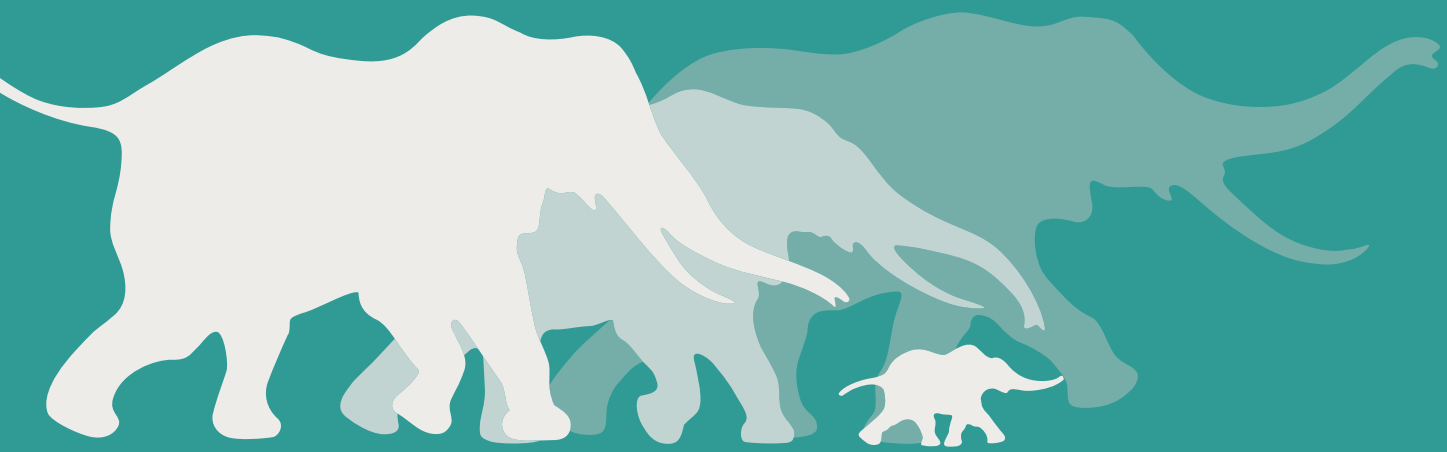
Zimbabwe Country Strategy

2020-2030

AFRICAN WILDLIFE
FOUNDATION



Foreword


MS OLIVIA MUFUTE (AWF CD ZIMBABWE)

The importance of nature in supporting social and economic development can never be over-emphasized. Around the world, over 50% of Gross Domestic Product is dependent on nature.[1] This makes nature an indispensable resource for social and economic prosperity. At the same time, human quest for development is exerting enormous pressure on scarce natural heritage, with adverse consequences manifesting in extreme weather conditions, land degradation and biodiversity loss. On the other hand, despite the rich endowments of nature in developing countries, harnessing such nature for transformative development remains elusive, leading to high levels of poverty. It is imperative, therefore, that the quest for development is balanced within planetary limits, to sustain benefits across multi-generations and that nature be effectively harnessed to build diversified and resilient livelihoods.

This AWF Zimbabwe Country Strategy (2020-2030) spells out a guiding framework for AWF Zimbabwe's work towards promoting sustainable development underpinned by sound management and utilisation of wildlife and wildland assets. Our approach to wildlife and wildlands conservation is people-centric, and therefore recognises conservation not as an end in itself, but a medium for attaining sustainable livelihoods and improved standards of living for current and future generations.

AWF remains committed to support the Government and people of Zimbabwe in leveraging their rich biodiversity endowment in alleviating poverty and inequality through interventions that are predicated on principles of African leadership, empowerment, inclusivity, innovation, human rights, equitable sharing of conservation benefits, and harmony between wildlife and human needs. We strive to promote nature-positive social and economic development through building strong partnerships with stakeholders to collectively design innovative science-based conservation solutions that enhance inclusive green growth.

Through this Strategy, I feel assured that AWF's mission of ensuring that wildlife and wildlands thrive will be fulfilled to the benefit of the people of Zimbabwe.

I would like to take this opportunity to thank the team that contributed in the preparation of this Strategy.

Olivia Mufute
Country Director

[1] https://www.swissre.com/institute/research/topics-and-risk-dialogues/climate-and-natural-catastrophe-risk/expertise-publication-biodiversity-and-ecosystems-services

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AWF Zimbabwe

Introduction

The African Wildlife Foundation (AWF) has been working to support conservation in Zimbabwe since 2011. Over the years, AWF has worked to restore and protect Zimbabwe's unique biodiversity, in the face of many threats, including massive deforestation, drought, poverty, and food insecurity. Conservation intervention is critical to ensuring Zimbabwe's natural resources persist for generations to come. Over the years, our work in securing funding for protected area park rangers, improving security and communications through improved technology, and the promotion of conservation friendly land-use, AWF is uniquely positioned to ensure that Zimbabwe's wildlife and people can coexist, and support mutual benefits for communities and ecological resources alike.

In 2020, AWF in Zimbabwe embarked on a bold new planning effort to address the critical threats to Zimbabwe's biodiversity with a focus on wildlife and an overall goal of achieving sustainable conservation along with local economic growth in targeted areas. This new strategic plan reflects the collective work, experiences, and expertise of AWF in Zimbabwe, aligning our impact with AWF's new Institutional Strategic Vision.

Vision Statement

Zimbabwe will have resilient and self-sustaining wildlife populations and wildlands that are ecologically, economically, and socially viable, and that significantly improve the well-being of communities living in and around wildlife areas, supported by Zimbabwe's leaders.

This vision will be achieved through our mission of ensuring that wildlife and wildlands thrive in a modern Africa where human rights are observed, respected and protected. In the process of implementing our strategies to achieve our vision, the following values will be observed.

- Balance – intrinsic value of wildlife is in harmony with people and their needs
- Africans and African leadership – believing in the unlimited potential of the African people to lead solution-making for the continent and the world.
- Empowerment – building the strength of others to accomplish what no one individual can do alone.
- Inclusivity – inviting diversity and being invited into partnership is the only pathway to our mission success.
- Innovation – fostering innovation that shapes the future of a modern Africa

Overarching Zimbabwe Theory of Change

Educate | **Engage** | **Connect** | **Empower**

Leads to

GOAL 1: Zimbabwe leaders shape and drive development that is underpinned by thriving wildlife and wildlands.

By 2030 Results in

- Zimbabwe adopts green growth policies informed by science based/evidence-based information on diversified wildlife economic models that result in sustainable development and thriving wildlife and wildlands.
- Leaders have the knowledge and capacity to implement policies/drive changes that put wildlife and wildlands at the core of Zimbabwe's development
- Influential civil society groups including an active youth movement will advocate for a national conservation policy/agenda as critical for development/ Zimbabwe's future.

GOAL 2: Conserve, protect and restore Zimbabwe's ecosystems and the services they provide to improve resilience and deliver sustainable development.

By 2030 Catalyzes

- Conservation landscapes [inclusive of both protected lands and productive lands] are well managed for conservation and sustainable development outcomes that enhance climate resilience of people and nature.
- Local economic systems mainstream biodiversity in ways that bring income into protected and conserved areas (PCA), generate benefits to communities, government and businesses to incentivize conservation.
- Diversified, sustainable livelihood activities combined with sound governance and equitable benefit sharing contribute to more resilient communities.

GOAL 3: Conserve Zimbabwe's wildlife in-situ, reduce poaching and trafficking as major causes of decline of key wildlife species.

By 2030 Results in

- Zimbabwe has developed and implemented National Action and Recovery plans for key species.
- Reduced poaching and trafficking of wildlife and wildlife products in/through Zimbabwe by supporting adaptive wildlife monitoring and protection systems.
- Zimbabwe has developed and implemented mechanisms towards transboundary conservation collaboration and coordination.

Background

Geography

Zimbabwe is a landlocked country located in southern Africa, between Victoria Falls, the Zambezi River, Kariba Dam in the NW, the Limpopo River in the south, and the Eastern Highlands to the east.

Relief: The country has an area of 390,757 km^2, approximately 80% of the land is at elevations higher than 600 m and less than 5% is above 1500 m, with the peak altitude being in the Eastern Highlands. The Central Plateau, a major physical feature in the country, runs from the South-West near Plumtree through Gweru toward the North-East in the Nyanga mountains. This Ridge, about 80 to 120km wide is also known as the highveld and covers approximately 25% of the country's land area. Altitudes progressively decrease Northwards and Southwards in the middle-veld and subsequently the Lowveld toward the Zambezi valley and The Save-Limpopo valleys respectively.

Climate: Zimbabwe lies entirely within the tropics but much of the Highveld and Eastern Highlands have a subtropical to temperate climate due to the modifying effect of altitude. The Central highveld is generally cooler, with temperatures averaging 28 degrees celsius whereas the Lowveld in the Western region is warmer. Similarly, Lower lying areas in the South-east (Gonarezou and the South-eastern Lowveld) and in the Lower to Middle Zambezi Valley are much warmer with temperatures soaring above 30°C to 35°C. Mean annual rainfall in the country ranges from a low of 300mm, primarily in the Lowveld, and a high of 3000mm in the eastern Highlands. The Temperate climate in the Eastern Highlands accounts for the high rainfall and a prolonged rainy season running from November to April. The low-lying areas of the country have more prolonged dry spells with a wet season stretching only from December to March.

