. Improved transparency and strategic leadership at all levels of organization.** Leadership training and coaching is provided to enable staff at all levels to contribute to steering the organisation towards its mission. Senior Leadership Team (SMT) meets regularly (at least once a month) and minutes communicating management decisions are delivered in a timely and transparent manner. Performance assessments of leadership and management processes are also carried out on a regular basis. Roles, responsibilities and decision-making processes are clearly defined with appropriate levels of delegation to enable efficiency in action. A responsibility matrix for the various layers of leadership is in place. We recruit and retain candidates for leadership roles that not only perform and inspire, but embody qualities such as integrity, empathy, humility, resilience, visionary, and positivity. We insist on a stellar (internal and external) evaluation of performance for all staff, particularly those in leadership roles. Organizational performance is carefully monitored across all departments and internal management processes using well identified key performance indicators. This includes monitoring both the effectiveness in planning and implementing conservation and financial plans, as well as the efficacy in steering and cementing the organization's influence in the country.



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3.2 People and culture

WWF MCO is committed to ensuring that this strategy is delivered by a team of highly qualified, capable, motivated and efficient professionals that embody the values of the organization and have a clear understanding of their roles and responsibilities in the Organization. By 2030, we will have established strong human capital founded on Network values and that maximizes individual and collective productivity. Sub outcomes to achieving this include:

- 1. Improved demonstration of ethical behaviours by all staff.** The Country Office strengthens standards, policies and procedures that reflect the ethical themes set by the WWF Network, and ensure that all employees comply with them and exemplify ethical behaviours regardless of whether or not they get credit for it. We commit to ensure that this sort of behaviour is not limited to the workplace but is present in every facet of life.
- 2. Effective recruitment and retention of talent within the organisation across all departments and levels.** We established mechanisms to attract and retain talent within the organisation across all departments and levels, and ensure effective delivery of induction/ orientation programmes for all new staff so they quickly and comfortably assimilate to the culture of the Organization. Roles are reviewed regularly to clarify tasks and ensure that they evolve with organizational needs. In addition, staff are supported to effectively manage their time, think ahead, communicate and adapt in a timely manner. We commit to developing and implementing a Succession Plan that ensures proactive accountability and bonded spirit with a sense of shared responsibility among staff at all times. This includes convening at least one team building exercise a year and use of regular internal surveys and Grievance Mechanisms to facilitate and guarantee participation of all staff in voicing their opinions. Where necessary and as much as possible, we pursue internal hiring, ensure timely recruitments, and conduct staff satisfaction surveys to inform organization changes.
- 3. Improved staff relations, management, training and development.** We ensure that human resource capacities (in terms of both skills and expertise) are strengthened and in place to both deliver projects and initiatives and contribute to the wider organizational impact. This includes reflecting this in job descriptions and effectively using the Personal Development Journey, and ensuring that the performance management system is effectively implemented and utilized in strengthening performance through adaptive management and learning. We ensure access to new technologies to support operations delivery (such as apps for presentations, GIS, apps to facilitate meetings, etc) and that staff have the skills and know-how necessary to utilize these technologies. We commit to improving staff relations and increasing goodwill of the Organization by ensuring that each employee knows where to voice concerns, go for help, and how to contribute any ideas to help the organization reach its goals, and dealing with grievances of staff timely and effectively. We promote openness at work by having leaders modelling the desired behaviour, thereby showing employees that they are available, approachable and willing to discuss workplace issues. We reward great work as quickly as possible, and address problems or concerns immediately. We acknowledge staff with written or verbal commendations when they exceed performance expectations and provide assistance to others.



3.3 Program Management

The strategy is implemented under two conservation programmes (the Marine Conservation Programme (MCP) and the Terrestrial Conservation Programme (TCP)) and one policy and advocacy programme (PAP). The MCP involves implementation of projects aimed at the protection and preservation of ecosystems in the ocean and coastal areas, while the TCP involves implementation of projects aimed at the protection and preservation of ecosystems in lakes, rivers and on land. The PAP coordinates and harmonizes efforts towards processes to affect conservation policy change or action by building of momentum and support behind proposed policy ideas or recommendations and deliberate persuasive communications. Consequently, by 2030, we will ensure effective and efficient program management that successfully executes the strategy and ensures that progress and results are well monitored and documented to show impact and transformative change. We emphasize two main results in pursuance of stellar program management:

