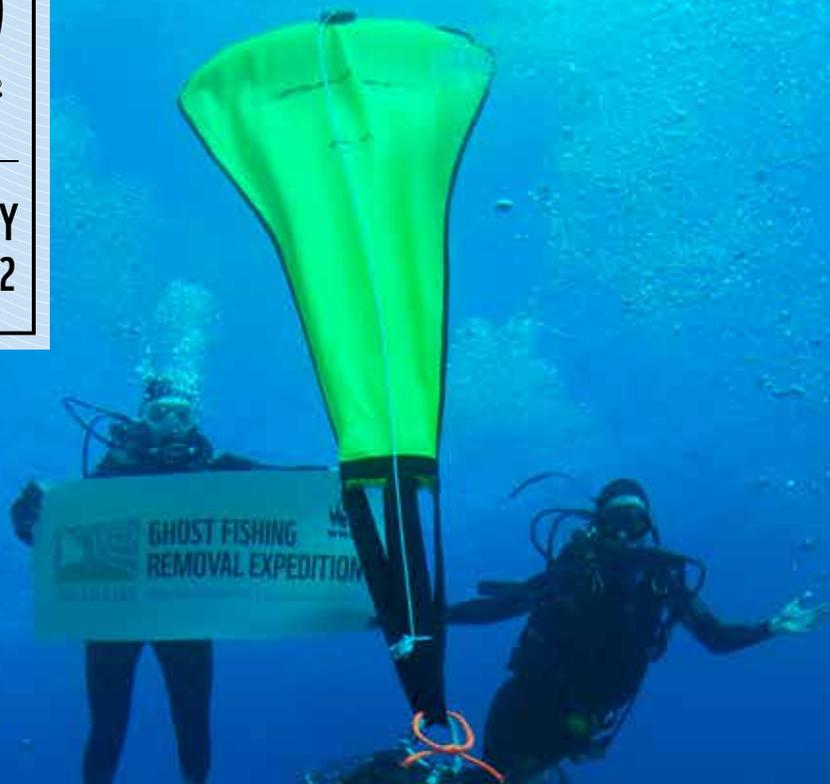




STRATEGY
2018-2022



**Delivering impact,
protecting our future**

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EXECUTIVE SUMMARY

This document presents WWF Greece's strategy for the financial year period of 2018-2022. This strategy was formulated through a participatory approach, under the leadership of the senior management team and within a particular internal context and external setting.

WWF Greece finds itself having just completed a very successful, yet challenging five year (FY13-17) period. As is outlined in the relevant strategy evaluation that took place for the previous five year period, *'WWF Greece has much to be proud of given the external and internal constraints under which it has operated and in which it has successfully executed its strategy, over the last several years. Many external observers in Greece consider WWF Greece a model of an effective, transparent and credible organization—attributes that are not easy to find in Greek organizations today. It is also considered being firmly rooted in Greek society. Observers in the WWF Network consider WWF Greece, as «best in class», and describe it as «punching above its weight», providing an example for other offices operating in increasingly turbulent and hostile environments. In particular, WWF Greece offers a case study on how a WWF office can continue to successfully engender opportunities for environmental and conservation impact'*.

WWF Greece operates within a country and a region facing massive challenges. It is clear that the socio-economic conditions will not improve drastically in the near future while the political situation both nationally and at the EU level remains uncertain - in short, the crisis, to a greater or lesser extent, is here to stay and should be considered the 'new norm', rather than a freak event. It is within this setting that WWF Greece needs to not only maintain its current engagement, but also to secure its financial viability, while also delivering an ambitious programme within the context of the new WWF Global Framework.

