



# ReGeCom

Rede para Gestão Comunitária de Recursos Naturais

## Strategic Plan 2024-2028



## Strategic Plan 2024-2028

# Contents

Letter from the Executive Director	4
About Mozambique	6
ReGeCom - Our story	8
ReGeCom - A collective solution	12
Our member institutions	14
Achievements	18
Our work context	20
Our Work	28
Theory of Change	30
Goals and objectives	34
A Growing Network	38



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# Letter from the Executive Director



*In Mozambique, where approximately 60% of the population resides in rural areas, relying on nature and ecosystems for their sustenance, the imperative of sustainable land and natural resource management has become a key development agenda.*



The Community-Based Natural Resources Management (CBNRM) approach emerges as a crucial driver for fostering the prosperity of both people and nature. However, the success of CBNRM hinges on collective action and unwavering commitment, with a specific emphasis on placing communities at the forefront of all conservation and development initiatives.

ReGeCom, established in 2018 (operations started in 2020), is dedicated to reinforcing the importance of robust and effective community-based institutions leading engagement on sustainable land and natural resources management at the grassroots level. The early focus of ReGeCom was to unite key stakeholders, including the Government, civil society organizations, the private sector, academics, NGOs, and communities, to establish national standards for community engagement. This led to the development and launch of Mozambique's first Community Governance Guidelines which, with support from the World Bank, the Rainforest Trust, FNDS/MozBio and BioFund, are currently being trialed in four landscapes (Chimanimani National Park, Marromeu Special Reserve, Maputo National Park and Mount Mabu Forest).

Our 2024-2028 strategy has been formulated with a conscious effort to scale the Community Governance approach to encompass communities living around and within protected areas. Simultaneously, we aim to fulfill our internal objective of enhancing the capacity of our network members to continue supporting these communities. This comprehensive strategy will be executed through a collaborative mechanism that fosters continuous learning and policy improvement based on effective monitoring and impact feedback from communities.

As I extend an invitation for you to delve into this strategic plan, it is worth noting that global leaders and communities are currently convened at COP28, deliberating on measures to halt climate change and its impacts. The resolutions to today's biodiversity conservation challenges largely depend on our commitment to placing communities at the core of planning and implementing conservation and development initiatives. Nature-based solutions, rooted in customary norms and knowledge, need to be acknowledged and embraced. ReGeCom is here to ensure that enabling conditions that empower rural communities to lead their own development through sustainable natural resource management are established, paving the way for both people and nature to thrive.

I encourage you to join us on this journey to support Community-Based Natural Resources Management in Mozambique.

Sincerely,

**José Monteiro**  
Executive Director



# About Mozambique

*Mozambique is ecologically unique in the Southern African Region and in the world - a terrestrial, marine and aquatic biodiversity hotspot.*

This is due to its natural diversity, important river basins and extended geographic location along the Indian Ocean coast. The country encompasses some 14 ecoregions which together harbor an estimated more than 6,000 floristic and 4,000 faunal species. It has 42 established conservation areas, and by 2021 a total of 30 terrestrial and aquatic Key Biodiversity Areas (KBAs) had been identified, as a result of work undertaken by the Ministry of Land and Environment.<sup>1</sup>

This natural capital is one of the main heritages on which rural Mozambique communities depend for their survival. Yet communities have benefited very little from their country's vast natural wealth, with the risks associated with protecting these valuable resources often surpassing any benefits they may have received.

In recent decades, a decline in natural resource abundance has been observed, including high rates of deforestation due to the expansion of the practice of traditional agricultural and housing needs, exacerbated by population growth and unsustainable forest exploitation. This vicious cycle further leads to conflicts, accelerated degradation, increased levels of poverty and vulnerability to natural disasters.

However, Mozambique's natural resources can contribute significantly to the country's economic growth and sustainable development, provided that the rights of communities who depend on these resources are assured, and that these communities play a key role in their sustainable management.

<sup>1</sup> Sistema de Informação de Biodiversidade de Moçambique (Biodiversity Information System of Mozambique) - <https://sibmoz.gov.mz/>



# ReGeCom - Our story

## The history of Community-Based Natural Resource Management in Mozambique (CBNRM)

*Important milestones in the history of the movement for community based management of natural resources in Mozambique*



80's

### END OF THE 1980s

- Increase in population density in rural areas in Mozambique -> increased pressure on natural resources

90's

### 1990s

- Implementation of CBNRM initiatives largely guaranteed by non-governmental organizations with funding from major development program donors
- As CBNRM initiatives expand, differing models emerge, leading to challenges in operationalizing CBNRM policies:
  - » lack of information and knowledge about basic principles of the legislation (mainly by rural communities)
  - » lack of respect for community consultation procedures
  - » communities not effectively benefiting from exploitation of NR
  - » weak community involvement in management of NR
- Community management models, oriented towards forest management, are characterized by three fundamental conditions:
  - i. community participation
  - ii. forest use and ownership regime
  - iii. institutional arrangement

### 1992

- CBNRM movement takes off in Mozambique as a strategy to address increased pressure on NR and improve the livelihoods of rural communities through the participatory and sustainable management of natural resources

### 1994

- Tchuma Tchato project is launched, using Zimbabwe's CAMPFIRE movement as a model

### 1997

- Land Law establishes that communities have the right to use and benefit from land and other natural resources as well as play a role in planning of land use and sustainable development. One of the biggest advances in this legislation is the introduction of mandatory community consultation in cases where investors, individuals or collectives require use of community land.

### 1998

- 1st CBNRM Conference, during which stakeholders discussed methodologies, instruments, policies and legislation to promote the sustainable use of natural resources

### 1999

- Law of Forests and Wildlife of 1999 establishes that 20% of income from the exploration of forests and wildlife is to be channeled to local communities -> shift in focus from the promotion of livelihood improvement and community capacity building to the creation of community natural resource management committees to receive this revenue
- Start of the pilot project for the delimitation of community lands, during which the first communities are delimited.

### LATE 1990s

- Increased awareness of community rights to income from exploitation of natural resources opened space for integration of other sectors (fisheries and mining). Fisheries sector focuses on establishing co-management models, creating community fisheries councils as a way to improve community involvement. Lack of specific regulations, however, remain a challenge

### 2000's

#### 2003

- The State Local Bodies Legislation highlights local committees as a form of community organization to enable communities to mobilize in identifying and seeking solutions to local problems related to land, natural resources, schools, health posts and other non-commercial issues

#### 2004

- The Mozambican constitution establishes that while the State is the proprietor of all natural resources within national territory, every citizen has the right to live in a balanced environment (including access to and use of natural resources), and the duty to protect it

### 2010's

#### 2013

- Mozambique's Fisheries Law highlights the participatory management model, which must ensure (i) the right of fishing communities to access fisheries resources and their participation in planning and management; (ii) the benefit, by the local communities where fishing takes place, of a percentage of the revenues obtained

### 2014

- The Law on Biodiversity Conservation promotes the involvement of local communities, civil society, and the private sector in the sustainable management of natural resources, and, in the case of conservation areas, provides for the establishment of conservation area management councils, in which communities should be duly represented through their natural resource management committees. The law allows for the establishment of community conservation areas, over which communities have full control and rights, aiming to conserve fauna and flora and ensure the sustainable use of NR. The community conservation area also aims to ensure the sharing of benefits generated by the conservation of natural resources and to promote local awareness of the value of biodiversity