- 1. Improved and comprehensive utilization of practical and useful project management processes and tools.** We ensure our processes and tools are pragmatic and convenient for results and impact. We ensure that program/project management procedures and tools minimize bureaucracy and time spent on administrative matters while increasing time and space for adaptive management and learning to deliver results and realize impact. We increase access to the financial system to conservation leadership team members for not only effective and timely project decision making and accountability with project managers, but also to facilitate proactive troubleshooting with the financial analysis team.
- 2. Increased staff capacity in project/program planning, implementation, monitoring, evaluation and learning.** We ensure that necessary skills for planning, monitoring, evaluation and learning are in place to allow for learning and adaptive management across activity, output, outcome and impact levels (for both individual projects as well as the overall country programme). This includes ensuring that sufficient capabilities (time, skills and expertise) are in place for effective project cycle management through: realistic planning, factoring the needs of projects as well as other non-project related functions individuals are required to contribute to; putting in place mentors and coaches to support and guide managers and coordinators (champions and leads in project management); careful time management, prioritization of effort and managing overload (and knock-on effects on project delivery); and promoting joint and coordinated efforts towards shared aspirations (including eliminating silos).

3.4 Financial Management

Working conjointly with program management is financial management - the improvement of the effectiveness with which we account and handle the financial resources we are entrusted with. By 2030, WWF MCO will have a vibrant financial management system that provides better support to conservation and good stewardship of financial resources. Three sub outcomes are at the heart of this, namely:

- 1. Efficient financial management of programmes and projects.** We invest in creating a Project Finance Management Unit, well-staffed and with good access to the finance system. The system is regularly reviewed to identify and address needs/gaps and simplify and/or automate procedures. By using already established mechanisms for sharing and tracking audits, we diligently follow up on overdue audit recommendations and monitor their implementation on regular basis. We monitor and track country administrative costs and commit to ensure that they remain within or less than 5% of total expenditures.

3.5 Office management

It has been claimed that ‘the success of a business depends upon the efficiency of its office.’ WWF MCO is committed to ensuring that the planning, organization, coordination and control of its office activities is done with a view to achieve organizational objectives. By 2030, we will enhance a friendly and rewarding work environment that maximizes individual and collective productivity and coordination. We achieve this through:

- 1. Improved ambience of offices reflecting the context in which we operate and values and culture of the Organization.** We commit to improve the appearance of our main and sub office environments to reflect and promote the mission and work of the organization. The workspace integrates relaxation and social interactions required for not only offering a warm and welcoming feel but blending those comforts with maximum productivity. We commit to setting up our offices to accommodate variable needs including both the physical space of the office and practices and cultures which exclude or fail to acknowledge the needs of the disabled. We commit to a workplace that is more conducive to women through for example, stronger maternity leave policies, workplace safety, and more openness to conversations about workplace harassment.
- 2. Increased and optimal use of Office resources.** We commit to the utilization of office resources (equipment, IT, procurement, and logistics) effectively by bringing about coordination and integration of

- 2. Improved capacity and coordination between Finance, Administration and Conservation teams.** We ensure the participation of Finance and Administration teams in annual planning and monthly coordination conservation meetings, joint field visits, and programme/project proposal designs. Regular training of staff on finance management (policies and procedures) is prioritized to improve project managers’ understanding and active engagement in the financial management of projects.
- 3. Increased financial management capacity for partners.** Our strategy is implemented jointly with civil society, academia, media, Government, and private sector partners. At the heart of this are efforts to build the capacity of partners and support their compliance with internationally recognized accounting principles, WWF policies, and Donor rules and regulations.



various resources. We minimize costs by doing office activities in a best and cheapest way through work simplification, mechanization (e.g. strengthening knowledge management systems and integrating into the WWF MCO Service Portal) and finding new, different and better methods of doing existing work (e.g. implementing a digital virtual office that allows employees to coordinate, cooperate and communicate efficiently such as teamspace).

