

**World Vision**



# **National Farmer Managed Natural Regeneration Scale-Up Business Plan**

**Zambia | 2023 - 2033**

# National FMNR Scale-Up Business Plan

## ZAMBIA

### 2023 - 2033

#### 1. Background

Globally, approximately 1 billion children live in extremely high-risk countries. World Vision's *Our Promise 2030* calls us to address climate vulnerability by scaling up programmes and approaches that promote landscape restoration and climate risk reduction. It encourages us to go further than we imagined by acting our size and leveraging our unique scale. As the earth stands upon an ecological tipping point, World Vision has an opportunity to live up to *Our Promise* by ensuring a healthy environment for every child.

Land degradation is among the most pressing of all environmental problems. It's a symptom and cause of climate change and a driver of fragility. And it's pushing the most vulnerable communities and their children deeper into poverty.

As the leading not for profit globally, World Vision has a duty to address this growing driver of child vulnerability. This responsibility is acknowledged in World Vision's Core Values and our Environmental Stewardship Partnership Management Policy, which call us to be good stewards of God's creation, and it responds to the strategic imperative in *Our Promise* to deepen our commitment to the most vulnerable children. These impel us to work to urgently address environmental degradation and climate change at local and global level.

Much of the world's degraded land contains invisible forests below the surface – complex root systems hidden underground with the potential to rapidly regenerate, heal the environment and help slow climate change.

For over two decades, World Vision has been leading the charge to bring these invisible forests back to life with a powerful technique called Farmer Managed Natural Regeneration (FMNR). FMNR involves regrowing trees from stumps with living root systems through careful pruning and protection. Combined with other land restoration techniques, it's far more effective than planting trees, and it works in the world's toughest climates.

Over this time, we have seen FMNR enthusiastically adopted, championed, and spread by individuals, communities, and partners across the world, transforming land and lives in the process. Not only has this proven FMNR to be a highly effective solution, but also an eminently scalable one.

As a global Partnership, **World Vision will lead a bold vision to restore a billion hectares of degraded land by scaling FMNR** for the benefit of current and future generations of children.

**World Vision Zambia is committed to support this global Partnership initiative and vision. This National FMNR Scaling Business Plan outlines how World Vision Zambia will mobilise its people, partners, and resources to scale FMNR across Zambia over the next 10 years.**

#### 2. Our Vision

As a National Office, World Vision Zambia will lead a bold vision to bring **2 million hectares** of degraded land under restoration, led by scaling FMNR in Zambia for the benefit of current and future generations of children by 2033.

#### 3. Our Goals

World Vision Zambia's vision to restore **2 million hectares** of degraded land, led by scaling FMNR is built around two organisational goals.

**Goal 1 - Expand and diversify World Vision’s programming to restore 600,000 (30%) hectares of degraded land, through scaling FMNR.**

This first goal speaks to the impact that World Vision Zambia will achieve *directly* through its community-based programming, including through the internal expansion of the new Regreening Communities Core Project Model

**Goal 2- Catalyse project participants, partners, and the wider community to restore 1.4 million hectares of degraded land, through scaling FMNR.**

This second goal speaks to the impact that World Vision Zambia will catalyse *indirectly* by working to mobilise and empower others to adopt and spread FMNR through their own efforts. Out of the 1.4 million hectares, WVZ will directly track the restoration of 400,000 hectares through its partners. The department for Forestry will host the partner secretariat where a platform will be established for partner interaction and reporting. It is from this platform that World Vision Zambia will track the remaining 1M hectares.

**4. Scaling Pathways**

To achieve these two goals, this Business Plan will target four pathways to scale to catalyse a global FMNR movement.

**Direct programming - Expand World Vision’s Community-Based Programming to support restoration.**

One of World Vision’s most valuable and defining features as an organisation is the work we do with communities in the field. To catalyse this scaling pathway, World Vision Zambia will work to expand its implementation and promotion of FMNR in direct programming locations via its own community-based programming.

**External partner led spread - Increase adoption and spread of FMNR by external partners.**

In line with Our Promise’s strategic imperative to collaborate for broader impact, this business plan acknowledges the importance of partnership for achieving World Vision Zambia’s vision for restoration in the next 10 years. To catalyse this scaling pathway, World Vision Zambia will work to mobilise and empower external partners including governments, (I)NGOs, and donors to adopt and spread FMNR through their own organisational actions and investments.

**Community-led spread - Catalyse widescale adoption and spread of FMNR.**

To catalyse this scaling pathway, World Vision Zambia will spark and accelerate the widescale adoption and spread of FMNR by mobilising and empowering change agents to promote FMNR via their memberships, networks and/or audiences and by strategically implementing social marketing and behaviour change communication interventions.

**Enabling environment – Supporting systems change to enable FMNR scaling.**

To catalyse this scaling pathway, World Vision Zambia will work to identify and respond to systematic barriers and opportunities to the adoption and spread of FMNR. The targets and tactics employed in support of this scaling pathway are many and varied depending on the national context.

**5. National Business Priorities and Key Performance Indicators (KPIs)**

To support the operationalisation of these higher order goals and vision, World Vision Zambia has set the below national business priorities and Key Performance Indicators (KPIs) for the next 10-years.

Business Priorities	KPIs
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<b>1. Leadership/Coordination</b>	
1.1: Establish and/or leverage internal leadership/coordination structures to enable FMNR scaling.	KPI 1.1.1: # internal leadership/coordination structures established and/or leveraged to support FMNR scaling. <b>Target (Cumulative total - FY23 to FY33): 1</b>
<b>2. Strategy</b>	
2.1: Influence supportive changes to internal strategies to enable FMNR scaling.	KPI 2.1.1: # Country Strategies fully aligned to support FMNR scaling. <b>Target (Cumulative total - FY23 to FY33): 2 fully aligned (2 New CS within the 10-year period)</b>
<b>3. Programming</b>	
3.1. Expand implementation of the Regreening Communities Core Project Model.	KPI 3.1.1: #/% Technical Programmes that integrate the Regreening Communities Core Project Model. <b>Baseline (FY23): 0/0%</b> <b>Target (FY23): 4 (80%)</b>  KPI 3.1.2: % APs implementing the Regreening Communities Core Project Model. <b>Baseline (FY23): 0%</b> <b>Target (FY33): 70%</b>  KPI 3.1.3: % projects implementing the Regreening Communities Core Project Model (disaggregated by PNS and institutional funded). <b>Baseline (FY23): 0%</b> <b>Target (FY33): (PNS 40% institutional 60%)</b>
3.2. Expand implementation of FMNR scaling projects.	KPI 3.2.1: total value (USD) of FMNR scaling projects funded (life of award value). <b>Baseline (FY23): 3, 800, 000.00</b> <b>Target (Cumulative total - FY23 to FY33): 30,000,000.00</b>
3.3. Expand promotion of the FMNR technical practice via World Vision's existing programming approaches and project models (within and beyond the livelihoods sector).	KPI 3.3.1: #/% Technical Programmes that integrate the FMNR technical practice. <b>Baseline (FY23): 1</b> <b>Target (FY33): 4</b>
3.4. Expand promotion of the FMNR technical practice and the Regreening Communities Core Project Model via current and future field programming investments (within and beyond the livelihoods sector).	KPI 3.4.1: # new project designs influenced to include either the FMNR technical practice (FMNR) or the Regreening Communities Core Project Model (RGC). <b>Target (Cumulative total - FY23 to FY33): 7</b>