### 2018

- The 5th CBNRM Conference is held in Maputo. During the conference, a group of public and civil society organizations, academic and non-governmental institutions came together to try to address the need to create consensus regarding a Strategy and Action Plan for CBNRM in Mozambique. This collective movement gave birth to what ReGeCom is today

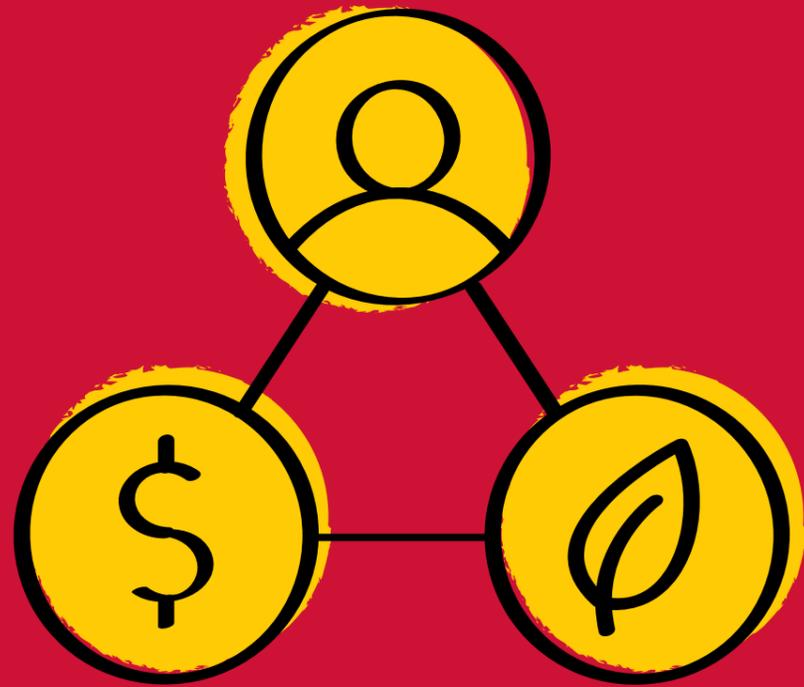
### 2020's

#### 2022

- The revision of the National Land Policy strengthens the mechanisms that ensure the right of communities to use and exploit land, including natural resources.

*Community-based natural resource management has thus been under evolution in Mozambique for over 30 years.*

The expansion in CBNRM projects has led to a significant improvement in the legal framework, with the inclusion of principles that promote respect for rural communities' rights over land and natural resources. However, and although natural resource policies in Mozambique recognise the importance of involving rural communities in development processes, the operationalisation of these policies has been poor due to a lack of consistency and clarity around local institutional and governance structures for managing communal land and natural resources. Implementation of these projects, largely supported by NGOs and recognised national entities, has also been done in isolation, and without a clear strategy, approach, standards, and alignment with sectoral policies. As a result, it has been difficult to measure the impacts of these efforts - in a uniform and aggregate way - on improving community livelihoods and sustainable natural resource management.



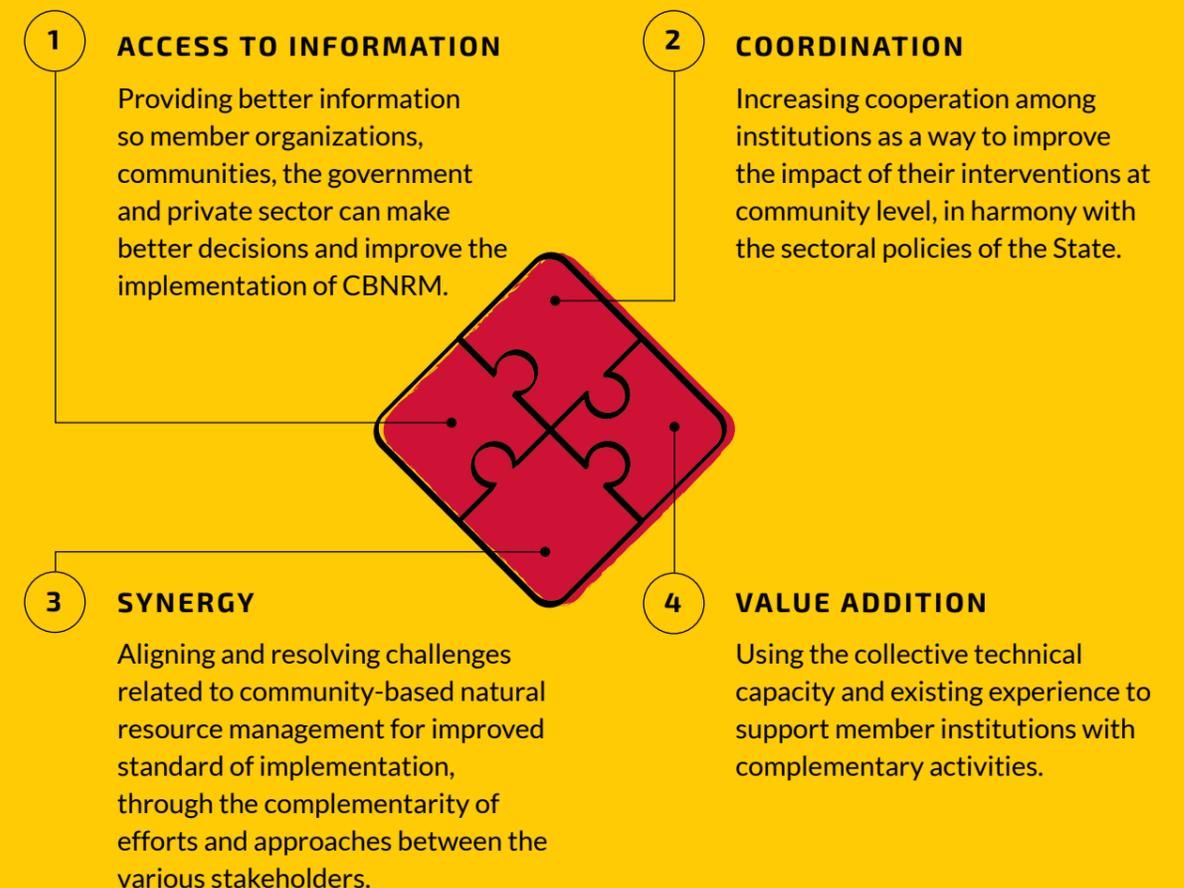
# ReGeCom - A collective solution

In February 2018, at the 5th Community Management Conference held in Maputo, the challenges in implementing CBNRM in the country, and, in particular, the role of communities in the sustainable management of natural resources, were the main focus of deliberations. It was here that the need to create consensus for a Strategy and Action Plan for CBNRM in Mozambique was first discussed. As the conference drew to a close, a group of public and civil society organizations, academic and non-governmental institutions came together to try to address this need. In coordination with the government, this network would work to build a model for engagement of rural communities and improve their involvement and participation in the management of natural resources, including their use and the sharing of benefits. More specifically, ReGeCom, as it is known today, aims to elevate CBNRM as a national economic agenda, supporting the harmonization of sector-specific approaches, and contributing to the real transformation of Mozambicans' lives through the benefits generated from the sustainable management of natural resources.