Drainage and Soils: The Central Highveld is the ridge from which most rivers flow, draining into either the Zambezi River in the North or The Limpopo and Save Rivers in the South. These three rivers carry all of Zimbabwe's runoff soils into the Indian Ocean through Mozambique.

Much of the Country's soils are thin sands, derived from Granite parent Material. These soils are generally coarse and heavily leached, primarily due to the low water retention capacity they have. The richer soils of the country are derived from basement Schists close to the great dyke. These give rise to rich red clays and loams of limited extent, and it is on these soils that the country's most intensive agricultural activity depends. Of note are the deep Kalahari sands stretching from Botswana into Zimbabwe on the west inwards through Hwange towards Lupane and Nkayi. These deep sands have poor nutrition but their depth allows them to support teak forest vegetation.

National Administration

Administrative boundaries and governance structures

Zimbabwe is broken down into 10 administrative provinces; Harare, Bulawayo, Matabeleland North, Matabeleland South, Manicaland, Mashonaland East, Mashonaland West, Mashonaland Central, Masvingo and Midlands; the first two of which are cities with provincial status. These provinces are further divided into 60 districts and 1200 wards. Governance and powers of provinces are conferred by the Minister of provincial affairs, guided by the Zimbabwean Constitution. There are two types of district arms, urban districts and rural district councils (RDC), both governed by a District Administrator although for the RDCs, a Chief Executive Officer is explicitly appointed. The council RDC also comprises ward Councillors and traditional leader representatives such as Chiefs. At ward level, governance structures exist in the form of Ward Development Committees with a ward Councillor, elected representatives from the lower tier- village level (village development committees) as well as traditional leaders such as headmen. Essentially, at district level, powers are derived from central government; at ward level, powers come from local popular elections and traditional leadership emanates from history, customs and culture. This governance framework operates based on principles of the Constitution of Zimbabwe which emphasises on decentralisation and devolution of powers, the Provincial Councils and Administration Act, the Rural District Councils Act and the Traditional Leaders Act.

Natural resource governance

Wildlife in Zimbabwe belongs to the state and is res nullius although appropriate authority (AA) is granted by the government to landholders to use wildlife that is on their land accordingly. Enshrined in the Constitution, Zimbabwe has developed policies aimed at protecting natural resources. These include the National Environmental Policy and Strategies of 2009, Environmental Management Act (Chapter 20:27), the Parks and Wildlife Management Act (Chapter 20:14), the Forest Act (Chapter 19:05), the Communal Lands Forestry Produce Act (19:07) and the Prevention of Cruelty to Animals Act (Chapter:19:09). Zimbabwe also mainstreams biodiversity through other instruments such as the Wildlife-Based Land Reform Policy, Forest-Based Land Reform Policy, the Rural District Councils Act Chapter [29:13], and Access and Benefit-Sharing Regulations. The latter frameworks primarily considered communities that live within or adjacent to protected areas.

Within communities, AA for the management of wildlife on communal land (where rural communities reside) is in the hands of the RDC. Most RDCs adopted the Communal Areas Management Programme for Indegenous Resources (CAMPFIRE) model aimed at integrating wildlife conservation with rural development through empowering communities to sustainably utilise wildlife in their area, with notable benefits. Through CAMPFIRE, the early 1990s saw the country emerge as a leader in devolving wildlife user rights allowing for substantial local community participation in conservation, helping reduce poaching and other threats. The CAMPFIRE model based on sustainable consumptive use of species brings tangible benefits leading communities in these areas to take an interest in and assume responsibility for conservation and collaborate with wildlife agencies in law enforcement.

However, CAMPFIRE, much like other CBNRM models has faced several impediments, such as Zimbabwe's economic downturn, land contestation and equity sharing issues. Political contestations that arose with the launch of the land reform in the early 2000s exacerbated the wildlife conservation vis a vis rural development scenario. For example within the SEL, in particular the SVC and surrounding communities, land reform saw new settlements on approximately 33% of SVC, reducing the land area under wildlife conservation from 3,442 km^2 to 2,700 km^2. Resettled communities lacked viable options for their sustenance resulting in over-reliance on natural resources, wildlife included. Due to the mosaic of human settlements and wildlife habitat brought about by the land reform program, the hinterland of SVC, and other landscapes in Zimbabwe have conditions conducive to unsustainable management and use of natural resources.

Socio-Economic Status

Zimbabwe's population is approximately 14 million people with an estimated growth rate of 2% per annum.[2] Approximately 41% of the population was below 15 years according to a 2012 census, and a poverty analysis in 2017[3] showed that 43% of Zimbabwean households are deemed poor and 22% of these households are in extreme poverty.

Zimbabwe had high economic growth between 1980 and 1990 with an average GDP growth rate of 5.5%, higher than the average for sub-Saharan Africa during the same period. However, economic performance declined sharply between 2000 and 2008 due to turbulent governance that resulted in the loss of Foreign Direct Investment (FDI). This decline was largely triggered by disruptions to the commercial agricultural sector following the introduction of Zimbabwe's Fast Track Land Reform Programme (FTLRP) in 2000.

[2] https://www.cia.gov/library/publications/the-world-factbook/geos/zi.html
[3] Zimbabwe National Statistics Agency Poverty, Income, Consumption and Expenditure Survey Dataset 2017

Zimbabwe's economy remains fragile, with high external debt and high deindustrialization and informalisation. The country is heavily dependent on its natural resources for economic development and the wellbeing of its population. Two major sectors, agriculture and mining, are estimated to have accounted for more than one-third of the GDP in 2019[4]. It is not only the current economic recovery that is driven by the performance of the natural resource-based sector, but the future economic development of Zimbabwe which depends to a large extent, directly and indirectly, on the sustainable management of its natural resources.

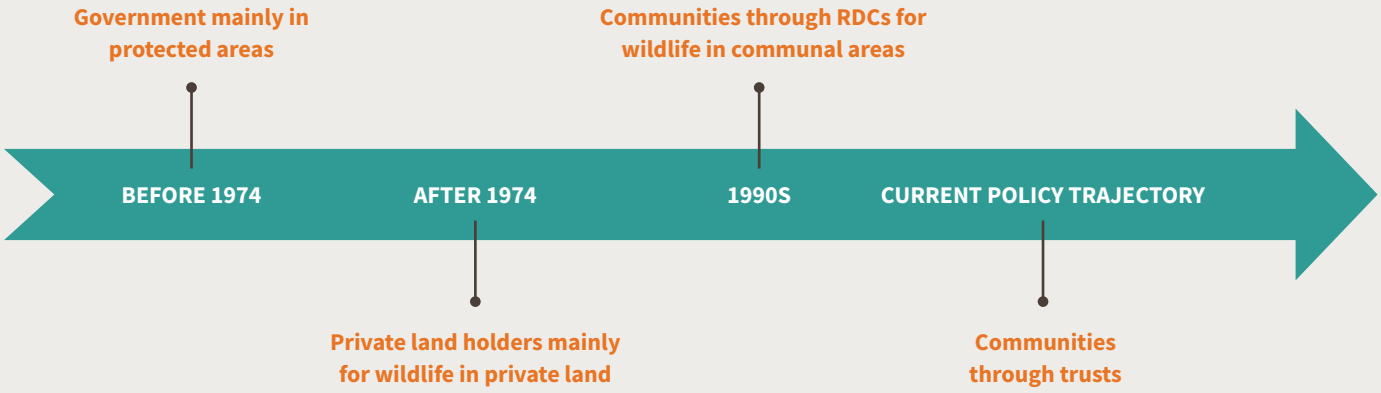
Conservation Value

Wildlife

Zimbabwe is ranked the third most important country for species richness and endemism in Southern Africa.[5] It hosts approximately 175 mammal species, including the critically endangered black and near-threatened white rhinoceros, endangered wild dog, the vulnerable brown hyena, cheetah, hippopotamus, lion, and African elephant. Zimbabwe supports over 650 bird species and 122 fish species. It is the second most important country with regards to elephant populations in Africa, next to Botswana. The 2014 Elephant Census conducted by Elephants without Borders determined that at a national level Zimbabwe's elephant population has declined from 88,123 in 2011 to 82,092 in 2014. Zimbabwe's lowveld region supports a critical population of black and white rhinoceros. Zimbabwe is an important range state for most large carnivore species including lion, leopard, cheetah, hyena and wild dog. The country's wild dog population was as low as 350 individuals in the 90s but has since recovered to an estimated 700 to 750 individuals.[6]

[4] Ministry of Finance and Economic Development Macroeconomic Consistency Framework 2020
[5] Child. B. 2013.
[6] Painted Dog Conservation. painteddog.org