	<p>KPI 3.4.2: # existing projects influenced to include either the FMNR technical practice (FMNR) or the Regreening Communities Core Project Model (RGC).</p> <p><b>Target (Cumulative total - FY23 to FY33): 5</b></p> <p>KPI 3.4.3: #/% of projects implementing the FMNR technical approach (disaggregated by sponsorship, PNS and institutional funded).</p> <p><b>Baseline (FY23): 1/3%</b></p> <p><b>Target (FY33): 7 (Sponsorship 24%, PNS 14%, institutional 54%)</b></p>
<h4>4. Partnering</h4>	
<p>4.1: Mobilise and empower external partners to embed FMNR into their organisational actions and/or investments.</p>	<p>KPI 4.1.1: # external partners influenced at <i>national level</i> to embed FMNR into their organisation actions and/or investments.</p> <p><b>Target (Cumulative total - FY23 to FY33): 25</b></p> <p>KPI 4.1.2: # indirect ha self-reported by partners (directly to WV or via an agreed external platform).</p> <p><b>Target (Cumulative total - FY23 to FY33): 400,000</b></p> <p>KPI 4.1.3: # approved resources made available to projects to train and influence external partners.</p> <p><b>Target (Cumulative total - FY23 to FY33): 5</b></p>
<p>4.2: Mobilise and empower change agents to promote FMNR via their memberships, networks, and/or audiences.</p>	<p>KPI 4.2.1: # change agents influenced at <i>national level</i> to promote FMNR via their memberships, networks and/or audiences.</p> <p><b>Target (Cumulative total - FY23 to FY33): 30</b></p> <p>KPI 4.2.2: # approved resources made available to projects to mobilise and empower change agents at <i>community level</i>.</p> <p><b>Target (Cumulative total - FY23 to FY33): 5</b></p>
<h4>5. Resource Acquisition &amp; Investment</h4>	
<p>5.1: Increase and diversify institutional and private income to support FMNR scaling/ regreening.</p>	<p>KPI 5.1.1: Total value (USD) of FMNR/regreening projects (disaggregated by sponsorship, PNS and institutional funded) (life of award value)</p> <p><b>Baseline (FY23): 3,800,000</b></p> <p><b>Target (Cumulative total – FY23 to FY33): 50,000,000 (Sponsorship 24%, PNS 14% Institutional 54%)</b></p>
<h4>6. Impact Monitoring, Evidence and Reporting</h4>	

<p>6.1: Strengthen and align World Vision’s internal impact monitoring, evidence-building, and reporting of our field programming to demonstrate the organisation’s <i>direct</i> contribution to the restoration of 1 billion hectares.</p>	<p>KPI 6.1.1: # projects implementing FMNR using a minimum set of FMNR indicators (disaggregated by full, partial and no alignment)  <b>Baseline (FY23): 2 (1 full alignment; 1 partial alignment)</b>  <b>Target (FY33): 7 (Full=3; Partial =4)</b></p> <p>KPI 6.1.2: # projects implementing the Regreening Communities Core Project Model (RGC) using a minimum set of RGC indicators (disaggregated by full, partial and no alignment)  <b>Baseline (FY23): 0</b>  <b>Target (FY33): 5 (Full= 2; Partial =3)</b></p>
<p>6.2: Support external partners to monitor and report their impact to demonstrate World Vision’s <i>indirect</i> contribution to the restoration of 1 billion hectares.</p>	<p>KPI 6.2.1: # partners contributing to reporting on indirect hectares (directly to WV or via an agreed external platform).  <b>Target (Cumulative total – FY23 to FY33): 25</b></p>
<p>6.3: Building a strong evidence base for FMNR (scaling) through strategic research partnerships and collaboration with global restoration monitoring systems.</p>	<p>KPI 6.3.1: # national level reflection and learning events to strengthen evidence on FMNR.  <b>Target (Cumulative total – FY23 to FY33): 9</b></p> <p>KPI 6.3.2: # evidence documents produced at national level.  <b>Target (Cumulative total – FY23 to FY33): 5 (one every 2 years)</b></p>
<p><b>7. Marketing and Communications</b></p>	
<p>7.1: Catalyse widescale awareness and support for FMNR among communities, partners, and supporters to encourage adoption and investment.</p>	<p>KPI 7.1.1: # projects implementing best-practice communications interventions targeting communities.  <b>Target (Cumulative total – FY23 to FY33): 24</b></p> <p>KPI 7.1.2: # communication channels leveraged at <i>national level</i> to promote FMNR among communities, partners, and supporters.  <b>Target (Cumulative total – FY23 to FY33): 6</b></p> <p>KPI 7.1.3: # external engagement activities implemented at <i>national and sub-national levels</i> to promote FMNR among communities, partners, and supporters.  <b>Target (Cumulative total – FY23 to FY33): 18</b></p>
<p><b>8. Policy and Advocacy</b></p>	
<p>8.1: Influence policy and broader systems change to support FMNR scaling/regreening.</p>	<p>KPI 8.1.1: # external systems barriers and opportunities addressed to support FMNR scaling/regreening.</p>

	<b>Target (Cumulative total – FY23 to FY33): 5</b>
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## 6. Strategic actions

### 6.1. Leadership/Coordination

#### Internal context scan

WVZ does not currently have any internal leadership/coordination structure that is specifically established to support FMNR scaling. However, there is a Senior Leadership Team that has expressed strong support for FMNR, climate change and environmental protection related activities. At end of FY23, WVZ had established a "Green Team", comprising the members of the Senior Leadership Team and a few Technical programme (TP) managers. The main objective of this team was to find ways of reducing carbon footprint from the WVZ operations. The team is now active and is currently finalizing the terms of reference that will support its mandate.

#### Key barriers and opportunities

Barriers	Opportunities
<ul style="list-style-type: none"><li>Limited internal awareness or support for WVZ's National FMNR Scale-Up Business Plan among organisational leaders.</li></ul>	<ul style="list-style-type: none"><li>Leverage existing 'Green Team' structure.</li><li>Establish a stand-alone internal leadership/coordination structure.</li><li>Leverage existing Strategy Support Team (SST) structure.</li></ul>

#### Strategic actions

- Explore broadening the scope of the existing 'Green Team' to support the implementation of WVZ's National FMNR Scale-Up Business Plan.
- Establish a new internal leadership/coordination structure to lead the implementation of WVZ's National FMNR Scale-Up Business Plan (if existing 'Green Team' not suitable).
- Leverage the Strategy Support Team (SST) to support the implementation of WVZ's National FMNR Scale-Up Business Plan.
- Socialisation of the FMNR Scaling Business Plan with WV Zambia key stakeholders via workshops and opportunistic meetings e.g., AP Managers Forum.