*As a collective, ReGeCom has tried to address the challenges facing the CBNRM movement in Mozambique today, and capitalize on the efforts of 30 years of promoting community-based natural resource management, through the following interventions:*

- **Strengthening systems of community governance**, as a basis for recognition of the rights of communities and their involvement in leading community development processes, based on the utilization and management of natural resources. This consolidation must be accompanied by the development of instruments (land use plans, community agendas, etc.) that facilitate collective planning and decision-making.
- **Development of the legal framework for community management of natural resources** based on sectoral legislation, serving as a platform to standardize the instruments and approaches that enable community engagement in development processes. Communities, as active rather than passive actors, are recognised as an indispensable asset for the promotion of economic growth and biodiversity conservation.
- **Building institutional capacity and information management systems** that enable information-based decision-making and provide evidence of community management models that address specific needs for socio-economic growth and natural resource conservation.

## ReGeCom's work is guided by four principles:



# Our member institutions

## Mozambican NGOs

### YOUTH ASSOCIATION FOR COMMUNITY DEVELOPMENT IN MOZAMBIQUE (AJUCOM)

AJUCOM is committed to the promotion of initiatives and activities for community development in partnership with different stakeholders for socio economic development in Mozambique, in general, and for local communities in particular. AJUCOM continuously seeks to contribute to the integrated and sustainable development of rural communities.

### CIVIL SOCIETY LEARNING AND TRAINING CENTER (CESC)

Founded in 2009, CESC works to strengthen the capacity of citizens and Civil Society Organisations to actively participate in socio-economic and political development processes by investing in the promotion of civic engagement tools and facilitation, learning, sharing, monitoring and advocacy for public policies and services that respond to citizens' needs.

### CENTRO TERRA VIVA (CTV)

CTV's work contributes to a better technical-scientific basis for environmental decisions, so that the calls for public participation in environmental management included in national environmental policies, strategies and legislation enable positive response from a civil society with the capacity to make informed and relevant contributions.

### ESTAMOS

ESTAMOS was founded in 2001, and its mission is to empower communities by enhancing the capacities of vulnerable women, people with disabilities and young people to be actors in improving the quality of their lives through broader opportunities for greater exploitation of the country's resources.

### COOPERATIVA AVANTE

Cooperativa Avante has been working since 2022 to contribute to the empowerment of individuals and communities by promoting systems of inclusive management and governance for sustainable exploitation of natural resources, particularly community resources.

### MICAIA FOUNDATION

Since 2009, Micaia's mission has been to help create the conditions in which Mozambican people can secure their well-being and develop their capabilities to prosper.

### OPHAVELA

Ophavela was founded in 2005 and works to promote the welfare of families in need by contributing to the sustainable development of communities.

### MOZAMBIKAN ASSOCIATION FOR SUSTAINABLE RURAL DEVELOPMENT (AMDER)

AMDER works to defend and protect land rights (land tenure) and community natural resources, and to promote sustainable land use rights for socio-economic development and rural households' welfare.

### TERRA NOSSA

Founded in 2011, Terra Nossa works to strengthen the social and economic wellbeing of local communities.

### UNIÃO PARA O DESENVOLVIMENTO SUSTENTÁVEL (UDS)

UDS has been working since 2011 to support its members and local communities to become self-sustainable by transforming land and other natural resources into sources for development and wealth, as well as promoting partnerships.

### COMMUNITY ASSOCIATION FOR HEALTH AND DEVELOPMENT (ACOSADE)

For the past 20 years, ACOSADE has contributed to the adoption and implementation of initiatives focused on community sustainable development.

### WOMEN'S ASSOCIATION FOR THE PROMOTION OF COMMUNITY DEVELOPMENT (AMPDC)

AMPDC has been working since 2007 to promote gender equality and social engagement through knowledge about human rights, access to livelihoods and participation in decision-making processes, for the reduction of social vulnerability in Mozambique.

### NETWORK FOR THE ENVIRONMENT AND COMMUNITY SUSTAINABLE DEVELOPMENT OF ZAMBEZIA (RADEZA)

For the past 19 years, RADEZA has worked to ensure the sustainable management of natural resources and to promote community development and biodiversity conservation.

### ASSOCIATION OF AGRICULTURAL CONSULTANTS AND EXTENSIONISTS (ACEAGRÁRIOS)

Since 2022, ACEAGRÁRIOS has provided consulting services and quality agrarian extension services for integrated development in Mozambique, based on principles of social and gender equity and wealth creation.

## International NGOs

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### **INTERNATIONAL UNION FOR THE CONSERVATION OF NATURE (IUCN)**

Created in 1948, IUCN's mission is to influence, encourage and assist societies to conserve the integrity and diversity of nature and ensure that any use of natural resources is equitable and ecologically sustainable.

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### **WORLD WILDLIFE FUND (WWF)**

Founded in 1961, WWF works to conserve and restore biodiversity, the web that supports all life on Earth; to reduce humanity's environmental footprint; and to ensure the sustainable use of natural resources to support current and future generations.

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### **RARE MOZAMBIQUE**

RARE works with villages, community fisheries councils and district governments to build and strengthen community-based fisheries, promoting behavior adoption for responsible fishing.

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## Academic Institutions

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### **FACULTY OF AGRONOMY AND FORESTRY ENGINEERING OF THE UNIVERSITY OF EDUARDO MONDLANE (FAEF)**

Training high quality technicians in agronomic and forestry sciences, as well as developing associated skills and activities in the scientific area, providing leverage tools for the development of the country.

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### **ROVUMA UNIVERSITY**

Training of higher-level technicians, committed to providing quality services, excellence and reference and that always prioritizes the learning of its students and the work of its professionals.

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### **ZAMBEZE UNIVERSITY**

To produce and disseminate scientific knowledge in the areas of agrarian and related sciences through Teaching, Research and Extension, contributing to the full exercise of citizenship, through humanistic, critical and reflective training, preparing competent and updated professionals for the world of work and for the improvement of the living conditions of society.

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### **CATHOLIC UNIVERSITY OF MOZAMBIQUE – FACULTY OF FOREST AND WILDLIFE RESOURCES MANAGEMENT**

To offer a hybrid higher education of excellence, providing the development and comprehensive training of highly qualified professionals, from a scientific, technological and cultural perspective of students at the service of the community and society.

Government Institutions

## Government Partner Institutions

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### **NATIONAL ADMINISTRATION FOR CONSERVATION AREAS (ANAC)**

ANAC's role is to coordinate and develop the National System of Conservation Areas and ensure the sustainable and participatory use of biodiversity.

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### **NATIONAL DIRECTORATE FOR LOCAL ECONOMIC DEVELOPMENT (DNDEL)**

A unit of the Ministry of Agriculture and Rural Development, DNDEL has, among others, the mandate to establish integrated rural development policies and strategies to improve the living conditions of local communities and promote community participation in economic development processes through training, innovation, experimentation and the introduction of appropriate and sustainable technologies for rural development.

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### **NATIONAL DIRECTORATE OF FORESTRY (DINAF)**

DINAF's role is to promote an integrated, competitive and sustainable forestry sector, which generates economic, social and environmental goods and services, balances interests of local communities, private and public sector, contributing to the sustainable development of Mozambique.