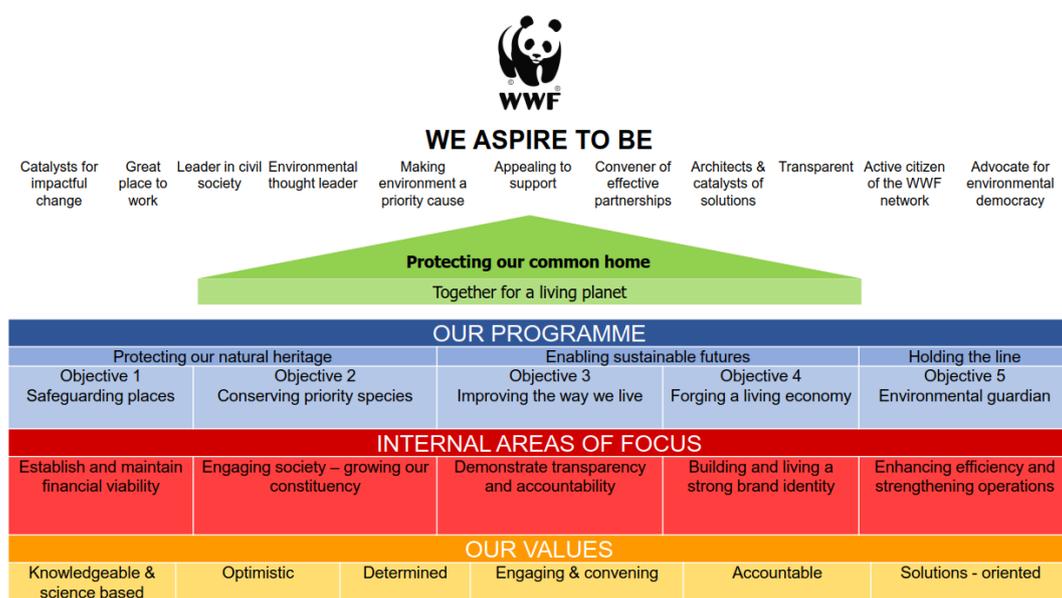
In pursuing this, we have many strengths to build on and key opportunities to seize. We have a diverse and impactful programme and a strong track record of innovative activities that can be scaled up and shared in many cases, for the benefit of the WWF network and the Mediterranean region in particular. We are committed to build on our role as an active citizen of the WWF network and share and scale up our work. We have an amazing team of talented and committed staff who have achieved excellent results and who can take the organization to the next level, with the appropriate training, guidance and empowerment. We are recognized as a credible, transparent and reliable organization with a strong brand and we enjoy the support of a diverse range of partners, from our loyal and greatly valued individual supporters to key corporates, the European Commission and prominent Greek and international foundations.

In this growing list of partners, Luc Hoffmann and the MAVA Foundation deserve very special attention. Luc Hoffmann who sadly is no longer with us, is the single individual to whom we owe our very existence and to whom the conservation movement in Greece must be eternally grateful. Luc, together with Thymio Papayannis, were the founders of WWF Greece in the early 90's. Since that time, WWF Greece has enjoyed the continued support of the MAVA Foundation which Luc established in 1994 and his son, Andre Hoffmann now chairs. The MAVA Foundation

will cease to exist in 2022 and the agreement by MAVA to support an important part of our work until then, is a vital opportunity and responsibility for us to build on.

While we can be confident in our strengths and seek to capitalize those opportunities that may arise, at the same time, we certainly must be aware of the challenges and weaknesses we need to address. The last five years of intense work under tough circumstances have put a strain on the organization and its most valuable asset, our people. We must address this now in the best possible manner and together build an organization that is truly fit for purpose. This will require a sustained effort and work at many levels to develop and cultivate key organizational attributes such as distributed leadership and applied wisdom that are presented in this strategy.

The overall framework of the next five year strategy is summarized below:



Regarding the programme framework, we have chosen to remain consistent with the overall 2 goals set in 2012 for 2025 and the initial framework of 5 objectives, two for biodiversity, two for footprint and one horizontal objective (environmental guardian) that aims to address the impacts of the crisis on environment and sustainability issues. The goals and objectives of the programme are shown below:

Goal 2025: Protecting our natural heritage

WWF Greece effectively contributes to the implementation of vital measures for the conservation of key ecosystems and species and the overall improvement of the management of Greece’s natural environment.

Objective 1: Safeguarding places

The diversity of ecosystems of Greece and their resilience to climate change are maintained and effectively protected, while benefits to people are secured.

Objective 2: Conserving priority species

The conservation status of priority species is maintained and/or improved and wildlife and people coexist in harmony.

Goal 2025: Enabling sustainable futures

WWF Greece forges sustainable solutions for the reduction of Greece's ecological footprint, focusing primarily on climate change and lifestyles, and a more balanced relationship between humans and nature.

Objective 3: Improving the way we live

The lifestyle-induced ecological footprint is reduced and Greek society embraces environmentally responsible behaviours.

Objective 4: Forging a living economy

Key economic sectors and governance mechanisms are sustainably transformed, enabling the transition to a living economy.