Wildlife Ownership and Management Rights

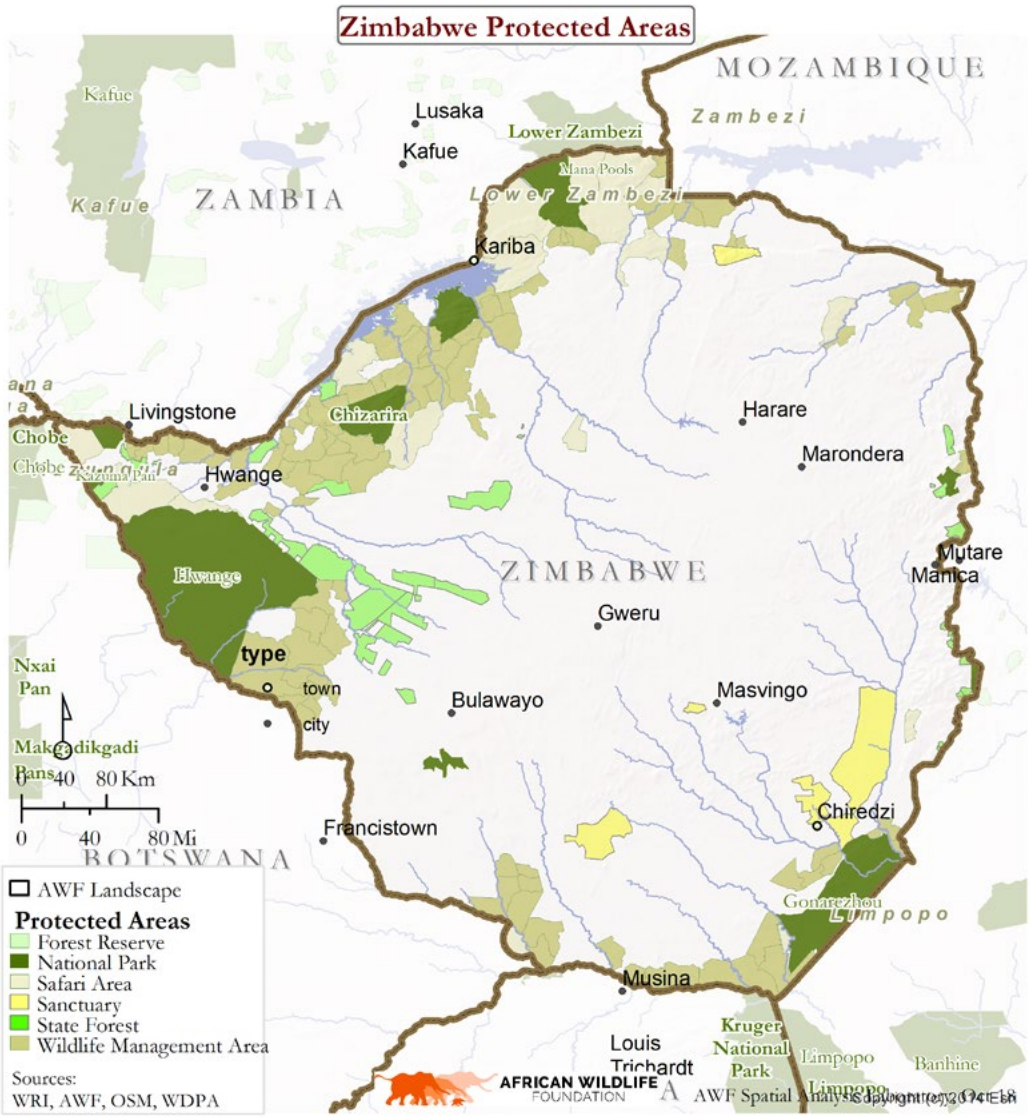


Broad Policy Shifts for Community-based Wildlife Management

There are basically four broad policy shifts in the ownership and management of wildlife in Zimbabwe. Initially, the government had the right to own and use wildlife but this catered for wildlife in protected areas at the exclusion of wildlife in private land. Around 1975 the rights were extended to private land holders. The 1975 Parks and Wildlife Act gave landowners rights to manage wildlife on their land, revolutionising the wildlife industry. By 1990, the number of ranches involved in wildlife conservation had grown from 3, covering 350 km^2, to 216, covering 37,000 km^2. This created impetus for an important innovation; many small ranches consolidated into large contiguous units called conservancies to create large spaces for wildlife and expand economic benefits.

Realizing the positive outcomes due to the participation of private landholders in wildlife ownership and use, the rights were further extended to communities through the Communal Areas Management Programme for Indigenous Resources (CAMPFIRE) in the 1980s. Zimbabwe was a leader in devolving wildlife use rights to communities through the Communal Areas Management Programme for Indigenous Resources Program (CAMPFIRE), a concept that has been widely adopted and adapted across Africa as part of community-based natural resource management (CBNRM). By the end of 1989, ten other districts were involved in CAMPFIRE and by 1995 twenty-six districts had been granted appropriate authority, including every district bordering a national park. At its peak, CAMPFIRE covered 244,000 km^2 in 37 rural district councils (RDCs) and supported 770,000 households. Between 1989–2006, CAMPFIRE generated $30 million for communities, 89% of which came from sport hunting. Prior to 2000, Zimbabwe received worldwide recognition for the important role its private conservancies played in the resurgence of populations of endangered large mammal species.

More recently, there has been a shift towards directly conferring wildlife ownership and management to communities through trusts instead of the indirect mechanism through Rural District Councils (RDCs) which communities complained that the benefits were not being shared equitably.



ZIMBABWE'S PA SYSTEM, INCLUDING THREE AWF PRIORITY TRANS-FRONTIER CONSERVATION AREAS: LIMPOPO, KAZUNGULA AND MIDDLE ZAMBEZI VALLEY.

Protected Areas

The wildlife estate in Zimbabwe comprises 11 national parks and 17 other protected areas that cover 47,000 km^2 or 12.5% of the land area of Zimbabwe (Table 2), 15% including Forestry Commission areas.[7] This represents a higher country percentage than the average of Sub-Saharan Africa (11%) and the world (11%)[8]. These conservancies include community-owned, privately-owned land, or government land, or a combination of all types and are managed by a central body.
Zimbabwe is a member of six Transfrontier Conservation Areas (TFCAs) in the Southern African Development Community (SADC) region, including 3 AWF priority TFCAs: Limpopo, Middle Zambezi and ZIMOZA. The TFCA concept was influenced and inspired by Community-Based Natural Resource Management (CBNRM) initiatives coming out of Zimbabwe in the late 1980s and early 1990s, especially that of CAMPFIRE. TFCAs are key drivers for regional integration and sustainable development, and play a critical role in the conservation and management of transboundary ecosystems.

[7] www.usaidlandtenure.net/sites/default/files/country-profiles/full-reports/USAID_Land_Tenure_Zimbabwe_Profile.pdf
[8] World Resources Institute. (2003)

Priority Landscapes in Zimbabwe

AWF works in large landscapes to fulfill its mission of conserving wildlife and wildlands and improving well-being in modern Africa. AWF strategically selects large landscapes that support viable populations of target species and form sizable economic units in which natural resource-based economic activities can contribute significantly to the livelihoods of people living in the area. Landscapes comprise a mosaic of land units under different management and ownership regimes– national parks, private land, and community land– in a single ecosystem ranging in size from 7,000 km² to 95,000 km².

AWF's approach to achieving conservation impact in Africa is to focus on a limited number of high-priority, large conservation landscapes that have the potential to conserve viable populations targeting African wildlife species, as well as key habitats and ecological systems, well into the future. Recognizing the need to prioritize, AWF devotes a great majority of its resources and efforts to these landscapes. To select priority large landscapes AWF uses a systematic science-based planning process that considers focal species, ecosystem services, wildlands, human influence, and protected areas presence among other factors.

The Middle Zambezi Valley

This landscape includes a mosaic of PWMA estate and Communal land from the Kariba Dam wall down to Kanyemba on the boundary with Mozambique and south to include the districts of Mbire, Hurungwe, Makonde, and Kariba. It has the Zambezi River as its northern boundary, starting in the west from the Kariba Dam wall and the Hurungwe Safari Area down to Luangwa-Zambezi rivers confluence in Kanyemba on the Mozambique border and including the whole of Mbire District

In Zimbabwe, AWF prioritized three key landscapes based on a number of important criteria. These criteria included:

- Building on existing investments and success
- Greatest threats to priority wildlife
- Greatest threats to wildlands
- Climate adaptation measures and resilient livelihoods
- Climate change adaptation/ mitigation opportunities
- Infrastructure development threats
- AWF niche/expertise
- Need for protected area management support
- Includes AWF priority species
- Transboundary collaboration opportunities
- Potential for transformative difference
- Demonstration of the theory of change

Our three priority landscapes thus include:

- The Middle Zambezi Valley
- South-Eastern Lowveld landscape.
- Kavango Zambezi (Kaza) Trans-Frontier Conservation Area in Zimbabwe comprises a huge area including Hwange National Park and a number of other wildlife areas within the districts of Hwange, Tsholotsho, Binga, Gokwe South, Gokwe North, and Kariba.