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### **NATIONAL DIRECTORATE OF LAND AND TERRITORIAL PLANNING (DNTDT)**

DNTDT promotes and implements development policies and programs that ensure environmental quality, resilience to climate change and sustainable use of natural resources.

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### **THE NATIONAL DIRECTORATE OF LOCAL ADMINISTRATION (DNAL)**

DNAL focuses on promoting the reform of the state's local bodies, developing mechanisms to link central bodies with the state's local bodies and the latter with community authorities, and on coordinating the process of decentralizing competences from the central bodies to the state's local bodies.

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### **FISHERIES AND AQUACULTURE DEVELOPMENT INSTITUTE (IDEPA)**

IDEPA promotes actions to develop fishing and aquaculture, helping to improve the living and working conditions of fishing and aquaculture communities by increasing food production.

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### **NATIONAL MINING INSTITUTE (INAM)**

INAM is the regulatory authority for mining activity, responsible for the guidelines for public and private sector participation in the exploration, exploitation, processing, export and import of mining products and their derivatives.

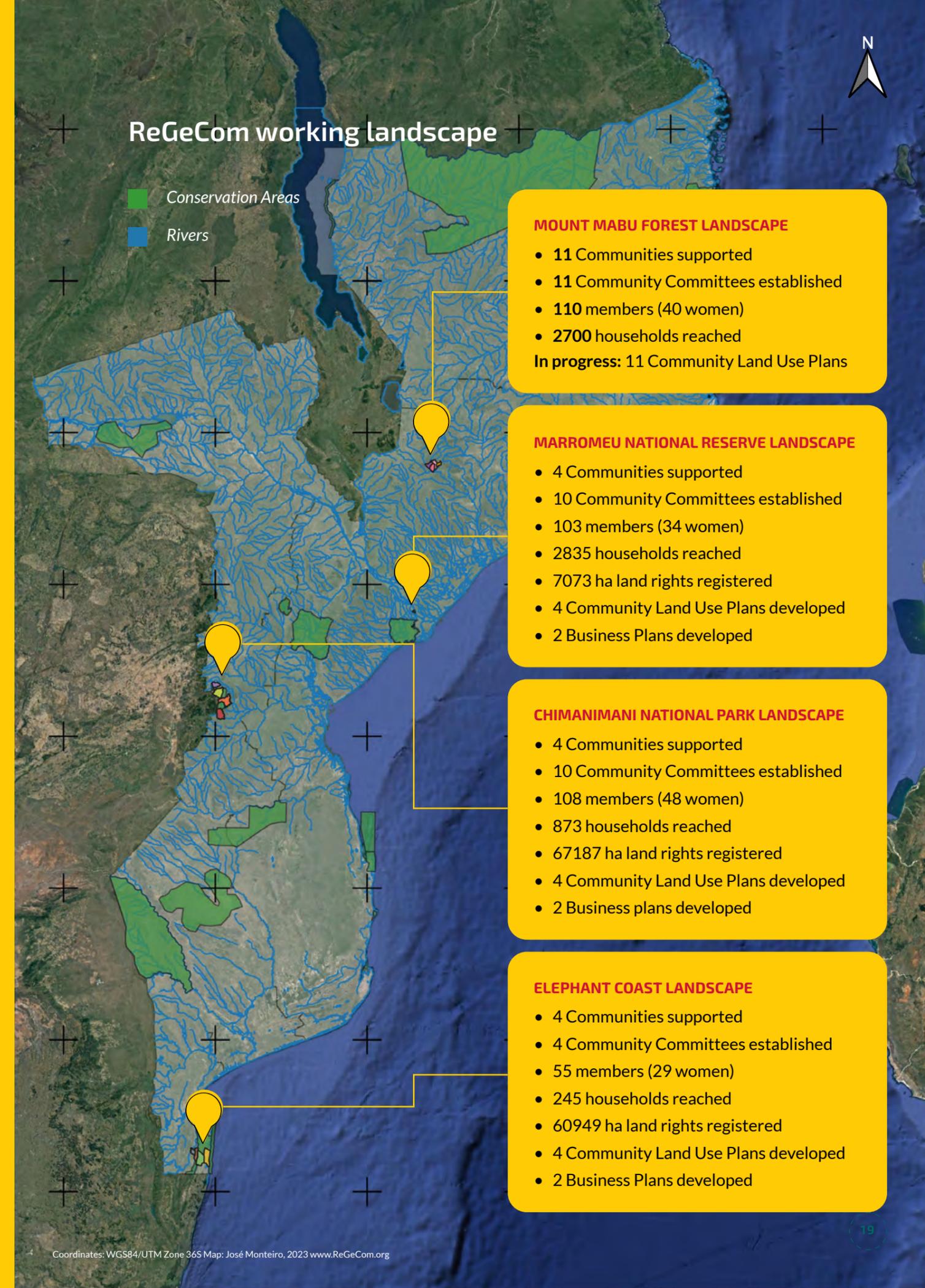
# Achievements

Despite being in operation for just over three years, ReGeCom has established itself as the go-to network for community governance of natural resources in Mozambique.

This reputation has attracted some of the country's top organizations working in community-based conservation, as well as allowed the network to establish strong and trusted relationships with a number of government institutions. These relationships go beyond national borders, with ReGeCom having established important partnerships with other networks and organizations in the region, such as the Community Leaders Network, Southern Africa's network for natural resource management, as well as attracting funding from various donors. In this context, ReGeCom has become a regional civil society voice for CBNRM and is in a strong position to lead a new era of CBNRM in Mozambique.

One of ReGeCom's biggest achievements to date, the **guidelines for community governance**, were developed in a participatory way by the network's member institutions and other key stakeholders, including the government. Drawn from lessons learned during the work of these institutions, this is the first guide of its type in Mozambique. Community governance is one of the main gaps limiting community engagement, and the guidelines provide a basis for the establishment of effective community governance systems for sustainable management of land and natural resources in Mozambique. The model proposed has communities at the center of resource management, with effective representation and collective decision-making regarding the use of land and natural resources, utilizing tools developed and approved by the communities themselves. If adopted broadly in Mozambique, the guidelines will help pave the way for the establishment of strong, representative community institutions, who will be better prepared to make informed decisions about the use and management of land and natural resources, and to negotiate the benefits derived from those resources. At present, most of the project tenders for establishing community conservation areas launched by The Fund for Biodiversity Conservation (BIOFUND) and ANAC, require the use of ReGeCom's Community Governance approach.

The **community information management system** developed by ReGeCom presents socio-economic data about communities and their management of natural resources. Having this information available and open source promotes better and more efficient planning and decision-making regarding natural resource management. The system also provides an opportunity to accelerate community natural resource management initiatives, to improve the complementarity of the network's member institutions, and facilitates the planning and implementation of harmonized interventions between the government, the private sector, donors and the community itself.



# Our work context

After more than 30 years since the introduction of Community-Based Natural Resource Management (CBNRM) approaches and principles, Mozambique has a legal framework that advocates for respecting the rights of communities living with natural resources, and encourages the government to create conditions for these communities to register their land, be organized and involved in all processes that require community consultation and decision-making for the use, exploitation and conservation of such resources. This framework also creates an obligation to share with rural communities as custodians of these resources, the benefits generated by their exploitation.