Objective 5: Environmental guardian

Critical policies, laws and institutions are safeguarded and the public embraces the need for environmental rule of law.

While the programme represents the main delivery mechanism of the organization to achieve its mission, we have also identified 5 key internal areas of focus that are critical to the success of our efforts. These are:

- Establishing and maintaining financial viability
- Engaging society, growing our constituency
- Demonstrating transparency and accountability
- Building and living a strong brand identity
- Enhancing efficiency and strengthening operations

With the closing of the MAVA Foundation in 2022, it is critical that we make best use of the next five years to establish a financially viable organization that can continue to support our very ambitious programme. To this end, we will be working along two parallel streams. First and foremost, our main fundraising focus will be on raising unrestricted funds from individual supporters. A detailed strategy has been elaborated with the support of WWF International that aims at almost quadrupling income from supporters by 2022. At the same time, efforts will be scaled up to bring in conditional (programmatic) funding that may provide the support needed to fund ambitious programmatic engagements. Overall, during the FY18-22 period, an estimated amount of €21.8 million will be raised from a variety of funding sources that are analysed in detail in the relevant section of this document.

Adequate funding, however important, is not enough to increase the impact level of WWF Greece. Over the next five years, we intend to pursue a high level of public engagement across the entire spectrum of our work, as key to achieving a lasting impact on Greek society. Building on a history of successful but scattered public engagement initiatives, WWF Greece will focus on citizen science and public mobilization through extrovert and innovative participatory activities, and implementation of exemplary initiatives that can trigger a paradigm shift towards an environmentally more conscious and active society. Networking with key partners, mapping the state of play in the field of engagement of Greek society, introducing a new mobile app for participatory actions, and launching an integrated e-activism portal, will be the main efforts in the first phase of this engagement strategy. Our supporter base is one of the primary (but not only) target audiences of the

engagement activities described above. We intend to invest time and effort in building our relationship with our supporters. Ultimately, we aim to have an engaged, committed and loyal constituency, as a strategic long-term partner for the achievement of our mission.

Greece is a country where public trust and perception about the role of NGOs is confusing and in many cases not positive. With great effort, WWF Greece has sought to be a leader in the NGO community in aspects of transparency and accountability but we have never systematically promoted this. Now is the time to actively demonstrate this aspect of our work. A series of activities have been planned to build our public image, clearly demonstrating the important values and characteristics of transparency and accountability.

Another important area of strategic focus for the next five year period is the imperative need of the organization to build and 'live' a strong brand identity. In the present strategy, we aspire to build a coherent brand in our communications, make consistent use of WWF's brand guidelines and achieve the cohesion of the entire organisation under one clear identity. The specific objectives of WWF Greece's branding strategy are to: i. increase brand awareness ii. to communicate our work in a coherent and engaging way iii. To build an appealing brand for fundraising. We will develop our identity around the following core values: Knowledgeable, Optimistic, Determined, Engaging & Convening, Accountable, Solutions-oriented. The central tagline will be "Together, for a living planet". A new narrative has also been elaborated to encapsulate who we are, what we do, and what we stand for.

In addressing its organizational challenges, the final critical area of focus involves those measures we will take to enhance our efficiency and strengthen operations. In this context, an organizational assessment was carried out, and a series of important steps were identified that are summarized below and analysed in more detail in the relevant section of this document:

- Develop key organizational attributes for the future WWF Greece
- Clarify the role and *modus operandi* of the management team
- Make key changes in structure, policies/processes, decision-making, internal communications
- Reduce our own environmental footprint – 'walk the talk'.

WWF Greece has had the privilege to enjoy the support of so many - we are truly honoured and humbled by this support. Looking forward, we are committed to delivering an impactful programme that is both nationally relevant and internationally significant - for the benefit of nature and people.

THE CONTEXT

Looking back - Overview of FY13-17 strategy

The last five years (FY13-17) have been extremely challenging but also largely rewarding for WWF Greece. In the setting of a prolonged economic and social crisis, WWF Greece has managed not only to maintain its level of programmatic engagement –investing over €10 million in conservation and policy activities– but also to redirect its programme to new thematic areas, substantially increase its visibility and role within the WWF global network, expand its fundraising base, and strengthen its links with Greek society and the civil society community. At the same time, efforts were made to improve organizational structures and practices, aiming for greater efficiency and effectiveness.