3.6 Communication

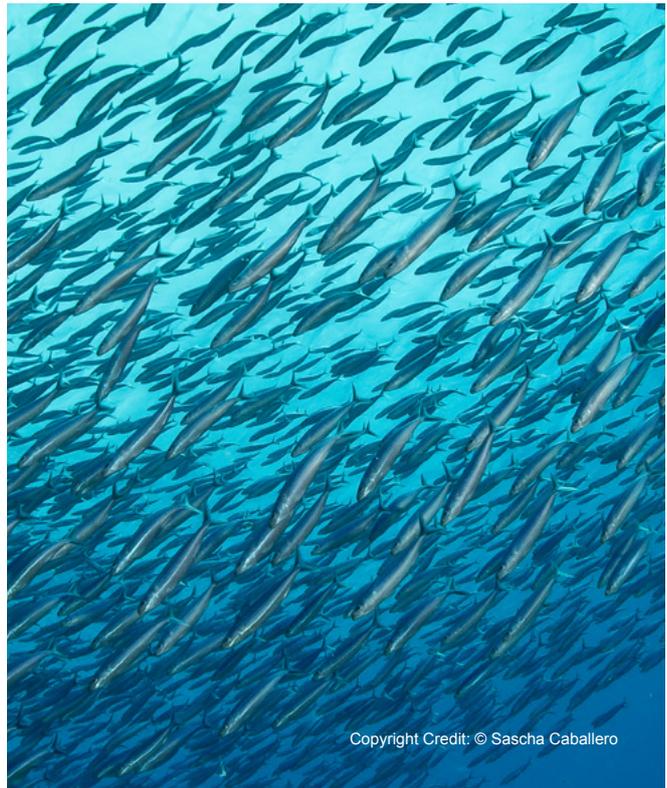
Communication, both internal and external, is essential for the successful achievement of our goal. We pursue effective communication to enhance staff relations and productivity, increase the awareness and visibility of our work and Organization, and amplify our results in order to retain and attract support from existing and new Donors. By 2030, WWF MCO will have an effective and efficient communication system that steers it to be recognized as an influential thought leader and credible conservation organization in the country. Intermediate outcomes towards achieving this include:

1. Increased staff capacity for effective and efficient communication.

We endeavour to strengthen and build an effective communications unit with the right skills and expertise and improve on our established internal and external communications processes. We have regular skills building for conservation staff on communications and communications staff on conservation including annual communication refresher trainings (telling impactful stories, messaging, behaviour change communication). Our communication is guided by the communications plan which is deliberately geared towards a culture of open and constructive communication, effective use of appropriate tools and processes including the WWF MCO Intranet, and regular sharing and learning meetings within and across conservation teams. We aim to improve the consistency of the use of WWF communication channels to reflect and promote conservation work (e.g. emails signatures, computer background, etc). We strengthen and ensure effective and proper usage of the Complaints and Grievances Mechanism at the office level and community levels in our 6 targeted Landscapes and Seascapes.

2. Improved media and public relations and engagement.

Effective use of communication tools and media for information sharing is guided by a Communications Strategy and annual action plans which include: tailored communication to stakeholders (regularly informed by data on stakeholder perceptions, knowledge and interests); timely and effective dissemination of studies, research, and position papers; use of appropriate media for different target audiences (newsletters, positions papers, website, mailing list, audio-visuals etc); expanded use of social-media and platforms (such as a liaison committee) to foster dialogue, facilitation exchange and dissemination of information as well as the building of lasting and harmonious relationships. We balance resource allocation for handling project communications and organizational communications (internal expertise and outsourcing), and ensure dedicated marketing and communication resources in programmes (with a policy requiring allocation for communication time or positions in projects with \$1M or more over project time period, and between 3-5% of budget geared towards communication activities). Guided by a lobbying and advocacy strategy, we leverage celebrity endorsers/champions, increase use of advertising in public places (airports, malls etc), engage youth through effective implementation of a youth engagement strategy, and provide conservation knowledge leadership on the conservation priority themes of WWF. We consolidate and raise awareness of WWF's Grievance Mechanisms and Environmental and Social Safeguard policies as part of our public accountability.



3.7 Fundraising and Resource Mobilization

In order to effectively implement the ambitions in this strategy, WWF MCO has to be in a good position to raise the required funds. The majority of our fundraising is by solicited proposal and grant applications (reactive fundraising), but we are expanding this to include raising awareness and interest in our conservation work and understanding and managing Donor retention (proactive fundraising). Thus, we plan that by 2030, WWF MCO will have become a more viable, trusted and strategic partner for donors with an increased and diversified funding portfolio. We pursue the following intermediate outcomes:

1. Improved resource mobilization and Donor relations. We take a strategic and deliberate approach to resource mobilization, tailored to the specific needs of the country strategy and driven by strong in-house capacities. We have a resource mobilization and fundraising strategy with regular review of progress and adaptation in line with changing needs and realities, spearheaded by a Business Development Manager. We partner with Donors with a sense of shared ownership for conservation efforts as well as shared values and aligned interests. We have regular events and forums to identify, build and maintain relationships, based on transparent and regular communication (for example, through the use of websites and mailing lists). The regular meetings with funding partners (existing and new) involve field visits to share information on conservation action, lessons and experiences. We institute a culture of

acknowledging and appreciating support (through, for example, donor recognition programs, thank you notes etc) and effectively and timely communicating results using a variety of media (newsletter, posters, social media, videos etc). Internally in the Network, we engage with the 'Friends of WWF MCO' platform in bi-annual learning and sharing meetings.