### 6.2. Strategy

#### Internal context scan

WVZ's current Country Strategy (FY21 to FY25) has a goal to directly contribute to the sustained well-being of 1,500,000 children, especially the most vulnerable, by working with children, families, communities, and other partners. WVZ's advocacy work aims to benefit an additional 4,000,000 children through policy and practice change.

To achieve this ambitious goal, WVZ's strategy focuses on the following four Child Well-Being Objectives (CWBOs) focusing on children:

1. Having positive relationships with God, their parents, and their communities.
2. Begin protected from violence.
3. Enjoying good health.
4. Being literate.

Under the external landscape section of its Country Strategy, WVZ references ‘environmental factors’ including climate change and its resulting impacts as a major contextual challenge affecting sustained child well-being. Under this section WVZ flags its commitment to address acute environmental degradation through FMNR. FMNR is mentioned as a contributing core project model under the ‘increase in children protected from infection and disease’ CWBO as an add on to the Building Secure Livelihoods (BSL) project model.

While FMNR is mentioned in WVZ’s Country Strategy, it is not included in its Country Strategy Implementation Plan (CSIP). Furthermore, the Regreening Communities Core Project Model is not mentioned in either the Country Strategy or the CSIP.

WVZ is due to begin planning for its next Country Strategy (FY26-FY30) commencing in 2024. The process begins with the Area Programmes (APs), who go down to the ground to consult children, youths, adults, families, communities, traditional leaders, faith leaders and district level stakeholders (local authority, NGOs/CSOs, and Government Line Ministries) on the situation surrounding the children in the areas of operations. The issues that are generated at the APs is shared with the National Office for consideration by the various Technical Programmes. The Technical Programmes also undertake similar consultations at national level, through the Technical Programme Managers, led by the Integrated Programmes Director. The issues, barriers and opportunities that are generated are consolidated and feed into developing the Country Strategy for the next 5-year period.

### Key barriers and opportunities

Barriers	Opportunities
<ul style="list-style-type: none"> <li>• The Regreening Communities Core Project Model (RGC) is not mentioned in WVZ’s current Country Strategy or CSIP.</li> <li>• Inadequate understanding of Climate Change and FMNR issues by staff besides those in the EL &amp; R TP</li> </ul>	<ul style="list-style-type: none"> <li>• FMNR already referenced in WVZ’s current Country Strategy.</li> <li>• Opportunity to influence the design of the next Country Strategy (FY26-FY30) and CSIP.</li> <li>• Existence of qualified and experienced staff at both APs and Country Office to lead the community consultations.</li> <li>• Good working relationships with partners including government, Civil Society Organisations (CSOs), private sector, local based organisations, traditional leadership and communities that are able to provide valuable feedback to WVZ on the priority needs.</li> <li>• WVZ extensive footprint across the country with reputation as a good development partner with Government and other stakeholder.</li> </ul>

### Strategic actions

- Raise awareness and solicit support among key senior WVZ staff to address environmental degradation via FMNR and the Regreening Communities Core Project Model.
- Build capacity of key partners in understanding FMNR and solicit for their support, (including government partners (Ministry of Green Economy & Environment, Ministry of Agriculture, Ministry of Fisheries & Livestock), Civil Society Organisations, (e.g. Zambia Climate Change Network, Climate Smart Agriculture Network, Non-Governmental Gender Organisations Coordinating Council, etc), etc.
- Influence and support the WVZ Country Strategy and CSIP review process to ensure they reflect and support the FMNR technical approach and the Regreening Communities Core Project Model, including informing situation analysis of Technical Programs with land degradation data.



### 6.3. Programming

#### Internal context scan

To achieve the afore mentioned goal and child well-being objectives, WVZ has six Technical Programmes (TPs), including:

1. Community Engagement and Sponsorship;
2. Child Protection;
3. Health;
4. WASH;
5. Education; and
6. Enhanced Livelihoods and Resilience

The six national-level TPs, which are running from FY21 – FY25, outline WVZ’s approach to achieving its strategic objectives within the national context, including the programming approach and project models that will be adapted and used by WVZ across its programming portfolio (including Area Programmes and grants), and other national-level activities that will be implemented by the programming team in collaboration with other relevant teams.

Across these six (6) TPs, WVZ is implementing 15 Core Project Models (CPMs) and 3 additional or supporting project models. The below table outlines the key models supported under each of WVZ’s TPs.

**Table 1: Project models supported under WVZ’s TPs.**

Technical Programme	Project models and approaches
Community Engagement and Sponsorship	<ul style="list-style-type: none"> <li>• Channels of Hope</li> <li>• Celebrating families</li> <li>• Youth Ready</li> </ul>
Health	<ul style="list-style-type: none"> <li>• PD Health,</li> <li>• Timed and Targeted Counselling (TTC,)</li> <li>• Neighbour Health Committee,</li> <li>• Comprehensive Sexual Education,</li> <li>• Integrated Community Case Management (ICCM),</li> <li>• Infant young child feeding (IYCF)</li> </ul>
WASH	<ul style="list-style-type: none"> <li>• Participatory Hygiene Transformation</li> <li>• Jesus the source of living water approach (Community Led Total Sanitation)</li> <li>• Integrated Water Resource Management (IWM)</li> </ul>
Education	<ul style="list-style-type: none"> <li>• Literacy Clubs</li> <li>• Unlock literacy</li> <li>• Learning roots</li> </ul>
Enhanced Livelihoods and Resilience	<ul style="list-style-type: none"> <li>• Citizen Voice and Action (CVA)</li> <li>• Building Secure Livelihoods (BSL)</li> <li>• Farmer Managed Natural Regeneration (FMNR)</li> <li>• Savings for Transformation (S4T)</li> <li>• Celebrating Families (CF)</li> <li>• Empowered World View</li> <li>• Market and Business Facilitation</li> <li>• Local Value Chain Development (LVCD)</li> <li>• Micro-Finance</li> <li>• Community Based Disaster Risk Reduction</li> </ul>

Humanitarian Emergency Affairs (HEA)	<ul style="list-style-type: none"> <li>• CBDRM- Community Based Disaster Risk Management</li> <li>• DRR- Disaster Risk Reduction</li> </ul>
Child Protection	<ul style="list-style-type: none"> <li>• Child Protection &amp; Advocacy</li> <li>• Channels of Hope (Child Protection &amp; Gender)</li> <li>• Celebrating Families</li> <li>• IMPACT+???</li> </ul>

Environment/land degradation is addressed through WVZ's Enhanced Livelihoods and Resilience (EL&R) TP, which has a goal to improve children's health and nutrition and improved smallholder agricultural productivity and profitability for 48,140 households (108,459 people). To achieve this goal, WVZ has designed its programme strategy around four pillars, one of which is enhanced natural resource management. The main programming approaches promoted under this pillar include Farmer Managed Natural Regeneration (FMNR), Farming God's Way and other conservation practices. While the FMNR technical practice is mentioned in the EL & R TP, the new Regreening Communities Core Project Model (RGC) is not. FMNR is a simple and low-cost technical practice for regenerating trees and contributing to land restoration. It is the hero technique of the Regreening Communities toolbox.