## Land Law (19/97)

Chapter III, Article 12: 'The right to use and benefit from the land is acquired by: a) occupation by individuals and local communities, according to customary rules and practices insofar as they do not contradict the constitution; (...)

Chapter IV, Article 24: 'In rural areas, local communities participate: a) in the management of natural resources; b) in resolving conflicts; c) in the titling process, as established in Article 13(3) of this Law; (d) In exercising the powers referred to in Article 13(1)(a) and (b), local communities shall use, inter alia, customary norms and practices.

## Forestry and Wildlife Law (10/99)

Chapter VI, Article 31: '3. [Participatory] Management must ensure the participation of local communities in the exploitation of forest and wildlife resources and in the benefits generated by their use.'

The optimisation of the existing potential in the legal, institutional, and natural capital framework is dependent on the operationalisation and effective inclusion of communities as key actors in this development process.



# Internal Context

Over the past three years, ReGeCom has developed significant institutional strengths, which have helped the network navigate a number of challenges encountered in the course of its work.

## STRENGTHS

### A COLLECTIVE VOICE

As a collective of diverse bodies (NGOs, academic and government institutions), ReGeCom holds a wealth of knowledge, experience and skill sets, beyond that of a single organization. The reputation and experience of its member organizations gives ReGeCom a great deal of weight and influence, which positions the network well to bring change and innovation to CBNRM in Mozambique. As a network, ReGeCom is also well placed to advocate for the work of its member institutions and enhance their contribution to CBNRM.

### A MODEL FOR COMMUNITY ENGAGEMENT AND GOVERNANCE

ReGeCom's focus on developing, testing and improving existing approaches to community governance addresses an important gap in community engagement in the management of natural resources. Until recently, institutions working in this sphere in Mozambique did so utilizing individual approaches and tools, which were difficult to evaluate and replicate and led to unnecessary overlap and a resulting disengagement from communities. The tools and approaches developed by ReGeCom are informed by decades of work by its member organizations, the many challenges faced and lessons learned. They take advantage of the existing legislation and are developed with communities, ensuring that they are fit for purpose and are under constant evolution.

### A STRONG LEADERSHIP

ReGeCom's leadership has been successful at identifying and pursuing opportunities for the network. They are the institution leading the way in the currently fragmented space of CBNRM in Mozambique, coordinating a large number of member institutions, and maintaining a level of alignment crucial for the success of both the network and CBNRM.

### NATION-WIDE COVERAGE THROUGH MEMBER ORGANIZATIONS

Mozambique is a vast country, nearly 800,000 km<sup>2</sup>, with a coast that extends over 2,700 km, divided between 154 districts. These geographical and administrative characteristics can pose an operational challenge for institutions working with rural communities. Having member institutions working in eight out of the ten provinces allows the network to cover a large part of the country while scaling up its standardized approaches, to build capacity at a large scale and monitor the performance of governing systems, keeping operational costs low.

### A GOOD RELATIONSHIP WITH GOVERNMENT AND OTHER RELEVANT PARTNERS

ReGeCom has developed a strong and trusted relationship with several government institutions. In fact, seven different government institutions are invited members of the network. These institutions are active participants, contributing to our work and strategy. ReGeCom has also developed successful relationships with other regional networks (NACSO, CLN, CAMPFIRE), as well as local and international donor agencies (World Bank, Biofund, Rainforest Trust, FAO and the European Union).

## WEAKNESSES AND CHALLENGES

### CAPACITY OF THE SECRETARIAT/EXECUTIVE MANAGEMENT

A major challenge for ReGeCom is building its internal capacity to fulfill its role, beyond the current heavy dependence on the founding Executive Director and a small secretariat team. It is important that the secretariat's key responsibilities are identified and that recruitment of additional positions is made a priority to provide support to the Executive Director and to decentralize coordination of the network.

### MEMBERSHIP

Roles and responsibilities of each member institution, as well as the criteria for becoming a member, are unclear. There is a concern that this may mean considerable potential is being lost and that eventually there will be misalignment in members' perceptions of ReGeCom's role. What is expected of each member institution needs to be clarified, as well as their unique skills and experience to tackle specific areas of work and/ or coordination.

### QUALITY AND TECHNICAL CAPACITY OF MEMBER INSTITUTIONS

There are concerns that the quality of implementation of ReGeCom's work varies significantly across geographical areas, leading to questions about whether this is a reflection of ReGeCom's or the member institutions' capacity. Capacity of member institutions needs to be built, followed by solid monitoring systems to ensure quality of implementation, especially since ReGeCom is often the institution ultimately accountable to the donor and other partners.

### COMMUNICATING IMPACT

ReGeCom is well positioned to lead a shift in the CBNRM movement in Mozambique, and to advocate for the work of its member institutions, but it is important that both be supported by strong evidence of impact. Stronger monitoring and communication systems will help ReGeCom better communicate the impact of its work on the ground and showcase the importance of network institutions.

### COORDINATION AND REACH

Although ReGeCom's geographical reach means a potential for wider impact of its

interventions, this comes with challenges in coordinating work conducted over a large country. The network has taken on work in areas where no members are present, highlighting the need for a well-defined strategy for expansion. It is also important that ReGeCom consider selecting a number of priority landscapes in which to focus its efforts. One possible area of focus is the communities living in the buffer zones of conservation areas.

## External Context

### OPPORTUNITIES

*Several opportunities exist for ReGeCom to leverage greater impact.*

#### ENABLING LEGAL FRAMEWORK

The legal framework regarding natural resources and biodiversity conservation is considered progressive. It provides an opportunity for communities to play a more central role in the management of natural resources based on: i) the recognition of communities' customary rights over land and natural resources; ii) the mandatory channeling of part of the proceeds from the exploitation of natural resources to communities; and iii) the establishment of community conservation areas, as a basis for the engagement and leadership of rural communities in the conservation of biodiversity, while at the same time, improving their livelihoods. ReGeCom is well positioned to take advantage of this legal framework and to be at the forefront of putting law into practice, testing its applicability on the ground, while advocating for the necessary changes.

Legislation under revision: The Land, Forestry and Planning and Land Use Laws are currently under revision. As a collective, ReGeCom is well placed to influence policy and propose solutions based on experience and best practice. Because members have strong relationships with communities, they can be a bridge between communities and government, and can make space for all stakeholders to come to the table together. In doing so, ReGeCom can influence the design of laws that are responsive to the needs of both the people and the country, as well as help develop the mechanisms that will ensure these laws are put into practice.

#### NATIONAL POLICY AND PROGRAM FOR COMMUNITY RESOURCE

As a number of stakeholders, including the government, rethink Mozambique's current CBNRM model, it becomes clear that there is a need for legal and institutional frameworks that bind the current multiple legislations into a comprehensive and specific CBNRM policy that clearly describes the role of communities in decision-making about land and natural resources, as well as community representation, participation and benefits. Additionally, ReGeCom has been invited by the Mozambican government to lead the development of the CBNRM National Program. This gives ReGeCom the opportunity to advocate for the policy and use the experience of its member institutions to design a plan that is informed by decades of lessons learned from working with communities. This wealth of experience will help mitigate risks and avoid mistakes. It is also an opportunity to harmonize existing tools implemented by its members, while at the same time piloting new ideas and approaches.