- 2. Increased staff capacity for fundraising.** We commit to strong fundraising capacities across the organisation, with regular updates and training on priorities of development partners. All conservation staff actively engage in fundraising, establishing and meeting fundraising targets. We also recognize the need to build capacity through the mobilization of volunteers and creation of Internship programme with local Universities.
- 3. Increased financial viability for the Organization.** WWF MCO's ability to sustain its current spending in the long run without threatening its solvency is crucial. We are guided by a financial sustainability strategy which includes ensuring that at least 70% of the annual budget is secured at the beginning of each fiscal year, striving to access some start-up capital to get our ideas and innovations up and running in order to support growth, and creating a plan to review our finances on a regular basis (allowing for adjustments in time to reverse negative trends or capture unique positive opportunities).



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3.8 Partnerships

Partnerships is a primary delivery model for the Strategy as we seek to strengthen and streamline collaborations. Partnership will be formed at both the national and local levels with government institutions, civil society organizations, private sector actors, local communities and relevant bi- and multi-lateral donor agencies, through either consortia or one-to-one partnerships depending on context and prevailing mutual interests. Our objective is that by 2030, WWF MCO will deepen partnerships with relevant institutions and organizations at local, provincial, national, regional and international levels. Intermediate outcomes to achieve that include:

- 1. Increased partner technical, financial and organizational capacity.** partners are sought for the purpose of contributing to implementation at scale and based on partners' pre-assessed positioning with local communities and authorities, and prior experience and capabilities for both sound technical delivery and financial management and accountability. We support not just the capacity of partners (especially local ones), but also their implementation of mutually identified and beneficial endeavours through the provision of grants. Due diligence and value for money for such services is front and centre in the decision-making processes. We also work with civil society platforms on the environment, and are expanding to build a private sector and youth coalition on the environment.
- 2. Improved staff capacities for partnership engagement and relationship building.** We will recruit and retain a Partnerships Manager who will work with appointed focal points in conservation teams, and provide regular training and capacity building activities on designing, delivering and monitoring partnerships across a diversity of stakeholders. We are guided by a well thought out strategy that includes private sector engagement (with clear parameters and principles, aligned with WWF private sector engagement policy), and regular mapping of partners (civil society, youth, government, media, academia) national-wide and landscape-wide. We also put efforts on continuously strengthening these partnerships through conducting partner perceptions, knowledge and feedback surveys and scorecard processes. We hold regular engagement with partners, including face-to-face meetings and regular check-in-calls, and track progress with the partnerships. We convene partnership learning and sharing conferences every 2 years (not just projects, but issues of importance in country regarding conservation, economic development patterns, etc).



3.9 Risk Management and Safeguards

WWF MCO recognizes that we live in a world where risks are part and parcel of our work. Operating in six targeted landscapes and seascapes, possible adverse impacts of our conservation work on people and the environment are real and have to be mitigated. Our risk and safeguard objective is that by 2030, WWF MCO has a strong safeguards and risk management system that fosters trust and delivery of conservation impact for nature and people. To achieve that two main intermediate outcomes are identified:

- 1. Improved organizational decision making and staff capacities for safeguards and risk management.** We are proactive in determining and regularly reviewing the organization's appropriate risk appetite and risk management approach, instituting structures, policies and processes needed to balance the interests of the organization and its social and environmental mandates. We are led by a Safeguards Officer and Leads for all 6 landscapes and seascapes, and supported by the safeguards team at WWF Region Office for Africa and WWF International Secretariat. We provide awareness and training to staff on internal policies for risk management and the WWF Environmental and Social Safeguards Framework (ESSF). On top of strengthening country office Complaints and Grievance Mechanism, we operationalize and roll out WWF MCO Safety and Security Manual and its ensuing Standard Operating Procedures (SOPs).
- 2. Improved protection of people and environment from adverse impacts of WWF and partner interventions.** Through our safeguards roll out plan, we regularly screen and categorize our landscapes and seascapes, and implement and report on their mitigation plans to communities, partners, Government, Donors, and the WWF Network as part of our disclosure and accountability. We also strengthen complaints and grievance mechanisms at landscape and seascape levels, and ensure that partners, communities and stakeholders not only know about our ESSF, but importantly know how to actively participate in it.