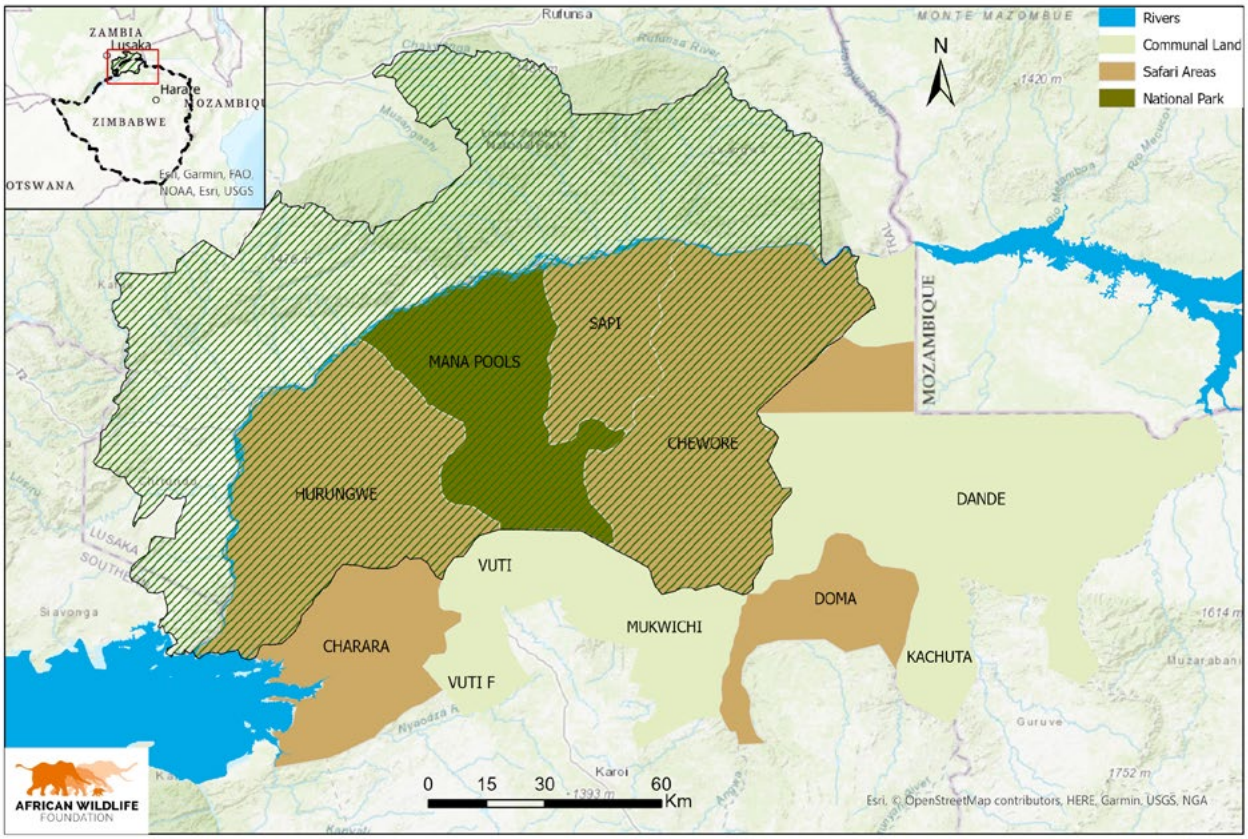
to the east. The southern boundary runs from the southern limit of Mbire District, including Doma Safari Area in Makonde District, across Hurungwe District to include Charara Safari Area in Kariba District. The landscape includes Mana Pools NP, Rifa SA, Nyakasanga SA, Sapi SA, Chewore North SA, Chewore South SA, Dande SA, Makuti SA, Makuti Pool SA and Charara SA under PWMA management. The vegetation is diverse with mopane (Colophospermum mopane) being predominant. Along the Zambezi River, the alluvium riparian communities consist of mahogany (Trichilia emetica), sausage tree (Kigelia Africana), and The Raintree (Lonchocarpus capassa). Over 10,500km^2 (27%) of this ecoregion falls under ZPWMA in Manna Pools National Park, Hurungwe, and Chewore Safari Area.

Key Wildlife

Key Wildlife species found in this region include the African elephant (Loxodonta africana), Hippo (), Lions (Panthera leo), and The African Wild dog (Lycaon pictus).

Elephants: The elephant population in the mid-Zambezi Valley of Zimbabwe decreased from an estimated 19,000 in 2004 to 12,500 in 2015. While this is a significant decrease, the 2015 survey didn't show a high carcass count that would indicate unsustainable illegal killing.

Hippo: The Zambezi River in this landscape holds an important population of hippo, probably the largest in Zimbabwe after Lake Kariba.



THE MIDDLE ZAMBEZI VALLEY

Lion: While no recent surveys have been conducted to give an accurate estimate of the lion population in the middle Zambezi Valley of Zimbabwe, the landscape maintains a healthy lion population and sightings are not uncommon.

Wild dog: The landscape is estimated to hold 200 – 250 wild dogs with the number of packs and individuals fluctuating considerably from year to year.

Black rhino: While there is currently no black rhino in the landscape, it was a stronghold for the species prior to the massive poaching of the ’70s and ’80s that resulted in the last individuals to be captured and moved to more secure sites. The successful reintroduction of black rhino to the Zambezi Valley would be one of the biggest indicators of success for the landscape in the long term.

Key Issues and Threats

- Landscape Planning
- Mining
- Infrastructure Development
- Tourism development
- Human-Wildlife Conflict
- Illegal Wildlife Activities
- Deforestation
- Capacity and resources of ZPWMA and communities implementing wildlife conservation programs

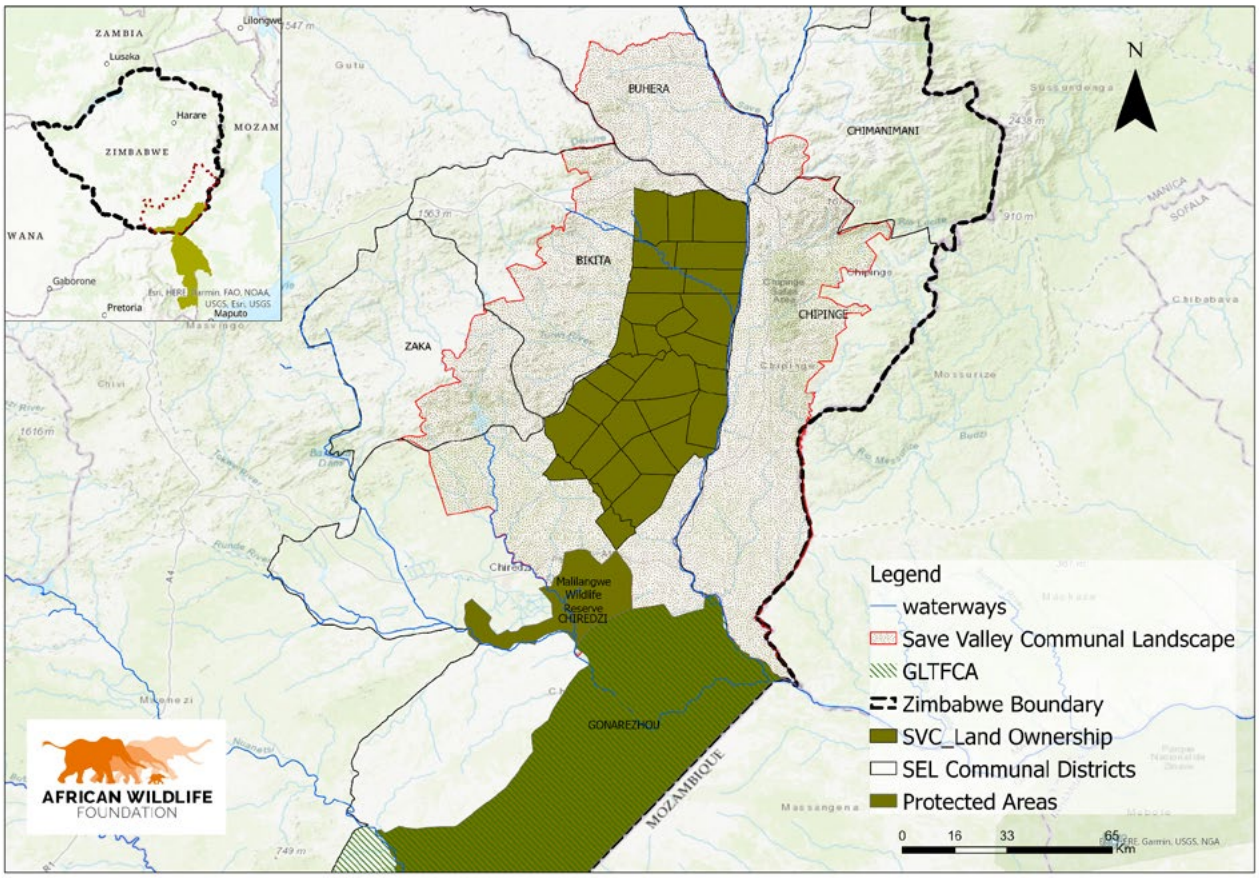
South-Eastern Lowveld landscape

The Priority Landscape is in the South-Eastern region of the country within the Save and Limpopo Valleys. The southeast Lowveld landscape incorporates the wildlife areas and communities located in the districts of Chiredzi, Bikita, Chipinge, Zaka, Buhera, Mwenezi, and Beitbridge. It incorporates Gonarezhou National Park and Chipinge Safari Area under PWMA management. It also has the private conservancies of Save Valley, Malilangwe, Chiredzi, Bubye, and Nuanetsi. There are a number of CAMPFIRE programs in Chiredzi District and two in Chipinge.

The vegetation varies depending on soil types, with large areas of sodic soils covered by mopane woodlands and deeper sandy soils having more diverse woodlands and grasslands. The riparian woodlands along the Runde, Save, and Mwenezi Rivers comprise closed-canopy formations comprising wild mango (Irvingia gabonensis), sausage tree, and various bushwillows (Combretum collinum).

Key Wildlife

Important wildlife species in the landscape include the Black rhinoceros (Diceros bicornis), White Rhinoceros (Ceratotherium simum), African Wild dog (Lycaon pictus), and the African lion (Panthera leo), and the African Elephant (Loxodonta africana)



SOUTH-EASTERN LOWVELD LANDSCAPE

Black rhino: The landscape hosts the largest population of black rhino in Zimbabwe with over 300 animals between the private conservancies of Bubye, Save, and Malilangwe. A population of black rhino is in the process of being reintroduced to Gonarezhou using founding stock from the three aforementioned conservancies to create a fourth important population of the species in the landscape.