While the EL&R TP is the only one that explicitly mentions and supports FMNR, ample opportunities exist across WVZ's other TPs to support FMNR scaling. For example, the Community Engagement and Sponsorship TP includes numerous child participation and voice activities that could be leveraged to support WVZ's FMNR scaling agenda such as Good News Groups, Bible Camps for Children, School Councils etc. Likewise, other opportunities exist across other TPs for FMNR mainstreaming.

WVZ's total programming portfolio currently consists of 32 APs and 38 institutional grant funded projects covering all ten of Zambia's Provinces. Of these APs and projects, 1 AP (3 %) and 2 institutional grant funded projects (9%) are implementing FMNR, restoring degraded land. WVZ does not have any APs or projects currently implementing the Regreening Communities Core project model (RGC).

In FY24 and FY25, WVZ is expected to open five (5) new APs, including three (3) new APs in FY24<sup>1</sup> and two (2) new APs in 2025.<sup>2</sup>

Most WVZ activities are implemented at the AP/Cluster level using local adaptation considerations that are outlined in the Community Engagement and Sponsorship Plan (CESP). The plan identifies adaptation criteria for APs based on their implementation cycle. This TP also outlines specific technical considerations to be made during TP adaptation in the APs (e.g., high levels of poverty, prevalence of disasters such as droughts affecting production, higher level of environmental degradation, areas needing strengthening or rolling out project approaches, comparative advantage, and availability of technical support services). The TP prioritise the intervention based on the local level conversations with community and government stakeholders. Community conversations at AP/Cluster level are conducted with key community stakeholders: youth, women, children, CBOs and government officials, to review the content of the programme. The community conversations lead to prioritization of activities and outcomes/outputs in the APs/Clusters which are then share with TP Managers at National office for their support. The AP prioritised activities are grouped in annual and long-term implementation plans. The Annual Plans and 5 Year Development Plans are shared with TPs for the support. Depending on the level of funding, each AP/Cluster would implement projects covering at least 3 TPs annually.

WVZ through the EL & R Technical Programme has a total of 11 technical staff who are based at national level supporting the APs and the active projects. Additionally, there are 5 technical Staff that are based at the AP/Cluster level, who are supporting the Development Facilitators to implement AP activities. Currently there are 2 active projects under the TP, which is the Transforming Households Resilience in Vulnerable

<sup>1</sup> 1 x AP in Chama District (Chama AP) in Eastern Province supported by WVUS; 1 x AP in Kazungula District (Nyawa AP) in Southern Province supported by WVUS; and 1 x AP in Chasefu District (Chasefu AP) in Eastern Province supported by WVA.

<sup>2</sup> 1 x AP in Sioma District (Sioma AP) in Western Province supported by WV Singapore; and 1 x AP in Senanga District (Senanga AP) in Western Province supported by WVA.

Environments (THRIVE) and the SLaR Projects. The THRIVE 1 project is being implemented in all WVZ's Area Programmes, 8 of which are implementing FMNR with this funding. The SLaR project, with a large component of FMNR is being implemented in 3 districts with its on-project staff.

Most WVZ EL&R technical staff both at National level and AP/Cluster level have training in either Agriculture, Natural Resources Management or Climate Change. Other areas of expertise include Monitoring and Evaluation and Carbon Markets. Except for the SLaR project staff, the FMNR Scaling team and about 3 staff from EL&R who have been trained in the FMNR/RGC project model, the remaining staff may require further capacity building in FMNR implementation and approaches for effective partnerships and scaling up.

### Key barriers and opportunities

Barriers	Opportunities
<ul style="list-style-type: none"> <li>Limited funding to support FMNR activities.</li> <li>Inadequate understanding of FMNR by staff beyond EL &amp; R TP.</li> <li>FMNR is only promoted under the EL&amp;R TP.</li> <li>Limited staff trained in the Regreening Communities Core Project Model.</li> </ul>	<ul style="list-style-type: none"> <li>In FY24, TPs will be refreshed. This will provide an opportunity to incorporate the FMNR technical practice into TPs beyond the EL&amp;R TP and integrate the Regreening Communities Core Project Model into the EL&amp;R TP.</li> <li>The establishment of 5 new APs will provide an opportunity to expand the FMNR technical practice and/or the Regreening Communities Core Project Model.</li> <li>Existing APs to be reviewed and re-designed in FY 25.</li> <li>Many of the project models and programming approaches implemented by WVZ under its 6 TPs can be leveraged to help scale FMNR.</li> <li>Opportunities to mainstream/embed FMNR into WVZ's existing PNS and institutional grant funded project portfolio.</li> <li>Opportunities to promote the integration of FMNR and/or RGC into the design of new PNS and institutional grant funded projects.</li> <li>Good-will from donors to support restoration/regreening initiatives.</li> </ul>

### Strategic actions

- Influence the (re)design of WVZ's current and future Technical Programmes to support the expansion of the FMNR technical practice and the Regreening Communities Core Project Model.
- Influence the (re)design of new and existing (active) Area Programmes to include the FMNR technical practice and/or the Regreening Communities Core Project Model.
- Build the capacity of key WVZ staff to design and implement FMNR scaling projects.
- Build the capacity of key WVZ staff to design and implement the FMNR technical practice and/or the Regreening Communities Core Project Model.
- Intentionally engage with WVZ's GAM team to influence the design of new PNS and grant funded projects to integrate the FMNR technical practice and/or the Regreening Communities Core Project Model.
- Intentionally engage WVZ's programming and project teams to integrate the FMNR technical practice and/or the Regreening Communities Core Project Model into existing (active) projects.

## 6.4. Partnering

### *Internal context scan*

At national level, World Vision Zambia has an operating agreement with the Government of Zambia, which allows the organisation to operate as a locally registered company. While there is a centralized registration, most collaboration takes place through key line ministries, such as the Ministries of Health; Community Development and Social Services; Green Economy and Environment, Agriculture, Fisheries and Livestock; Commerce, Trade and Industry; Finance – Rural Finance unit; General Education; Water Development, Sanitation and Environmental Protection; Home Affairs – Victim Support Unit and National Registration; and the Vice-President’s office.

Memorandums of Understanding (MOUs) are signed with these different Ministries as well as other quasi-governmental companies, such as Rural Electrification Authority (REA), Water Resources Management Authority (WARMA), and Zambia Information & Communications Technology Agency (ZICTA). In alignment with these MOUs, WVZ actively participate in technical working groups at the national level on relevant topics, but also collaborate through the different government structures at District and Zonal levels.