#### COMMUNITY LEVEL LAND USE PLAN

Community-Based Natural Resources Management requires a constant and effective interaction between people and available natural resources. Current policies and tools do not capture these interactions at community level, misleading community consultations processes and limiting the opportunities available to communities. ReGeCom is currently working with the National Directorate of Land and Territorial planning to design a model and guidelines for the elaboration of Community Land Use Plans, as complementary mechanisms to Governance systems and to ensure these also become included in the Territorial Planning Law that is currently under revision.

#### BENEFITS OF NATURE-BASED INVESTMENTS AND/OR FINANCING

There is growing interest in investing in carbon and blue credits and REDD+ projects in Mozambique. Although such projects have been implemented for years, results are unclear, and very little, if any, benefits have reached communities. In addition, there are no formalized mechanisms for the state to control and demand accountability for companies and organizations implementing such projects, including an effective benefit-sharing mechanism for these processes. ReGeCom is currently part of the REDD+ Committee, a platform set up by the National Directorate of Climate Change of the Ministry of Environment, which expects to give inputs for effective Carbon project evaluation and implementation. As a collective working in some of the most important forest landscapes in the country, and collaborating with a wide range of stakeholders, ReGeCom can play a vital role in influencing what the future of carbon credit projects will look like in Mozambique, particularly by organizing communities and improving benefit-sharing mechanisms.

#### BIODIVERSITY CREDITS

During COP15 (Kunming-Montreal), the Global Biodiversity Framework recognized the contribution that innovative financial mechanisms, including biodiversity credits, can make to nature conservation and restoration. ReGeCom can contribute to this innovative financing through strong community engagement in identifying hotspots and areas of high biodiversity during the processes of drawing up community land use plans, facilitating the possibility of them being channeled directly at communities with established governance systems. Another contribution ReGeCom can make is in the process of establishing governance mechanisms for these funds, ensuring that community voices are represented and amplified in decision-making processes at national level.

### THREATS

*The external context provides a number of threats ReGeCom will need to mitigate to maintain the success of its work.*

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### POLITICAL INSTABILITY

Since the peace agreement signed in 1992, Mozambique has experienced sporadic armed conflicts. The more recent, and still ongoing conflict, in the center and north of the country, has destabilized the livelihoods of hundreds of communities, directly impacting their access and use of natural resources. This instability risks ReGeCom work both by potentially undoing a lot of the progress to strengthen governance systems and securing community rights, but also by making parts of the country inaccessible and unsafe to work in.

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### FREQUENCY AND INTENSITY OF NATURAL DISASTERS

With over 2,700 km of coastline, Mozambique is one of the countries most vulnerable to extreme weather events. It consistently experiences a cycle of extreme events, which, exacerbated by climate change, have significant impacts on the conservation and management of natural resources. These disasters: a) directly affect livelihoods and, as such, conservation efforts; b) often result in the destruction of infrastructure such as roads, limiting mobility and access to communities during project implementation and; c) reduce the availability of funds, both due to them being channeled to an emergency response, but also because rebuilding and relocations are often necessary after such events.

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### CAPACITY OF MEMBER INSTITUTIONS

As a network organization, ReGeCom is well positioned to become the go-to institution for 'recruitment' of implementing partners. In this context, ReGeCom must be able to guarantee the quality of the work implemented by its member institutions, some of whom have gaps in their technical capacity. If ReGeCom is not able to ensure that quality by directly or indirectly building members' technical and institutional capacity, it risks losing credibility and damaging its reputation as an organization who can deliver results.

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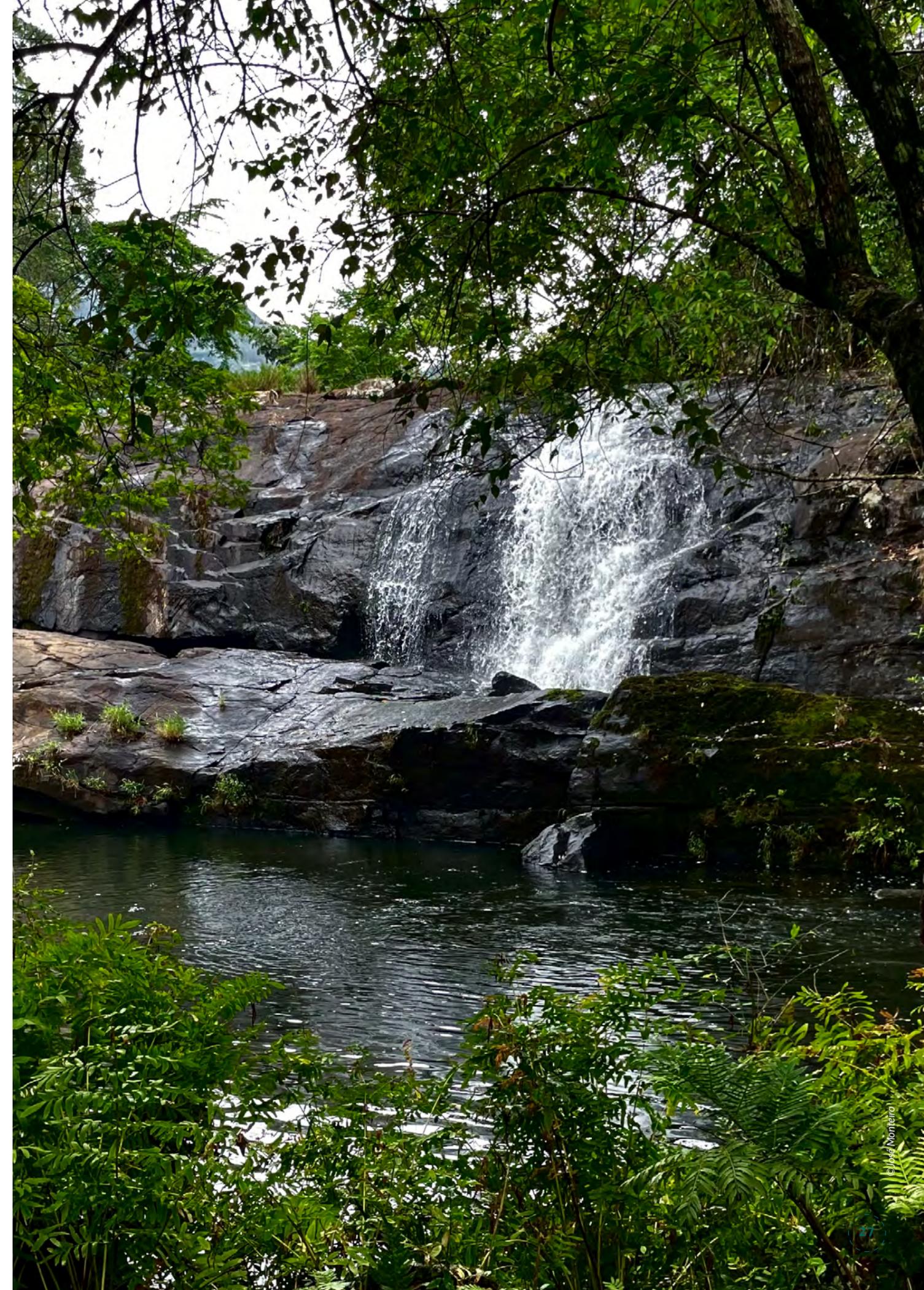
### CONTINUED ALIGNMENT ON PURPOSE AND ROLE

As ReGeCom grows, it will become increasingly challenging to ensure alignment between all member Institutions. Clarifying what ReGeCom's role and responsibilities to the member institutions are, as well as what is expected of each member institution will be crucial. This will involve clarifying the criteria for becoming a member, as well as clarify ReGeCom's expectations regarding its membership.