White rhino: The landscape hosts approximately 200 white rhinos, largely on Malilangwe, Save, and Bubye Conservancies.

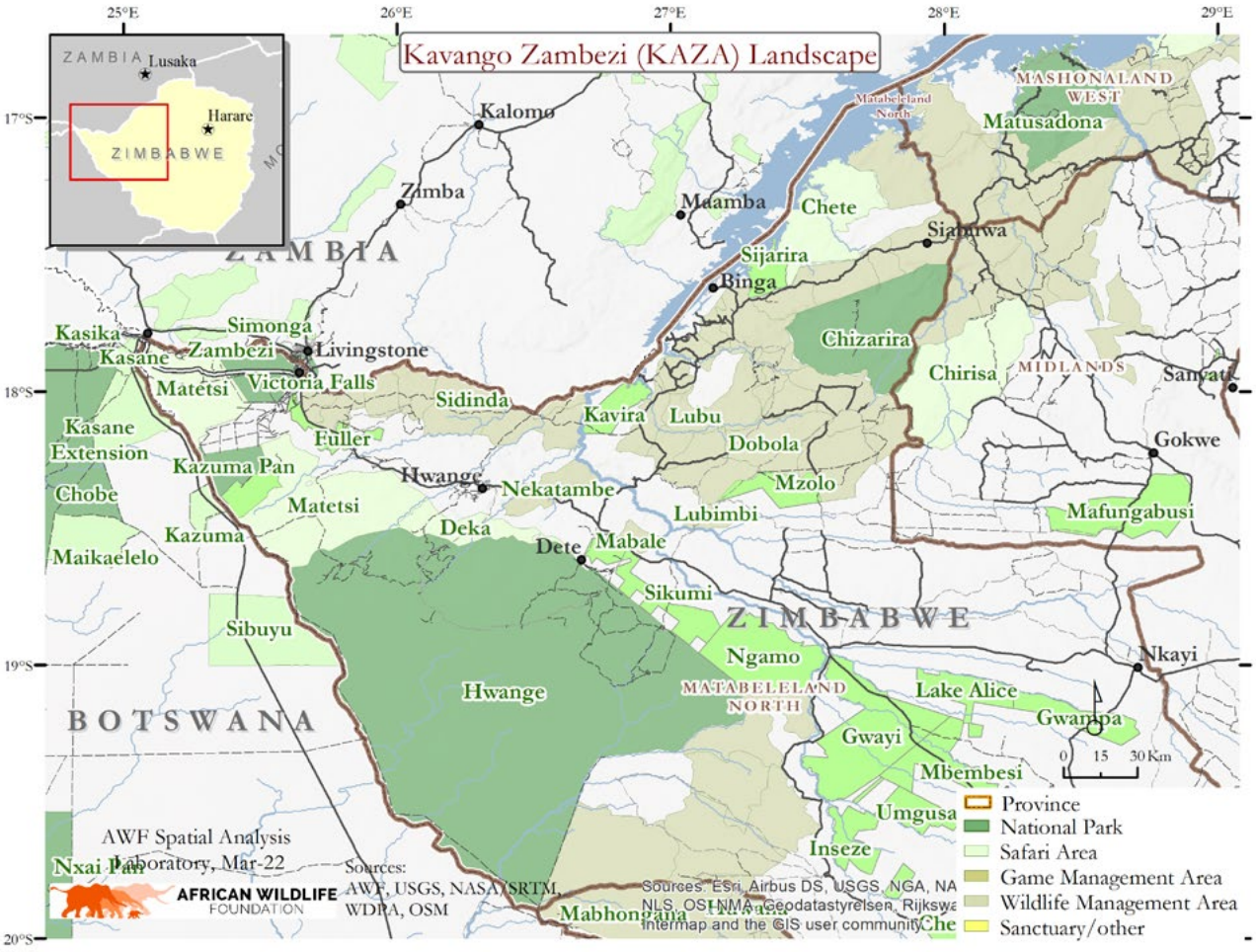
Elephant: The landscape has a total population of approximately 16 – 17,000 elephants with the majority (~13,000) in the Gonarezhou NP and a further ~2000 in the Save Conservancy.

Lion: The lion population has dramatically increased in the landscape over the last 20 years as the species has colonized the conservancies therein. There are an estimated 800 – 1000 lions in the landscape with over 300 on Bubye Conservancy, an estimated 300 on Save Valley Conservancy, and a further 150 in Gonarezhou NP.

Wild dog: The southeast Lowveld holds an estimated population of 300 – 400 wild dogs. As with all wild dog populations, the total number can vary considerably from year to year. They are well represented in the main wildlife areas with evidence of them being able to disperse between most of the areas and cross the border from South Africa, ensuring they maintain a healthy genetic scenario.

Key Issues and Threats

- Landscape Planning
- Government policy for SVC
- Private conservancies
- Human-Wildlife Conflict
- Mining
- Overpopulation of elephants and lions on some properties
- Illegal Wildlife Activities
- Access for tourists and business (no regular air service)



KAVANGO ZAMBEZI (KAZA)

Kavango Zambezi (Kaza) Trans-Frontier Conservation Area

The Zimbabwe component of the KAZA TFCA stretches from the Zambezi in the north to the southern end of Hwange National Park, and from the Botswana border in the west to Charara Safari Area on Lake Kariba in the east. Within this area is a mosaic of PWMA estate properties including six national parks and several safari areas, CAMPFIRE areas, private wildlife areas as well as a variety of other land uses including agriculture, forestry, and mining. The area encompasses Zimbabwe's largest wildlife area, Hwange NP (14,650 km^2) as well as Zambezi NP, Kazuma Pan NP, Victoria Falls NP, Chizarira NP, and Matusadona NP. Other land units under PWMA include the Matetsi Safari Area, Deka SA, Charisa SA, and Chete SA. There are also a number of forestry reserves including Ngamo, Sikumi, and Sijarira that hold good wildlife populations and engage in hunting activities as a source of revenue.

Key wildlife

Important wildlife species found in the KAZA landscape are the African Elephant (Loxodonta africana), African lion (Panthera leo), and the African wild dog (Lycaon pictus).

Elephant: The transboundary KAZA landscape has the largest remaining elephant population on the continent with a large proportion of the estimated +150,000 population straddling Zimbabwe and

Botswana. Based on an aerial survey conducted in 2015, the northwest of Zimbabwe is estimated to hold a population of over 40,000 elephants, approximately half of the total Zimbabwe population. Radio collars have shown that elephants are still moving from Hwange NP right across to Chizarira NP in the North of the Country.

Lion: The greater KAZA TFCA supports an estimated 3200 lions with approximately 800 – 1000 in the Zimbabwe component of the TFCA. Satellite tracking of lions has shown movement from Hwange to wildlife areas in the Sebungwe region showing connectivity between these two sections of the TFCA in Zimbabwe.

Wild dog: There is an estimated population of 700 wild dogs in the northwest of Zimbabwe. This is one of the largest populations of the species remaining on the continent, representing approximately 10% of the total number on the planet.

Key Issues and Threats

- Landscape planning
- Mining
- Human-Wildlife Conflict
- Overpopulation of elephant
- Integrated Water resources management
- Illegal Wildlife Activities
- Deforestation
- Capacity and resources of ZPWMA

Priority Species in Zimbabwe

In Zimbabwe, AWF prioritized seven key species groups based on the following criteria.

- Trafficking or poaching status
- IUCN red list level
- AWF flagship species
- Proxy for ecosystem health
- Importance as a range state for species
- Potential contribution to wildlife economy
- Human-wildlife conflict

Priority species are Elephants, large carnivores (Lion, hyaena, African Wild dogs, Cheetah), Rhinos, freshwater megafauna (Hippo and crocodiles), and utilization ungulates (Buffalo, Sable, and Roan antelopes).

Population Distribution	
Elephants	Elephants are distributed in four main regional populations in Zimbabwe, namely, Northwest Matabeleland, the Sebungwe, the Middle Zambezi Valley, and the South East Lowveld (centered on Gonarezhou National Park). See Thouless et al. for details.
Large Carnivores	Up to 30% of lion occur in conservancies, and populations exceed carrying capacity in some areas such as Bubye and Save, with populations of 500 and 200 respectively. Research in 2014 (Groom et al.) suggests that Gonarezhou has as few as 33 lions, while areas such as Tuli have none. Three transboundary regions support relatively healthy cheetah populations: Hwange-Matetsi-Victoria Falls (in western Zimbabwe), Hurungwe-Mana Pools-Sapi (in the north), and Malilangwe-Gonarezhou (in the southeast).
Rhinos	Historically, Zimbabwe's rhino population has declined. By 2017 Zimbabwe had ~ 887 rhino, ~367 black rhino and 520 white rhino representing recent modest recovery[9]. Most of Zimbabwe's rhino are on private conservancies (Malilangwe, SVC,etc). There are several small spatially constrained or residual populations of black and white rhino of questionable viability including those in state land Intensive Protected Zones (IPZs).
Freshwater Megafauna	Hippo are abundant in the water bodies including Zambezi River. Hippo are hunted in Zimbabwe.
Utilization Ungulates	Key populations of these species are in the protected areas and conservancies (this needs recent data). Sable (Hippotragus niger) population in Hwange is known to have declined as those of roan antelope.