Currently the TP is spearheading a process of signing another MOU with the Ministry of Green Economy and Environment (MGEE) to leverage on the Government’s efforts in Greening the Economy, Climate Change Adaptation and Mitigation and related efforts.

At TP level, the EL&R TP envisions partnering with a wide array of government and non-government partners. These and other priority partners could be influenced and supported under this business plan to facilitate FMNR scaling by embedding the approach into their own organisational actions and investments, including:

- Government ministries (e.g., Ministry of Green Economy and Environment, Ministry of Agriculture, and Ministry of Fisheries and Livestock)
- Non-government Organisations (e.g., WWF, Total Land Care, Grassroot Trust, Self Help Africa, CRS, Churches Health Association of Zambia).
- Social Enterprise (e.g., COMACO)
- Academic institutions (e.g., Copperbelt University, University of Zambia)
- Research institutions (e.g., National Institute of Scientific & Industrial Research, Zambia Agriculture Research Institute, etc.)

Likewise existing multi-stakeholder structures (e.g., alliances, networks, working groups etc.) could be leveraged to support FMNR scaling including:

- Climate Smart Agriculture Alliance of Zambia
- Zambia Climate Change Network
- Technical Working Groups (national level)

In addition to leveraging these existing structures, WVZ (via the SLaR project) is also leading the establishment of a stand-alone FMNR Alliance in Zambia with support from relevant government ministries including the Ministry of Green Economy and Environment and the Ministry of Agriculture. This will involve marketing and advocating for the FMNR as a proven scalable, low-cost model for land restoration and further establishing more partnerships to push the FMNR agenda. So far one meeting with some partners has been held at National Level. Two (2) Government Ministries and eight (8) Civil Society Organisations participated in the National level partnership meeting where all of them expressed willingness to support the FMNR model.

In addition to engaging external partners to help scale-FMNR under this business plan, WVZ will also mobilise and empower change agents to promote FMNR via their memberships, networks, and/or audiences.

*National and sub-national level* change agents to be targeted include:

- Peak bodies/associations (e.g., Zambia National Farmers Union etc.)
- Cultural, religious and other institutions (e.g., Church Mother Bodies etc.)

- Mass media/communications companies/agencies (e.g., Zambia National Broadcasting Corporation, Newspapers, etc.)
- Influential individuals (e.g., champions of community forest management group approach/model, Zambia Community Resources Board Association, CBNRM Forum, etc.)

Support and guidance will also be provided to relevant WVZ projects and project staff to more effectively mobilise and empower community-level change agents to promote FMNR. Change agents typically targeted at *community-level* through WVZ’s community-based FMNR/regreening programming include:

- Cultural, religious and other institutions (e.g., schools, sporting clubs, churches etc.)
- Community groups (e.g., Farmers Groups, Women’s Groups, Community Forest Management Groups etc.)
- Influential individuals (e.g., Farmer Champions/Lead Farmers, children/youth, faith leaders, teachers, Chiefs, Headmen etc.)

Through WVZ’s projects (past and active) and national-level activities, a range of resources have been developed targeting partners and change agents. These resources are typically developed as part of project activities. While there is some sharing of these resources across projects, many are repeatedly redeveloped by projects, in part due to WVZ staff (project and national) being unaware or unable to locate existing resources.

To support WVZ’s mobilisation and empowerment of external partners and change agents, existing resources could be identified. The best of these resources could be collected and stored in a centralised location for access and use by relevant project and national staff. These resources could be periodically reviewed and updated to ensure they are of the highest quality and are iteratively improved based on new information and learnings from the field. Additional resources could also be added over time as required.

### Key barriers and enablers

Barriers	Opportunities
<ul style="list-style-type: none"> <li>• Inadequate information and support for FMNR in the country.</li> <li>• Long term processes in actualising Memorandum of understandings and partnerships.</li> <li>• Limited awareness and capacity of change agents to promote FMNR.</li> <li>• Limited awareness and capacity of external partners to embed FMNR into their actions and investments.</li> <li>• Limited resources/materials for use by external partners and change agents.</li> <li>• Limited research and evidence products to support partner influencing activities.</li> <li>• Lack of a national partner engagement strategy relevant to FMNR scaling.</li> </ul>	<ul style="list-style-type: none"> <li>• Leveraging the already existing working groups/alliances/networks such as the Zambia Climate Change Network, CSA Alliance, including those at district level such as the Environmental Sub-Committee under the District Development Coordinating Committees.</li> <li>• Partnering with research institutions such as Zambia Agriculture Research Institute (ZARI) and Copperbelt University that have interest in FMNR related themes in their curriculums and research protocols.</li> <li>• SLaR project is establishing an FMNR Alliance with support from the Ministry of Green Economy and Environment.</li> <li>• Finalise the MOU with MGEE and sign another one with the Ministry of Agriculture for them to support FMNR.</li> </ul>

### Strategic actions

- Develop and implement a National Partner Engagement Strategy to influence and support priority partners (in collaboration with the SLaR project).

- Leverage existing working groups, alliances, and networks to scale FMNR.
- Support the SLaR project to establish an FMNR Alliance with support from the Ministry of Green Economy and Environment.
- Develop and disseminate standardised best-practice resources for WVZ staff (national and project) to use when influencing, training and empowering partners and change agents.
- Deliver training and capacity enhancement to priority partners and change agents at the national and sub-national levels.
- Enter into formal memorandum of understandings with the Ministry of Agriculture, Ministry of Fisheries and Livestock, and the Ministry of Green Economy and Environment.

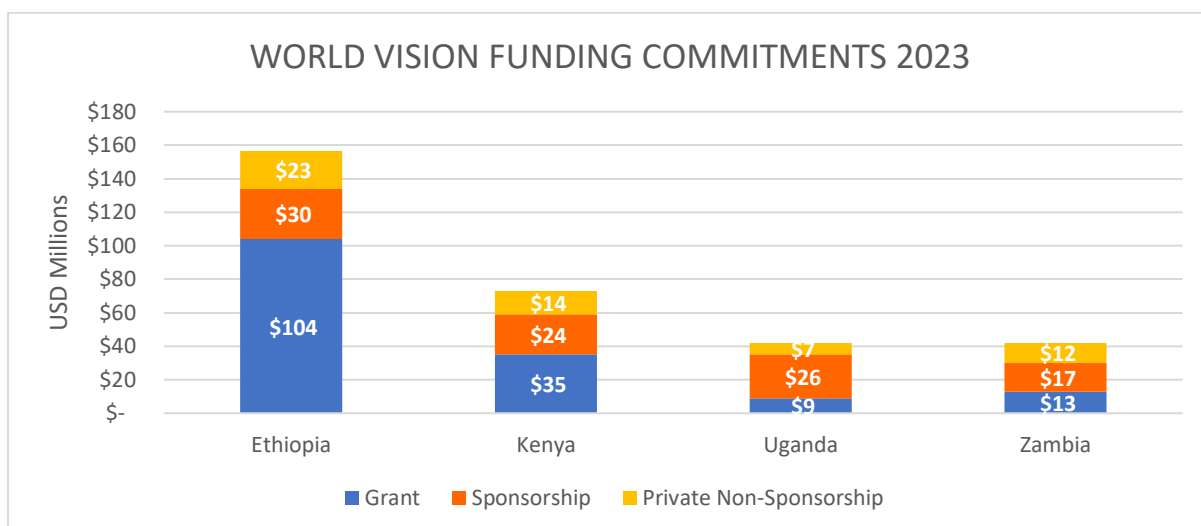
## 6.5. Resource Acquisition and Investment

### Internal context scan

In FY23, WVZ recorded a total income of US\$44,912,222.00.<sup>3</sup>

An analysis of WVZ’s cash funding commitments (i.e., excluding WFP/other non-cash income) using PBAS data from FY23 found WVZ’s commitments to be relatively balanced between grant (US\$13 million), sponsorship (US\$17 million), and private non-sponsorship (US\$12 million) income (see Figure 1).