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### HIGH TURNOVER OF GOVERNMENT OFFICIALS

Government officials in key positions in government institutions with whom ReGeCom works very closely tend to change fairly frequently and not always in a predictable schedule. This leads to new relationships having to be built from scratch, and often to organizations having to adapt their work in response to the new priorities and agendas, potentially risking years of progress. It is important that ReGeCom find ways to establish relationships beyond the individual level and build resilience to respond to these changes. Having some of these government departments as part of their membership can be helpful in ensuring that ReGeCom's work is known, recognised and valued beyond individual relationships.



# Our Work



## Value proposition

We are a network of complementary institutions that combine years of experience and expertise to promote and coordinate the development of a strong and inclusive model of community governance of land and natural resources in Mozambique.



## Vision

Communities in Mozambique lead the sustainable management of land and natural resources, based on improved models of community governance.



## Mission

To drive the effective development of Community-Based Natural Resource Management across Mozambique.

## Values

- **Humility and respect** - All our engagements are done with humility and respect. We work with diverse groups of people, and we know we don't have all the answers.
- **We adapt as we go** - Our work is informed by the responses of the communities with whom we engage, a context under constant transformation and the adoption of new approaches and technologies.
- **Diversity is our key ingredient** - We are a network of institutions with different backgrounds and experiences. These make ReGeCom greater than the sum of its parts. We walk together towards the same destination.
- **Our work embodies our commitment to rural communities** - We are committed to rural communities, and we get to them in whichever way it takes. No community is too remote for us, as our passion lies in improving people's lives.
- **We collaborate, we learn, and we have fun together** - The nature of our work is collaborative, and we know we won't get far alone. We learn from each other, and we make the most of our work while having fun.



# Theory of Change

*Weak or, in many cases, nonexistent, representative and capable community governance institutions for collective decision making and natural resource management, combined with a lack of coordination between implementing institutions, has resulted in poor systems of community governance in Mozambique, and little to no benefit to communities from these same resources.*

## IN THE NEXT FIVE YEARS, REGECOM WILL HAVE THREE MAIN AREAS OF FOCUS:

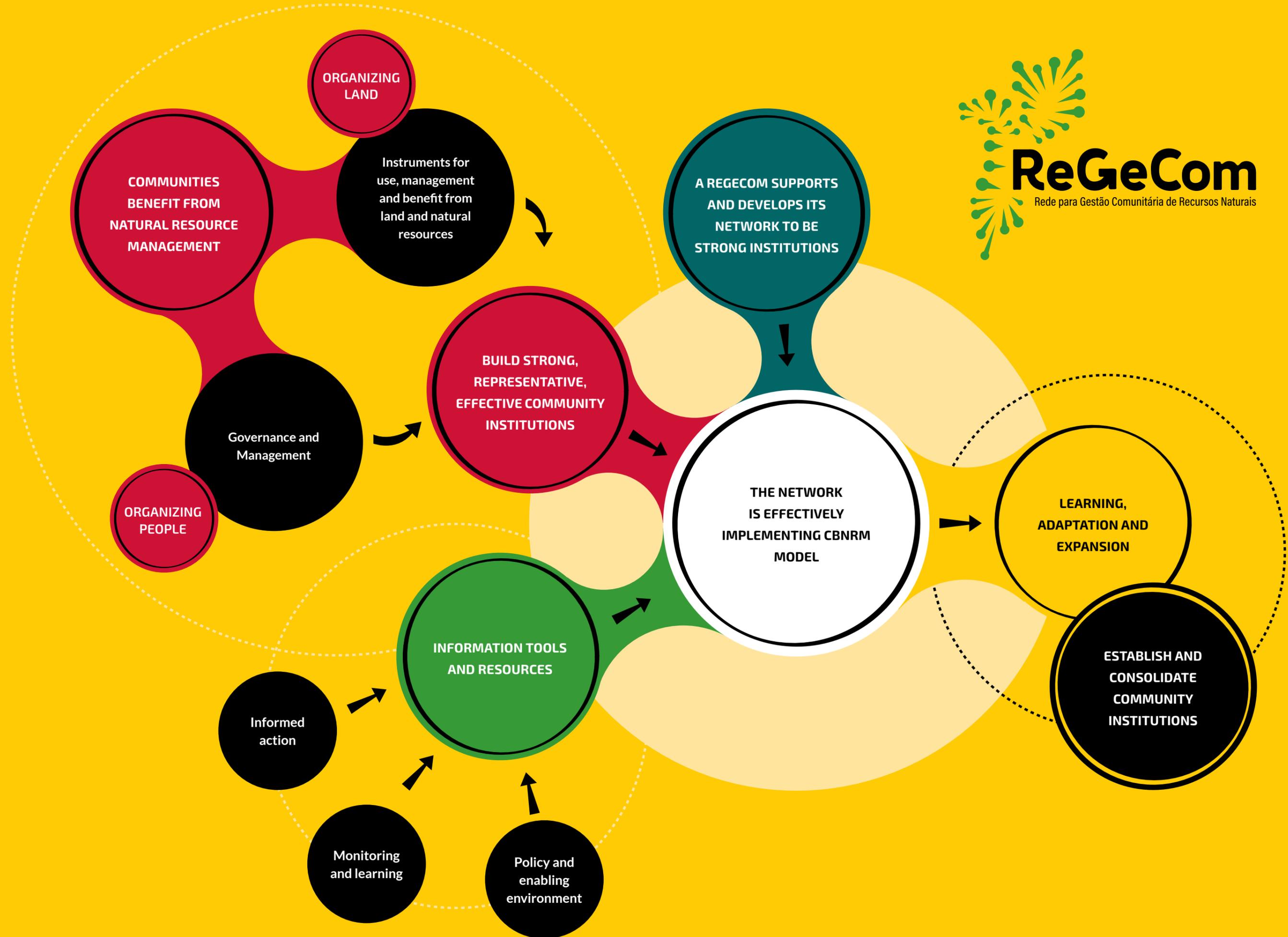
- 1 Coordinate the work of its members to collectively strengthen the current models for community governance of Natural Resources - **What ReGeCom's members are doing**
- 2 Provide the support and enabling environment needed for its members to successfully develop, improve and implement this model - **How ReGeCom will support its members**
- 3 Build a long-term vision for the evolution of the CBNRM movement in Mozambique, and how this will change the nature of ReGeCom to be more community centered - **What ReGeCom is building in the long term**

ReGeCom's membership's collective work will focus on strengthening community governance of natural resources by i) improving community representation through the establishment of representative institutions - **organizing people** - and ii) improving the tools through which communities manage their resources by developing community-specific instruments for the management of natural resources - **organizing land and resources**.