[9] Emslie, R. H., Milliken, T., Talukdar, B., Burgess, G. Adcock, K., Balfour, D., Knight, M. H., (compilers). 2018. African and Asian rhinoceroses – status, conservation and trade. A report from the IUCN Species Survival Commission (IUCN SSC) African and Asian Rhino Specialist Groups and TRAFFIC to the CITES Secretariat pursuant to Resolution Conf. 9.14 (Rev. CoP17). CITES CoP18 Doc. 83.1 Annex 2.

Description and Population Trends	
Elephants	At the Africa level, Zimbabwe's ~82,630 savanna elephant population ranks second to Botswana's. Overall, Zimbabwe's elephant population is stable – although there have been losses in the Middle Zambezi Valley and Sebungwe, these are partially compensated by increases in North West Matabeleland[10].
Large Carnivores	Zimbabwe has approximately 2,000 lion in four sub-populations (Northwest Matabeleland, Sebungwe, Middle Zambezi Valley, South East Lowveld) most are transboundary.[11] Northwest and the Middle Zambezi Valley lion populations appear to be stable while southeast Lowveld has grown rapidly. Although severely depleted, the Sebungwe lion population can recover with improved management of its four protected areas. Lions are transient in CAMPFIRE, Conservancy and resettled areas adjacent to the major protected areas, and move across the border into Zambia, Mozambique, South Africa and Botswana. Zimbabwe is a stronghold for the endangered wild dog, with a population of approximately 700 out of a continental population of 6-7000. Adult cheetah numbers in Zimbabwe have declined by 85% over the last fifteen years,<200 individuals now remaining.
Rhinos	The black rhinoceros' status is Critically Endangered, having declined by an estimated 98% since 1960 with numbers bottoming out at 2,410 in 1995, a result of poaching. Continental numbers increased steadily and at the end of 2017 there were about 5,495 black rhinos in Africa, which are still 90% fewer than three generations ago. The white rhino status is 'Near Threatened' and there were an estimated 18,067 by the end of 2017. The vast majority of African rhinoceros (97% of white and 94% of black rhinoceros) occur in four range States: South Africa, Namibia, Kenya and Zimbabwe.
Freshwater Megafauna	The hippo (Hippopotamus amphibius) population is not well-documented in Zimbabwe but show sharp declines in rivers and lakes during 1982 to 1992 and gradual recovery thereafter[12] hence stable. Hippo is 'Vulnerable' on IUCN Red list of threatened species.
Utilization Ungulates	The term 'utilization ungulates' was used by the planning team to connote hooved wildlife species that are harvested for various purposes in this case (buffalo, sable, and roan antelopes). We could not establish the overall population trends for buffalo in Zimbabwe signaling a need for time series data. Roan (Hippotragus equinus), Africa's second largest antelope is 'Least Concern' in IUCN Red list of Threatened species. Roan antelope are considered rare and endangered in the southern African sub-region. Roan antelope numbers in Zimbabwe have declined from 1000 individuals in the early 1980s to current low numbers (not known).

[10] Thouless, C. R., H.T. Dublin, J.J. Blanc, D.P. Skinner, T.E. Daniel, R.D. Taylor, F. Maisels, H. L. Frederick and P. Bouché. 2016. African Elephant Status Report 2016: an update from the African Elephant Database. Occasional Paper Series of the IUCN Species Survival Commission, No. 60 IUCN / SSC Africa Elephant Specialist Group. IUCN, Gland, Switzerland. vi + 309pp.

[11] Zimbabwe Parks and Wildlife Management Authority. 2020. Lion conservation strategy and action plan (2020-2025). ZPWMA, Harare.

[12] Utete, B. 2020. A review of some aspects of the ecology, population trends, threats and conservation strategies for the common hippopotamus, Hippopotamus amphibius L, in Zimbabwe, African Zoology, DOI: 10.1080/15627020.2020.1779613

Key Threats	
Elephants	The primary threat is a reduction of habitat and corridors and high elephant population growth rates. Climate change impacts on the wide-ranging elephants have not been factored in. Poaching escalated in recent years and the emergence of poisoning as a poaching technique. Human-elephant conflicts is an important threat. Concern has been expressed about the impact of high numbers of elephants on other biodiversity (e.g. Save Valley Conservancy). There are few incentives to conserve elephant at a local level. Law enforcement, mitigating human-elephant conflict and building supportive and beneficial relationships between protected areas and their neighbours are key issues in all regions.
Large Carnivores	Human-wildlife conflicts (leading to negative perceptions and retaliatory killings) are a key threat to lions & other large carnivores in Zimbabwe. Habitat fragmentation and loss is a key threat e.g. limited connectivity between populations of Bubye Valley Conservancy and Gonarezhou National Park may be achieved through the inclusion of lions in Nuanetsi Ranch and the creation of linking corridors. Dramatic land-use changes have led to declining in cheetah populations. Prey reduction related to incompatible land-use change. Persecution of large carnivores, especially wild dogs through snares and shooting e.g. at Hwange, or through perceived livestock predation
Rhinos	Poaching (and associated trafficking) is the key threat to Zimbabwe's rhinos. Additionally, population growth is inhibited because several populations are small and isolated. Zimbabwe needs to update the national rhino action plan to boost national metapopulation through recovery and growth
Freshwater Megafauna	Key drivers of hippo population declines include habitat degradation, water pollution, climate change, drought-induced extreme water level fluctuation. Poaching - for meat, hippo teeth etc. Deliberate culling, as part of problem-hippo control, human-hippo conflicts lead to poor perceptions and persecutions e.g. poisoning. Habitat loss & alteration e.g., damming destroys & converts suitable riverine hippo pools. Also aquaculture cages may displace hippo.
Utilization Ungulates	Increased poaching in general (including poaching of roan antelope). Deteriorating socio-economic conditions associated with increased poaching. Loss of habitat and fragmentation of population leads to slow growth . Lack of good data and information inhabits proper management including use. Increased predation by lions is thought to be a threat to roan antelope especially small isolated populations (Allee effects). Disease e.g. anthrax outbreaks negatively impact roan antelope populations in Zimbabwe. Ineffective management and inadequate protection affect these species.

2030 Goals and Strategies

Goal 1: Zimbabwe leaders shape and drive development that is underpinned by thriving wildlife and wildlands.

For AWF's vision for Zimbabwe to be sustainable, leaders and citizens must value wildlife and wildlands and see their persistence as fundamental to the country's economic future. Decisions will take into account the impact on ecosystems and be planned to optimize a wide range of benefits. Governance of natural resources will improve and those resources will underpin human well-being.

The aim of Goal 1 is to contribute towards an enabling environment for good governance, where leaders shape and drive decisions that promote development and conservation, and where citizens effectively advocate for wildlife and wildlands as a part of their future. Achieving this, will entail working with leaders to develop and enact policies that are evidence and science based towards conserving nature and supporting development and that are informed by the needs of citizens. In addition, this will involve developing a pipeline of young people in leadership across society, government and businesses that champion the conservation agenda and that can engage in dialogue with leaders. Furthermore, work will include mobilizing ground level voices from society in ways that help shape leadership and societal priorities in support of nature conservation. As such, our measurable strategic objectives for this goal include:

Strategic Objective 1.1

By 2030, Zimbabwe adopts green growth policies informed by science-based/evidence-based information on diversified wildlife economic models that result in sustainable development and thriving wildlife and wildlands.

Strategic Objective 1.2

By 2030, leaders have the knowledge and capacity to implement policies/drive changes that put wildlife and wildlands at the core of Zimbabwe's development.

Strategic Objective 1.3

By 2030, influential civil society groups including an active youth movement advocate for a national conservation policy/agenda as critical for development/Zimbabwe's future.

To achieve these strategic objectives, we will implement 3 core strategies:

Strategy 1.1: Build and drive adoption of an evidence-based case for how green growth and diversified wildlife economies can contribute to Zimbabwe's socio-economic development. Well-informed stakeholders have a better chance of shaping a development agenda with gains to nature, people and the wider economy. To this end, the development of science-based case studies will be key to effective policies and practices. AWF will engage directly in decision support to help leaders use evidence to make decisions that are positive for wildlife and people.

Strategy 1.2: Leadership development support and linkages through building a pipeline of conservation leadership. Providing leadership development, skill development and career conservation opportunities for young people will ensure future Zimbabwean leaders effectively put wildlife and wildlands at the core of Zimbabwe's development in a way that champions conservation and sustainable development.

Strategy 1.3: Strengthen civil society support and engagement (civil society, private sector, women, youth) The focus of this strategy will seek to amplify the voices and civic participation of young people, women and local communities on matters relating to conservation and sustainable development. We will partner in building a movement of people in support of nature, from the grassroots.

GOAL 2: Conserve, protect and restore Zimbabwe's ecosystems and the services they provide to improve resilience and deliver sustainable development.

Goal 2 is to conserve, protect, and restore Zimbabwe's ecosystems and the services they provide to improve resilience and deliver sustainable development. This goal links to an integrated landscape approach to conservation and development that aligns with Zimbabwe's Vision 2030 plan whereby productive uses of land and resources are planned to safeguard and restore important ecosystems, ensure protected and conserved areas are well managed and financed so that ecosystems and biodiversity underpin sustainable socio-economic development and the well-being of Zimbabweans. The implementation framework for this goal is built around three interdependent strategic objectives: ecology, economy and socio-political, to be achieved through five strategies: community-based natural resource management, land use planning, private sector engagement, natural capital accounting and protected area management.