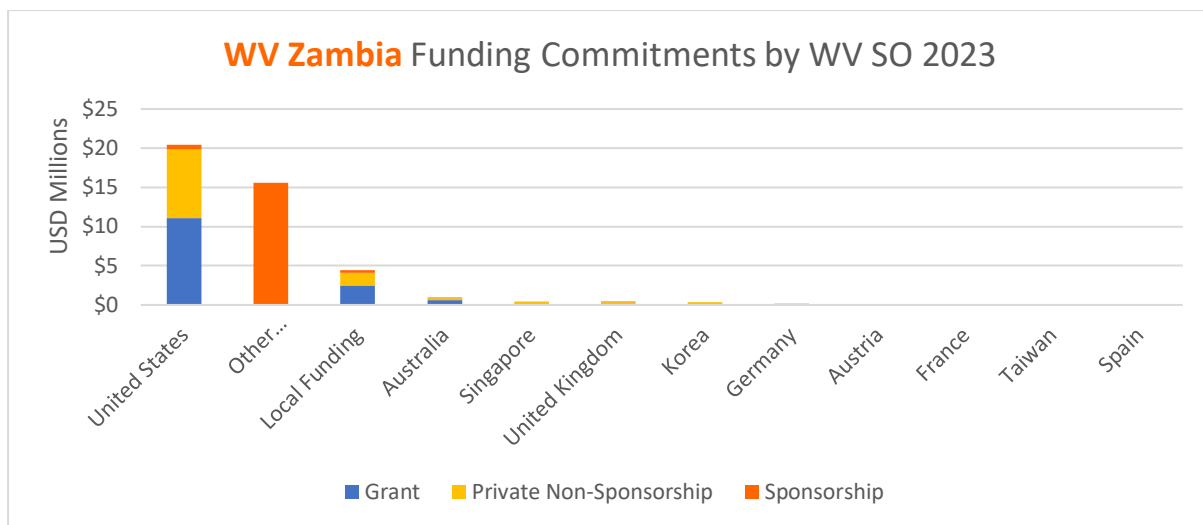
**Figure 1: Total cash funding commitments in FY23 (USD Millions)**



This same analysis found the top five Support Office (SO) countries in terms of cash funding commitments across grant, private non-sponsorship, and sponsorship income to be WVUS, other, local funding, WV Australia, and WV Singapore (see Figure 2). Based on insights from WVZ’s GAM team, the WVSOs currently supporting climate/environment/NRM/food security programming investments are WV Australia, WV United States, and WV Austria. In addition to these Support Offices, WVZ has noted growing interest from other offices including WV Korea, WV United Kingdom, WV Germany, and WV Canada.

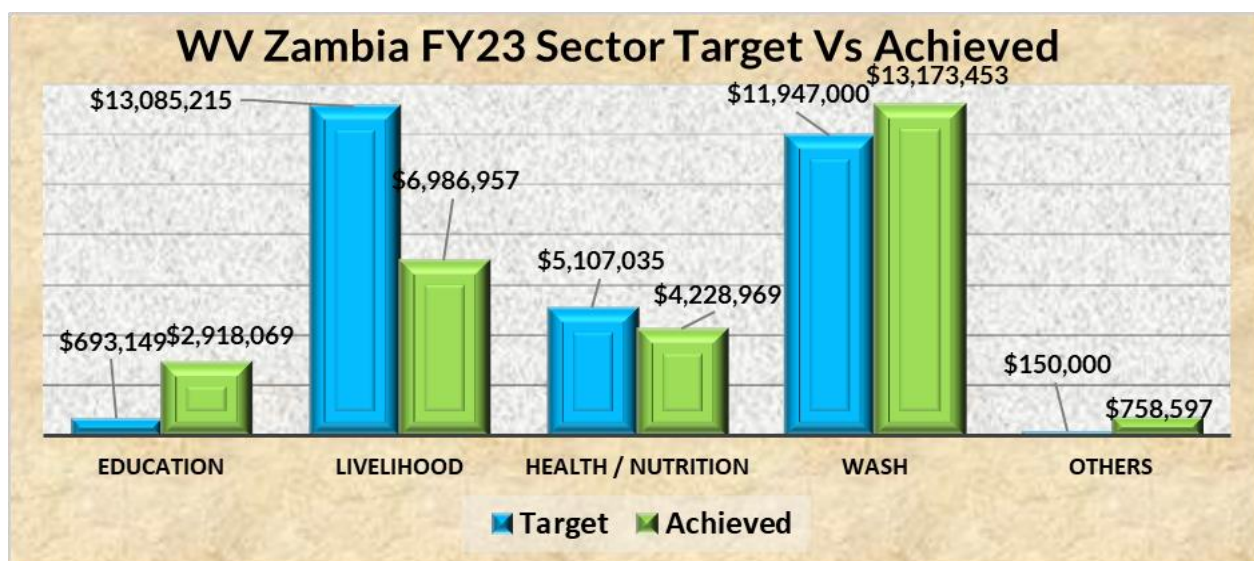
<sup>3</sup> PNS: US\$12,019,178; bilateral: US\$5,573,663; multilateral: US\$2,636,987; private institution: US\$4,306,140; and other: US\$81,639.