4 MONITORING, EVALUATION, REPORTING AND LEARNING (MERL)

WWF MCO is committed to demonstrating the impact of our work, and being accountable to the communities we serve, government, Donors partners and the wider WWF Network. We emphasize and insist on simple and implementable monitoring and evaluation framework that adheres to field practicalities and a set of accepted best practices to continually improve our program performances. Learning is at the heart of our implementation approach to inform not only the soundness of our innovation but consolidate our ability to adapt to changing needs and context.

Our MERL objective is that by 2030, WWF MCO has a functional monitoring, evaluation, reporting and learning system that tracks progress, demonstrates conservation impact and facilitates evidence-based adaptive management and decision making. Three key intermediate results are identified to accomplish that, namely:

1. Strengthened organizational and partner capacity to conduct effective and efficient M&E.

We build the capacity for staff and partners on MERL and roll out a functional, robust, comprehensive, and well-coordinated M&E system with relevant tools. Our MERL and INSIGHT database system is designed to align well with those of our partners and the wider WWF Network. We emphasize the use of spatial data, and strengthen and monitor policies on M&E budget allocations. In order to showcase outcomes and impact, periodic evaluations or surveys are undertaken that align to facilitate mid-line reviews and end-line evaluations at project and programme levels.

2. Enhanced accountability and quality internal and external reporting.

Our reporting is designed to serve two main purposes – transparency and accountability. We ensure that awareness is raised continually on Donor requirements and adapt our systems and partners' as necessary. We have a comprehensive strategic MERL framework with detailed conservation and operational indicators, targets and baseline to facilitate quality reporting and answerability. We conduct, as a way of improving our systems and relationships, surveys to solicit feedback and suggestion from partners and stakeholders on a regular basis.

3. Improved learning, sharing and evidence-based decision making for performance improvement and adaptive management.

We insist on using our M&E resources for instigating learning through documentation and sharing of lessons learnt and best practices. We have a knowledge management system to support the documentation and development of informative outreach and communication materials for different audiences based on evidences and better practice from the field.

5 SUSTAINABILITY

WWF MCO's ultimate aim is to deliver significant conservation results that are impactful, sustained and/or improved beyond the life of our Strategy. Recognizing that we cannot fund and support all conservation interventions in the country indefinitely, we plan our work to exit responsibly and ensure that conservation results are not undermined over time. WWF MCO therefore emphasizes the following sustainability factors and strategies in the implementation of the Strategy:

- **Ownership** we facilitate the involvement of communities and collaboration of partners and stakeholders in the design, implementation and monitoring of all our interventions. We focus on empowering and informing civil society and forging crucial links with district and provincial level government structures.
- **Capacity** ownership is useless without the necessary capacity. We take explicit account of capacity constraints of our communities and partners and build and implement capacity development actions as part of our interventions. To the maximum extent possible, our activities utilize community volunteers, and have inbuilt training programmes for the volunteers to ensure skills and knowledge transfer both within and outside the communities. The involvement of government frontline workers in the training and other activities also contributes to forging vital support networks that will help deliver services to communities beyond our programmes' lifespans.
- **Financial sustainability** to strengthen communities and partners' capacities to sustain our collective conservation gains, we design our interventions so that they are not eternally reliant on our funding. We improve natural resource related livelihoods and promote community enterprises where possible to enable households to increase their incomes and be incentivized to have a voice and promote sustained natural resource use in the long term. With the additional income raised from these enterprises, target groups are able to make savings and re-invest in productive assets, thus sustaining accrued benefits and building their resilience. We thus ensure that our activities are not only financially viable for the partners and communities, but that interventions are able to generate funds and that communities and partners can mobilize extra external funding.
- **Replication and Scaling up** we design activities with the intention that they are both scalable and replicable for purposes of continuity and outreach. We aim to influence sustainability of interventions by developing evidence-based and best-practice recommendations to the communities, partners and government.
- **Enabling Environment** recognizing that policies and legislation can enable or constrain the achievement and sustainability of conservation results, we facilitate and promote the integration of policy and legislative activities in project designs including identifying opportunities, conflicts and constraints and promoting appropriate responses. We reinforce policy advocacy work that will build household capacity to demand participation in development and policy planning. Linked to this, we work to ensure political commitment and support both at the national and local levels.
- **Socio-cultural and Gender Sensitivity** our activities not only value and promote local expertise and knowledge, but also recognize and promote the role and voices of marginalized segments of communities including women and youth.

WWF MCO pursues three types of exits:

1. **Phased transitions** where we take on new and different roles, often with less direct responsibility for implementation, once our initial interventions are completed;
2. **Handovers** where we work to pass on activities to local partners and/or communities after successful demonstrations or pilots;
3. **External spin-offs** where we work with partners to make some of our projects become independent entities in their own right to be carried on and build upon our work.



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