Strategic Objective 2.1

By 2030, conservation landscapes [inclusive of both protected lands and productive lands] are well managed for conservation and sustainable development outcomes that enhance climate resilience of people and nature.

Strategic Objective 2.2

By 2030, local economic systems mainstream biodiversity in ways that bring income into protected and conserved areas (PCA), generate benefits to communities, government and businesses to incentivize conservation.

Strategic Objective 2.3

By 2030, communities will have adopted a diversity of nature-based, equitable, and sustainable livelihood solutions to increase their climate resilience.

To achieve these strategic objectives, we will engage in 5 core strategies:

Strategy 2.1: Land use planning and implementation. Successful land use planning results in a shared vision among stakeholders and rights-holders for the landscape. This strategy will seek to ensure agreements around sustainable land and resource use underpin inclusive growth and socio-economic development as set out in Zimbabwe's Vision 2030.

Strategy 2.2: Protected Areas management. Supporting protected and conserved area managers through evaluation and evidence-based interventions will enhance protected area management which is essential to ensuring ecological integrity of landscapes.

Strategy 2.3: Private sector engagement. Key business partners can provide rewarding jobs and economic opportunities for communities through essential market linkages while safeguarding and restoring natural assets. This strategy will support inclusive green growth and economic development, incentivizing biodiversity conservation and land use through local economic development and supporting a national framework for Zimbabwe's biodiversity economy.

Strategy 2.4: Natural capital accounting. NCA ensures that the contribution of nature in socio-economic development is recognised, measured and integrated in decision making. This strategy will support development and adoption of NCA systems by public and private sectors to enhance understanding of how nature supports economies and businesses, and how it fits in their balance sheets.

Strategy 2.5 Conservation enterprise. AWF will deploy CBNRM approaches in landscapes where we work by strengthening and evolving the Communal Areas Management Programme for Indigenous Resources (CAMPFIRE) model that has been instrumental in Zimbabwe for decades. AWF will support Government efforts in devolving wildlife management and benefits to producer communities as proposed in the CAMPFIRE II. This would involve the strengthening of local governance institutions at the producer community level and supporting an enabling policy environment and legal framework. This would further involve supporting the government in modelling legally constituted institutions at the lowest possible tier that allow for participation of the local citizenry, ensure viability and efficiency in conservation enterprises. Community conservancies for example would be one of the key approaches that AWF will support to improve both local economies and biodiversity. CBNRM approaches that ensure diversification of livelihood and income sources for rural communities will be adopted.

Goal 3: Conserve Zimbabwe's wildlife in-situ, reduce poaching and trafficking as major causes of decline of key wildlife species.

Conservation of wildlife plays a significant role in Zimbabwe's national and rural economy aside from species providing ecological goods and services in their natural ecosystems. In spite of this ecological and socio-economic importance, wildlife species in Zimbabwe face several key threats amongst them habitat loss and fragmentation, poaching, and human-wildlife conflicts. While trafficking was not cited as a key problem during this planning, it was felt that there was need to get a good handle of the actual situation in Zimbabwe, obtaining baseline information and putting in programs in anticipation given Zimbabwe has large herds of wildlife that is trafficked including elephants and rhino. Overall, Zimbabwe has done relatively well in some wildlife species conservation (e.g. elephants), but the country has also suffered losses of populations including rhino and threats continue. Depending on the species, therefore, the goal is to recover / grow numbers, stabilize or increase populations, while aspiring to contribute to the implementation of policies and legislation developed in collaboration with the member states of the Southern African Development Community.

Strategic Objective 3.1

By 2030, Zimbabwe has developed and implemented National Action and Recovery plans for key species.

Strategic Objective 3.2

By 2030, reduced poaching and trafficking of wildlife and wildlife products in/through Zimbabwe by supporting adaptive wildlife monitoring and protection systems.

Strategic Objective 3.3

By 2030, Zimbabwe has developed and implemented mechanisms towards trans-boundary conservation collaboration and coordination.

To achieve these strategic objectives, we will engage in four core strategies:

Strategy 3.1: Update and Implement National Plans for AWF priority species. National recovery and action plans are the recognized authoritative references available to managers, conservationists and decision-makers on conservation status and priorities for the species. Planning enables development of a shared vision and coordinated effort among wildlife stakeholders, leading to effective implementation of initiatives targeted at wildlife conservation. AWF will use an inclusive planning approach that promotes active participation of all relevant stakeholders, including communities, local and regional stakeholders. This allows ownership and guarantees use and implementation of the plans. Obtaining active participation at highest political levels, engaging players beyond the traditional wildlife sectors and providing technical and financial support will ensure long-term conservation outcomes.

Strategy 3.2: Leverage AWF's growing wildlife counter-trafficking (CWT) program and relationships with relevant authorities to invest strategically in reducing trafficking of key species in and across Zimbabwe. Illegal offtake remains an escalating threat to species such as rhino and elephants across Zimbabwe. AWF will work to strengthen detection, prosecutorial and sentencing capacity for poaching and illegal wildlife trade. Strong capacity to detect, prosecute and instill prohibitive sentences for wildlife crimes creates disincentives against perpetration of such crimes. AWF will work on introducing the CWT program in Zimbabwe and ensure that within the priority landscapes, the program is engraved within all law enforcement personnel, including the prosecuting authorities.

Strategy 3.3: Partner with government and other players to develop frameworks for establishing and growing populations of AWF priority species, particularly rhinoceros. Biomonitoring and undertaking population counts will inform their conservation and management including wildlife utilization programs (wildlife economy). AWF will partner with relevant stakeholders to ensure that wildlife economy is recognised, valued and that conservation is prioritised given its role in local livelihoods and development of the country. Lessons learnt from the region will be incorporated into the development of frameworks that are suited to the Zimbabwean context and focused on priority species.

Strategy 3.4: Support Zimbabwe's efforts in SADC. Zimbabwe is a vital member to achieving regional ecosystem integrity through harmonization of cross-border natural resource management policies, regulations and legislation. AWF will support Zimbabwe to actively participate in SADC conversations, adoption and domestication of the policies, regulations and legislation. This will enhance environmental, social, and economic benefits for the region. AWF will make deliberate efforts to represent and support the voice of the voiceless (wildlife, wildlands and community) at SADC conventions and meetings to enhance regional integration towards conservation and development issues.

Strategic Communications

The success of this strategy hinges on effective communication and outreach. The strategic plan for improving wildlife and wildlands conservation in Zimbabwe's focal landscapes includes increasing engagement and participation by all Zimbabweans and other conservation audiences beyond the country. Communication will provide openness and accountability, as well as increased ownership by the people who will be implementing it in the environments. It will also serve as an archive and knowledge hub for AWF interventions in the country, and will be a living record of AWF activities, their impact, challenges and successes.

For the AWF Zimbabwe country office and the local populations living in the focal landscapes, this Strategy serves as a national framework for wildlife and wildland conservation and management. As a result, it is critical that they take ownership of the approach. The Plan requires an effective communication strategy to sustain ownership and promote fulfillment of the goals described in this document. A website, printed materials, media engagement databases, and an active social media presence will all be important components of this communication plan.

The website will serve as a platform for sharing information with key stakeholders, a storage of written reports as well as a reference point for those interested in learning more about the work we are doing in Zimbabwe. Social media will enable the office to interact with diverse audiences and provide engagement and a feedback mechanism on the work we are doing. Media will be an important stakeholder in putting the work in the public eye, and will help to gain the trust and buy in of key partners including communities, governments and donors. The above, coupled with participation in relevant conservation events and gatherings, will support involvement and interactions and position AWF, its work and staff as accessible and authoritative thought leaders in conservation and sustainable development not only in Zimbabwe but in Africa as a whole.

MONITORING & EVALUATING OUR IMPACT

Impact Measurement

The success of this strategic plan will be measured by the real changes that AWF Zimbabwe Country office will make. The measurement will be catalyzed by establishing reliable, data-driven methods to keep a pulse on the strategy progress. A promising approach that AWF will use frequently is the logic model, which assigns measures into three discrete categories:

Inputs – means: These represent the time, talent and treasure AWF Zimbabwe Country office will invest in driving specific elements of the strategic plan. The AWF Zimbabwe country office will clearly identify the inputs that align to each area of the strategic plan so as to help avoid unfunded mandates. This will also ensure that AWF Zimbabwe Country office has allocated the right levels of human, financial and technological resources to key priorities.

Outputs – modes: Outputs are the specific deliverables/ products that will be directly tied to the investments made in the input category by AWF Zimbabwe Country office. These include new programs, services, meetings, publications, online communities and many more. The outputs represent the modes of how the AWF Zimbabwe Country office chooses to pursue its goals and strategic objectives.

Outcomes – ends: Outcomes represent the ultimate aims AWF Zimbabwe Country office hopes to realize through the strategic plan. However, to have an honest conversation about the impact our strategic plan will drive and measure the essential ends that we have been chartered to pursue in this strategy. We have learnt through years of experience that the basis for a solid outcome measure is firmly grounded in our vision and mission. Although measuring mission impact is not easily accessible or intuitive, we believe that it is essential that our sector continue to enhance its ability to advance societal progress by regularly asking “what impact do we want to have?”