**Figure 2: Cash funding commitments by WVSO in FY23 (USD Millions)**

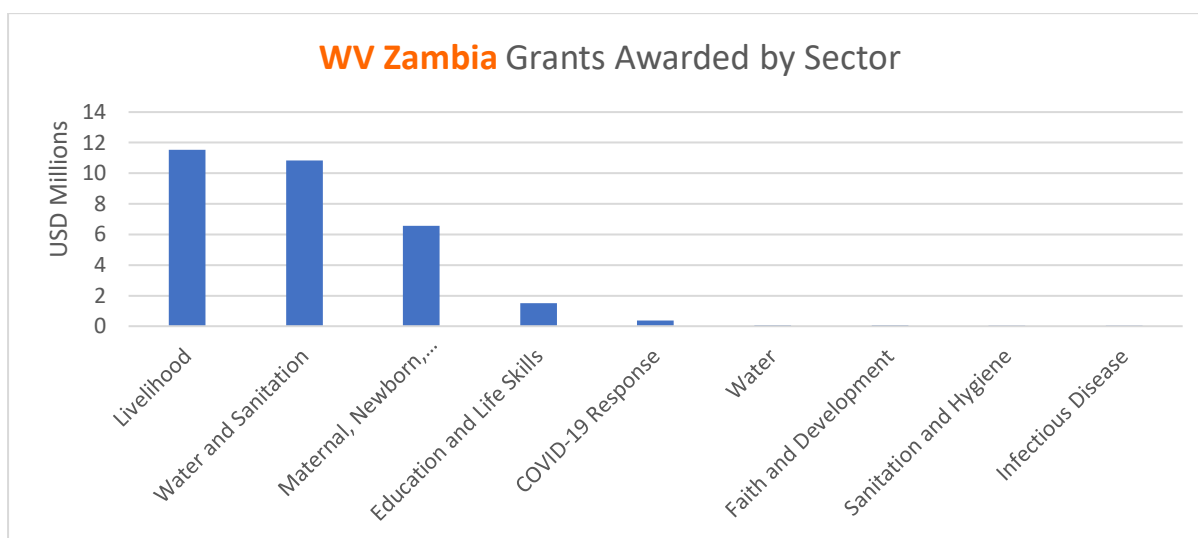


A more detailed analysis of WVZ’s grants portfolio using Horizon data from FY23 found most grant income was derived from government and PNS donors and was directed towards the livelihoods sector (see Figure 3). In FY22, top government donors included USAID, the European Commission, DFAT-ANCP (Australia), DFID, and other government grants. Based on insights from WVZ’s GAM team, the government and PNS donors currently supporting climate/environment/NRM/food security programming investments are the EU, USAID, DFAT-ANCP, FCDO, GAC, UNDP, FAO, WFP, Irish Aid, SIDA, CAM, Forliance, and Mastercard.

**Figure 3: Grants awarded by sector in FY23 (USD Millions)**



**Figure 4: WV Zambia Grants Awarded by Sector**



In 2023, WV’s global GAM team completed a donor analysis to identify priority donors for FMNR scale-up in each of our catalyst countries. This analysis was based on 2021 funding (in USD millions) that was assumed as being both applicable to FMNR and accessible to an NGO like WV (e.g., grants only). Based on this analysis, the top five public donors relevant to FMNR scale-up in Zambia include Sweden (\$10M), USA (\$4M), Czech Republic (\$1M), Ireland (\$1M), and Denmark (\$1M). When considering all donor funding, regardless of whether it is accessible to an NGO like WV (e.g., grants and loans), the top five public donors relevant to FMNR scale-up in Zambia were IDA (\$28M), USA (\$14M), Sweden (\$11M), Climate Investment Funds (\$9M), EU (\$9M).

The same analysis found the biggest Private Donors across our catalyst countries, including Zambia, to be the Ikea and Bill & Melinda Gates Foundation. Both have also invested a considerable amount into the Agriculture, Forests and Fishing, which is a relevant sector of Climate Finance for FMNR. However, yearly average commitments to the relevant Climate Finance sectors for FMNR reduce the attractiveness of this donor type.

**Key barriers and opportunities**

Barriers	Opportunities
<ul style="list-style-type: none"> <li>• High competition with other organisations or donor funds.</li> <li>• Funding available for Climate action, but this sector is newer to us and require a range of holistic and innovative techniques and programmes to meet donor needs. i.e. not just FMNR alone</li> </ul>	<ul style="list-style-type: none"> <li>• Supportive government policies on green growth.</li> <li>• Global visibility and good reputation.</li> </ul>

**Strategic actions**

1. External Donor engagement and resource growth and diversification.
2. Expand local resource mobilisation such as exploiting the corporate social responsibility funds.
3. Integrate and mainstream FMNR in other Technical Programmes.



## 6.6. Monitoring and Evidence

### Internal context scan

#### Key barriers and opportunities

Barriers	Opportunities
<ul style="list-style-type: none"><li>Inadequate tools for capturing, documenting and sharing outcomes from FMNR activities.</li></ul>	<ul style="list-style-type: none"><li>Learn lessons from the already ongoing FMNR activities under the SLaR Project, the ended THRIVE I and the EL&amp;R project. Partner with Research Institutions and Universities that can support generation of evidence and FMNR best practices for replication and refining. These could include Copper Belt University School of Natural Resources, Zambia Agricultural Research Institute, etc.</li></ul>

#### Strategic actions

1. Contribute to FMNR research and dissemination of key findings among external partners.
2. Partner with research institutions and Universities and motivate them to work on FMNR.
3. Invest more in data capturing and documentation tools such as GIS, remote sensing and drone technologies.
4. Build capacity of project teams to track and monitor FMNR & regreening activities.
5. Build capacity of external partners to track and monitor FMNR/Regreening activities.

## 6.7. Communications and Advocacy

### Internal context scan

The communications team is part of the Resource Acquisition and Communication (RAC) Department, and the communication manager reports to reports to the RAC director. The department is composed of 5 staff members whose main functions include projecting and disseminating WVZ programmes, projects and achievements through scripts, documentaries, radio and TV programmes, social media, pictures, infographics and general public engagements.

The communications unit has an overarching strategy with the following as focus areas;

Information sharing, media engagement to enhance WV position and impact quality control of product, messages (branding), capacity building, strategic leadership and alignment and monitoring of strategy, systems, and protocols. The unit will be involved in creating awareness about FMNR working together with the EL & R TP and the SLaR Project. Some FMNR key campaign messages have already been produced through the SLaR project.

## Key barriers and opportunities

Barriers	Opportunities
<ul style="list-style-type: none"><li>• Key FMNR messages not yet translated into local languages for the wider community membership to assimilate</li></ul>	<ul style="list-style-type: none"><li>• WVZ to take advantage of being a member of various external Technical Working Groups and popularise FMNR</li><li>• Through various national and community engagements, WVZ amplify children's voices as a movement for supporting FMNR and the regreening communities' initiatives</li></ul>

## Strategic actions

1. Develop an evidence-based communications strategy to underpin FMNR Scaling & project activities.
2. Undertake FMNR communication and marketing campaign activities (i.e., through TV, radio, billboards, SMS, social media etc.).
3. Attend relevant events/forums/symposiums/conferences at national/regional/international levels to showcase FMNR Scaling in Zambia.