To successfully implement these improved models, the work of ReGeCom's membership will be supported by a process of collection, systematization and sharing of scientific knowledge and practical experiences, promoting ongoing **learning** through the network's membership and beyond. Practice will inform theory as ReGeCom's members implement these models and use this experience to **inform changes in current legislation** and **advocate for the creation of new ones, creating a more enabling policy environment** for CBNRM.

As a network organization, and to ensure the success of this strategy, ReGeCom will strengthen **the capacity of its members**, in order to optimize their collective impact, shifting the community natural resource management movement in Mozambique. Furthermore, ReGeCom will support its membership to ethically implement an effective model of CBNRM for communities across the country. ReGeCom will also use its collective experience and expertise to influence and advocate for policy change as informed by the work on the ground.

Underpinning ReGeCom and the membership's work will be the building of a long-term vision for the evolution of the CBNRM movement in Mozambique, and how that will influence the nature of ReGeCom itself. ReGeCom's long term ambition is that, as community institutions become stronger, more effective, and start to have an active voice in the management of natural resources in the country, they will take charge in continuing to implement and adapt the model for community governance of natural resources. This shift will undoubtedly change who ReGeCom is and what it does, but the network's advocacy and convening role will continue to be important in the long term, ensuring that all those involved in CBNRM have an opportunity to communicate, share and learn as key actors in influencing policy change for the productive and sustainable use of natural resources.



# Goals and objectives

Over the next five years, ReGeCom's work will focus on achieving three main goals:



Build and consolidate strong, representative, effective community institutions



Develop information tools and resources to support community natural resource management



Build a strong network of members for optimized collective impact



## Goal 1: Build and consolidate strong, representative, effective community institutions

Strong and representative community institutions are essential for a successful CBNRM movement. However, these institutions are either absent in most rural communities, or were established using inefficient approaches, resulting in inactive or weak institutions. To strengthen natural resource governance at a community level, ReGeCom's membership will focus on establishing and/or empowering representative institutions around protected areas and developing community-specific instruments for the management of land and natural resources.



**Success:** Representative community institutions are established around protected areas and equipped with the necessary techniques and tools, resulting in a better use of land and natural resources and the equitable sharing of benefits among all community members.

### Objective 1: Facilitate the establishment and consolidation of representative community institutions - organize people

#### Targets:

- 450 community facilitators are engaged and trained
- 150 community committees are legally registered
- 150 community committees are trained in Governance and Natural Resources Management
- Mapping of 50 natural resource rich areas and proposal for conservation status

### Objective 2: Develop community level instruments - organize land

#### Targets:

- 100 communities have their community land rights registered
- 150 community development agendas are developed
- 150 community-level land use plans developed



## Goal 2: Develop information tools and resources to support community natural resource management

To make informed decisions, communities will need data about the resources they are tasked to manage, as well as know the laws and legislations that devolve them the rights to do so. Continuing to invest in the Community Information System will provide communities and others with this vital information.

As the models are collectively improved and tested by its member institutions, ReGeCom will develop a system to monitor how these interventions are changing the management and governance of natural resources and impacting community livelihoods.

To create an enabling environment for communities to take the lead in managing natural resources, ReGeCom's practical experience and learnings from implementing these models will be harnessed to influence policy change. This will, in some cases, include coordinating, leading or directly participating in the development of legal instruments that are responsive to communities' needs.



**Success:** Communities and other stakeholders are making informed decisions about the management of natural resources.



## Goal 3: Build a strong network of members for optimized collective impact

To successfully strengthen the existing models of CBNRM in Mozambique and collectively realize its vision, ReGeCom will need strong member institutions. The network will invest significant resources in supporting its members to be both technically and institutionally strong, have the resources needed to conduct their work and build strong partnerships for broader collective impact, including the establishment of a permanent coordination platform with the government (at a decision-making level).



**Success:** A vibrant network, with strong and well aligned member institutions actively contributing to its mission.

### *Objective 1: Collect community socio-economic and governance data to feed the community information system (MozSic)*

#### **Targets:**

- 150 communities inserted in MozSic
- 150 committees trained in data collection to contribute to MozSic
- Annual Impact Report of Status of Community-Based Natural Resource Management in Mozambique

### *Objective 2: Develop a system to monitor changes in community livelihoods, natural resource management and community governance*

#### **Targets:**

- All member institutions trained and collecting Monitoring, Evaluation and Learning data on impact of community governance work
- 2 internal forums held for sharing of information and discussion of lessons learned

### *Objective 3: Influence an enabling policy environment for community-led natural resource management*

#### **Targets:**

- Develop and secure approval of a Community-Based Natural Resource Management Policy
- Organize 1 community natural resource governance conference
- Produce and publish 3 articles about community governance
- Publish 2 reviews of lessons learned and collection best practices

### *Objective 1: Provide technical support to member institutions for increased impact*

#### **Targets:**

- Conduct an annual capacity needs assessment of the member institutions
- Identify 3 priorities for capacity support, promote skills exchange (both internally and externally) and mobilize resources for training

### *Objective 2: Identify and secure funding opportunities for the membership*

#### **Targets:**

- Secure an annual budget of USD 2.5 million for ReGeCom's operations
- Secure USD 3 million to establish governance institutions in 150 communities

### *Objective 3: Improve coordination between ReGeCom, its members and government*

#### **Targets:**

- Establish an inter-ministerial committee for engagement and discussion with central government beyond a technical level



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# A Growing Network

*As a young network with an ambitious mission, ReGeCom will need to invest in its internal capacity to successfully implement this strategic plan. A stronger network will require a secretariat with the skills and competencies to efficiently coordinate its members and mobilize financial resources, with robust internal systems and regulations to guide the work, as well as the funds to support this growth.*

## 1. A stronger executive management body

As the network leading the movement to improve Mozambique's model of community-based conservation, ReGeCom will need a strong executive management body to support its members and coordinate their work. The executive management body currently has only two employees, the Executive Director and a Finance and Administration Manager, who are responsible for the coordination, management and implementation of ReGeCom's day-to-day activities. For it to function effectively, the network will need the following additional posts:

- A Project Manager, responsible for the oversight of project implementation
- A Communications Officer, dedicated to communicating ReGeCom's and the membership's work both internally and to external audiences
- A Monitoring, Evaluation and Learning Officer, to evaluate the impact of ReGeCom's model and interventions.

## 2. Internal systems and regulations

As ReGeCom, its membership and work grow, the need for robust systems and regulations to guide operations intensifies. More clarity is needed regarding the network's membership criteria, as well as their roles and responsibilities. Over the next five years, ReGeCom will work to develop the following tools:

- Annual work plans
- A Monitoring, Evaluation and Learning Plan, with strategy-level indicators, as well as a clear plan to measure project-level impact
- Internal regulations, including project implementation criteria and improvements
- Revised current Administrative-Financial Manual.

## 3. Fundraising and communications

The successful implementation of ReGeCom's strategy will require, among others, sufficient and appropriate financial resources. To realize its mission and provide support to its membership, ReGeCom will work to amplify its funding portfolio and that of its members. The following tools will be developed in support of ReGeCom's fundraising efforts:

- A communications plan, to communicate the impact of ReGeCom's and its member's work
- An impact deck, summarizing ReGeCom's Strategy and highlighting their main achievements to date and priorities for the next three years
- A fundraising plan, helping identify the most significant opportunities for ReGeCom to secure more and better funding



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