Strategy Evaluation

This is a 10-year strategy and hence a robust performance evaluation process will be instituted to take place at three-year mid-term reviews. This will be done internally and will assess the progress made along each of the strategic objectives. The findings of these medium-term reviews will be used to facilitate learning and inform the management on emerging issues that require their attention to set and adjust course as conditions and needs warrant.

Key Performance Indicators (KPIs)

This strategy will be measured along a predefined set of Key Performance Indicators (KPIs), which are in line with the strategic objectives of the strategy. The table below provides a set of these KPIs and respective targets towards 2030.

Zimbabwe Strategic Plan Key Perfomance Indicators (KPIs)

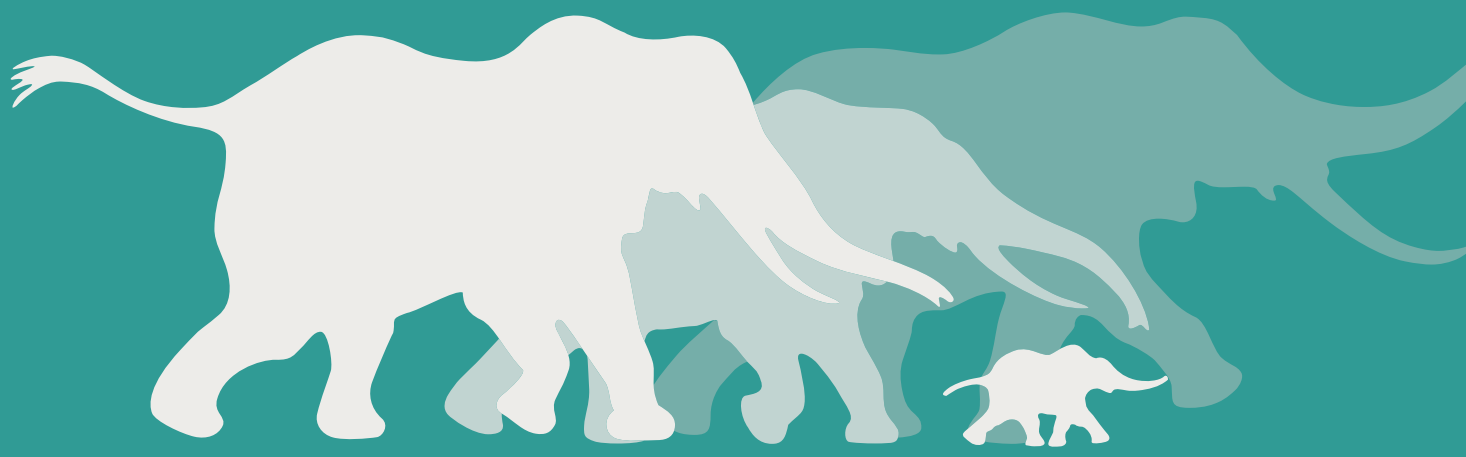
Goal	Strategic Objective	Key Performance Indicator	Baseline	Target
ONE	By 2030, Zimbabwe adopts green growth policies informed by science-based/evidence-based information on diversified wildlife economic models that result in sustainable development and thriving wildlife and wildlands.	# of adopted policies influenced by scientific evidence	These can be baselined based on the ones we want to influence.	TBD
	By 2030, leaders have the knowledge and capacity to implement policies/ drive changes that put wildlife and wildlands at the core of Zimbabwe's development.	# of leaders influencing conservation sensitive policy changes in Zimbabwe at different levels	TBD	TBD
	By 2030, influential civil society groups including an active youth movement advocate for a national conservation policy/ agenda as critical for development/ Zimbabwe's future.	# of influential civil society groups advocating for a national conservation policy/ agenda as critical for development/ Zimbabwe's future	TBD	TBD
TWO	By 2030, conservation landscapes (protected lands & productive lands) are well managed for conservation and sustainable development outcomes that enhance climate resilience of people and nature.	Acres of conservation landscapes under steady improved and sustainable conservation management.	TBD	TBD
	By 2030, local economic systems mainstream biodiversity in ways that bring income into protected and conserved areas (PCA), generate benefits to communities, government and businesses to incentivize conservation.	# of households reporting improved livelihoods as a result of AWF interventions # of communities adopting diversified biodiversity economy approiaches as a result of AWF intervention.	TBD	TBD
	By 2030, communities will have adopted a diversity of nature-based, equitable, and sustainable livelihood solutions to increase their climate resilience.	% of target communities adopting climate resilient nature based solutions	TBD	TBD

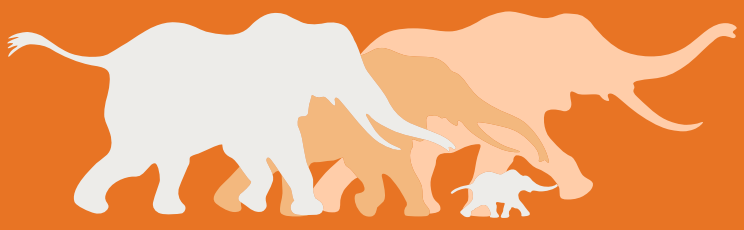
Goal	Strategic Objective	Key Performance Indicator	Baseline	Target
THREE	By 2030, Zimbabwe has developed and implemented National Action and Recovery plans for key species in Zimbabwe.	# of National Action/Recovery plans developed and implemented for Zimbabwe	possible to get baseline data	100%
	By 2030, reduced poaching and trafficking of wildlife and wildlife products in/through Zimbabwe	Prevalence of IWT attributed to AWF interventions in Zimbabwe. At least a 33% reduction in poaching in Zimbabwe	TBD	33% reduction in poaching; IWT
	By 2030, achieve healthy, viable, and functional populations of key species in key conservation areas that contribute to local economies.	% of target species populations stabilized/ improved across key conservation areas	possible to get baseline data based on their economic value	TBD
	By 2030, Zimbabwe has developed and implemented mechanisms towards trans-boundary conservation collaboration and coordination.	# of strengthened regional policy dialogue, learning and decision making on management of transboundary natural resources Adopted mechanisms for sustainable management of key transboundary landscapes (tools, methods, processes including standard operating procedures, policies, manuals, systems, guidelines, and process maps).	possible to get baseline data	TBD

Budget & Fundraising Needs

Zimbabwe Country Strategy	Year 1	Year 2	Year 3	Year 4	Year 5
Goal 1: Strategy 1.1: Build and drive adoption of an evidence-based case for how green growth and diversified wildlife economies can contribute to Zimbabwe's socio-economic development	110,500	154,000	155,000	130,000	99,000
Goal 1: Strategy 1. 2 : Leadership development support and linkages through building a pipeline of conservation leadership.	63,000	71,000	43,000	56,000	58,000
Goal 1: Strategy 1.3: Strengthen civil society support and engagement (civil society, private sector, women, youth)	21,000	29,000	21,000	21,000	21,000
Goal 2: Strategy 2.1: Land use planning and implementation	25,000	15,000	32,000	22,000	52,088
Goal 2: Strategy 2.2: Protected Areas management	129,000	112,000	113,000	32,000	123,000
Goal 2: Strategy 2.3: Private sector engagement	306,500	310,000	207,500	176,000	138,588
Goal 2: Strategy 2.4: Natural capital accounting	292,500	295,000	193,500	161,000	132,588
Goal 2: Strategy 2.5: Conservation enterprise	195,500	294,000	192,500	160,000	131,588
Goal 3: Strategy 3.1: Update and Implement National Plans for AWF priority species	15,000	87,500	-	7,500	5,088
Goal 3: Strategy 3.2: Leverage AWF's growing wildlife counter-trafficking (CWT) program and relationships with relevant authorities to invest strategically in reducing trafficking of key species in and across Zimbabwe.	53,000	80,000	-	50,000	50,000
Goal 3: Strategy 3.3: Partner with government and other players to develop frameworks for establishing and growing populations of AWF priority species, particularly rhinoceros	55,000	50,000	50,000	50,000	50,000
Goal 3: Strategy 3.4: Support Zimbabwe's efforts in SADC. Zimbabwe is a vital member to achieving regional ecosystem integrity through harmonization of cross-border natural resource management policies, regulations and legislation	48,000	40,000	36,000	36,000	40,000
Total	**1,314,000**	**1,537,500**	**1,043,500**	**901,500**	**900,940**

Annual Operating Costs	Year 1	Year 2	Year 3	Year 4	Year 5
Country Office Operational Expenses					
Personnel	404,400	424,620	445,851	468,144	491,551
Office Operations	759,566	722,207	744,499	767,907	792,484
Travel and Transport	121,200	73,200	73,200	73,200	73,200
Other (legal, comms, audit)	50,000	50,000	50,000	50,000	50,000
% of Country Costs Covered by Restricted Grant Budgets	5%	15%	30%	45%	55%
Office Costs Covered by Restricted Grants	37,978	108,331	223,350	345,558	435,866
% of Restricted Grant Budgets Allocated to Country Costs	3%	5%	7%	8%	8%
Country Fundraising Target for Restricted Grants	1,265,943	2,166,620	3,190,712	4,607,439	5,811,550
Indicative Field Activity budget (fundraising target less IDC less country office costs)	506,377	1,444,414	2,446,212	3,839,533	5,019,066
Unmet Gap in Country Office Operational Costs	721,588	613,876	521,150	422,349	356,618
Country Office Capital Investment (CapEx) + Conting.	337,995	6,090	3,150	3,150	3,150
Total Unrestricted Need	**383,593**	**607,786**	**518,000**	**419,199**	**353,468**





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