### 6.8. Policy and Systems Change

### 6.9. Internal context scan

The EL & R TP will enhance WVZL visibility and influence through participation at national level events. Some of the key areas for advocacy and influencing will include Agriculture policy and Cooperative Act, increased agricultural budget allocation, review of financial inclusion policy ensuring it is supporting the growth of Savings Groups as a mechanism for financial education and advocate for improvement of quality and timely delivery of extension services. Other areas of advocacy will be on land tenure including registration and formalization. Further advocate work will be to lobby government for increased uptake of cheaper and eco-friendly energy technology sources to counter charcoal production and deforestation. As the TP contributes to the nutrition of children, it will join consortiums of Civil Society Organisations (CSOs) addressing the nutrition of children. Working with other CSO, it will also conduct an assessment on various livelihoods and nutrition related policies to identify gaps for advocacy and influencing, develop a capacity statement for positioning and credibility of World Vision's work in this space. Further, the TP will participate in partner organised as well as self-initiated forums such as; fairs, expos, National Technical Working groups, Conservation Agriculture Task Force, commercial shows, International Trade Fairs, Vulnerability Assessment Committee (VAC) meetings, Poverty Alleviation Coalition (PAC) and the Climate Smart Agricultural Alliance (CSAA). Influence shall be exuded through the contributions made during these meetings. Where opportunities arise, WVZ will take a leading role for impact and influence.

The EL & R TP will endeavour to find opportunities, whenever possible to join the WVZ's Policy and Advocacy team supporting a wide range of activities at the global, regional, national, and local levels. Key focus areas and activities supported by WVZ's policy and advocacy team include:

- **National-level advocacy**
  - Engaging key decision makers on policies and actions (e.g., members of Parliament, government departments etc.).
  - Developing Memorandums presented to Parliamentary Committees.
  - Creating platforms for children to be heard and drive their own advocacy agenda (e.g., EWAG, African Children's Parliament, AU & EU sessions).
  - Mobilising children and young people to participate in dialogue sessions during major commemorations (i.e., Youth Day, Day of the African Child, International Children's Day).
  - Publishing joint statements calling upon government to protect children.

- Supporting the government to create a violent free environment for children (e.g., paying for the development of simplified and child-friendly versions of the Child’s Code Act).
- **Local-level advocacy**
  - Supporting the implementation of Citizen Voice and Actions (CVA) by WVZ projects to monitor the implementation of local level budgetary allocation and enhance child and adolescent services relevant to health, education, socio-economic and protection.
  - Leveraging CVA data to influence national, regional, and global reporting, including the voluntary reporting mechanisms of the SDGs.
- **Campaigns**
  - “Ending Child Marriage” campaign (launched 2018) under WVI’s global campaign “It takes a world to end violence against children” (launched in 2017).
  - WVI’s new global campaign “Enough” focused on nutrition and hunger (launched in 2023).
- **Reports and releases**
  - Annual impact report
  - Technical briefs
  - Monthly management reports
  - Policy briefs
  - Board reports

Much of the policy and advocacy team’s recent work has been around the impact goal of reducing all forms of violence, exploitation, and harmful practices against girls and boys by 2030.

The team's recent work has not included any activities linked to environment/regreening/FMNR as that has not been the alignment of the global WV policy and advocacy. However, the “Enough” campaign will include activities on climate issues, considering the impact of climate change on food security and this includes environment issues.

With WVZ being intentional in including climate issues within the “Enough” campaign, a key issue is the capacity to adequately incorporate these issues in policy and advocacy campaigns especially for new approaches and models such as FMNR/Regreening.

Additionally, WVZ may also require additional staff capacity to effectively undertake Policy and advocacy activities for scaling FMNR nationally.

**Key barriers and opportunities**

Barriers	Opportunities
<ul style="list-style-type: none"> <li>● Cultural and social norms such as the annual burning of bushes to allow for hunting.</li> <li>● Unsupportive land tenure and protection systems in traditional lands.</li> </ul>	<ul style="list-style-type: none"> <li>● Existing cordial relations with traditional and faith leadership, like minded organisation and government.</li> </ul>

**Strategic actions**

1. Support projects to roll out FMNR at national level through establishment of demonstration and learning/model sites.
2. Increase awareness and behavioural change of community members to adopt FMNR through mass media.
3. Implement Citizen Voice & Action (bottom-up advocacy/influencing).
4. Engaging key decision makers on policies and actions to make an environment that is fit for children e.g. members of Parliament, Govt. Depts.
5. Developing Memorandums and present them to Parliamentary Committees
6. Creating platforms for children to be heard and drive their own advocacy agenda – e.g. EWAG, African Children’s Parliament; AU & EU sessions.

7. Mobilise children and young people to be able to participate in dialogue sessions during major commemorations i.e. Youth Day, Day of the African Child, International Children's Day.
8. Mobilize and empower citizens in participatory governance – Increase dialogue and accountability between ordinary citizens, public service providers, and other Government officials (political and administrative) in order to improve the delivery of public services

### **Definition of some Terminologies**

#### **What is an Area Programme**

A well-defined geographical area where a support office has made a commitment for child sponsorship for a period not less than fifteen years.

#### **What is Farmer Managed Natural Regeneration?**

Farmer Managed Natural Regeneration (FMNR) is a low-cost, simple, sustainable land regeneration practice that communities can use to restore their land, increase their productivity and build resilience relatively quickly and efficiently. FMNR is equally a tree management practice, involving selection, pruning, protection and maintenance, and a community empowerment practice, re-greening both community mindsets and people's relationships to nature and their landscape.

#### **The central principles of FMNR are:**

The systematic pruning and management of existing indigenous trees and shrubs by the land user. 2. An overall increase in tree/shrub coverage and biomass across the landscape.

An improvement in the ecological functionality and therefore human well-being (economically and socially) in the landscape being managed with FMNR.

FMNR is a biophysical natural resource management practice and a foundation for sustainable development interventions, including disaster risk reduction; water, hygiene and sanitation; climate change mitigation and adaptation.

How is FMNR different to...? FMNR is often combined with other landscape regeneration and sustainable agricultural practices, which contain differences as well as similarities. Here are some of the most common practices one is likely to come across.

#### **Natural regeneration or spontaneous natural regeneration**

Natural regeneration is the process by which forests are regenerated from seeds that fall and germinate in situ, or vegetative means. There is minimal external input or management in natural regeneration, other than possibly fencing or excluding threats from the site to be regenerated.

#### **Assisted natural regeneration (ANR)**

ANR is a method for enhancing the establishment of secondary forest from degraded grassland and shrub vegetation by protecting and nurturing the mother trees and their wildlings inherently present in the area. ANR aims to remove or reduce barriers to natural forest regeneration, such as soil degradation, competition with weedy species and recurring disturbances, which include fire, grazing and wood harvesting. In addition to protection efforts, enrichment planting ensures new trees are planted as needed or desired.

#### **Farmer managed regeneration**

Farmer managed regeneration refers to the regeneration of introduced species that remain unnaturalised in a specific landscape. The same practices of pruning and management are used as FMNR, however farmers may select species for specific uses, such as the regeneration of eucalypts in.

#### **Forest landscape restoration**

Forest landscape restoration (FLR) is the ongoing process of regaining ecological functionality and enhancing human wellbeing across deforested or degraded forest landscapes. FLR is more than just planting trees – it

requires restoring a whole landscape 'forward' to meet present and future needs and to offer multiple benefits and land uses over time.

**APPROVED**

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Date: 15 May 2024