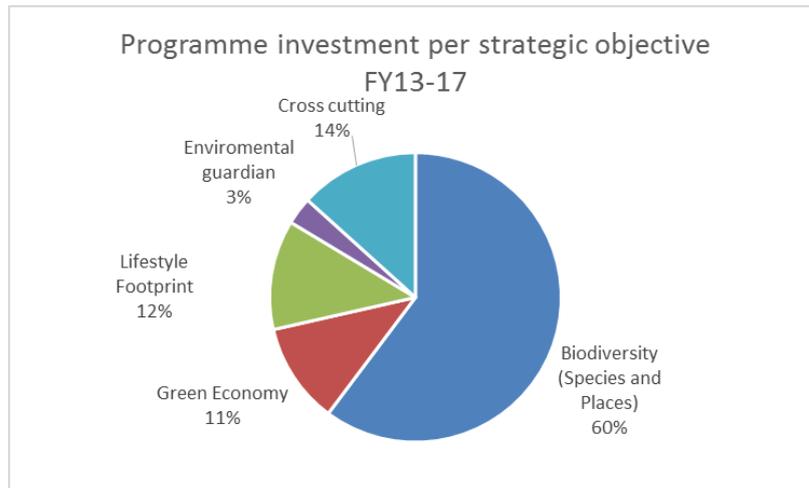
During the past five years, the organization implemented over 40 projects, half of which involved new engagements. Among the highlights of the past five years, a few deserve special mention - a series of impactful policy campaigns, the development of an ambitious marine programme, the efforts to achieve a national lignite phase-out, the implementation of large scale awareness raising activities, our continued engagement in Dadia and our involvement with issues of forest and biodiversity policy.

Equally, our international engagements - including our role in the establishment of a Conservation Trust Fund for the Prespa-Ohrid region, the development of an initiative on debt relief, our leadership in the WWF Mediterranean Marine Initiative, and the organization of a Mediterranean initiative on small island wetlands – are also notable highlights of the past five years.

The following table presents a snapshot of key outcomes of our programme during the past five years.

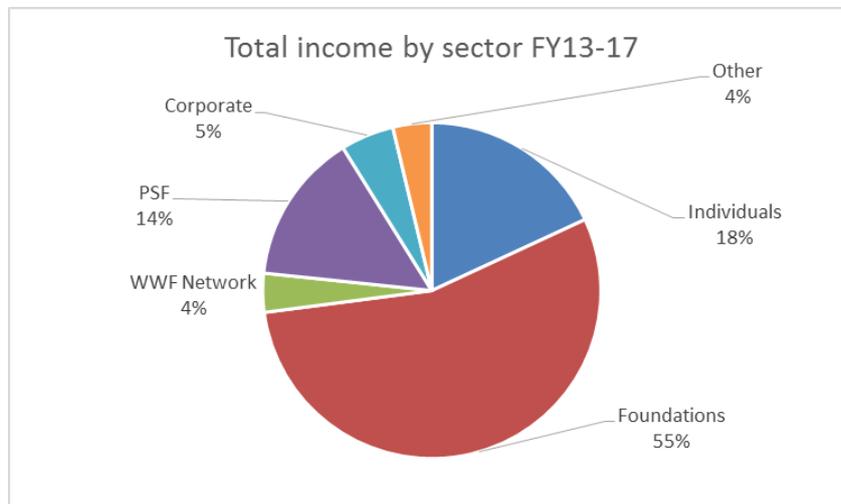
| Strategic objectives | Key outcomes |
|-------------------------------------|--|
| Objectives 1 & 2: Biodiversity | <ul style="list-style-type: none"> ✓ Prespa Transboundary Agreement ratified by Greek government ✓ Small island wetlands protected under Presidential Decree and 12th Ramsar COP resolution ✓ Key threats to biodiversity averted or reduced: land use changes in Kyparisiakos Gulf, direct human-induced threats to vultures in Thrace, destruction of small island wetlands, etc. ✓ Conservation Trust Fund for the Prespa (PONT) established ✓ Adoption of National Strategy for Biodiversity 2014-2029 (including WWF Greece's comments and suggestions) ✓ Ecosystem Based Management successfully implemented in the Gyaros MPA |
| Objectives 3 & 4: Footprint | <ul style="list-style-type: none"> ✓ Debt relief for a living economy initiative launched ✓ Environmentally friendly changes in lifestyle habits of thousands of citizens driven by our Better Life campaign ✓ Key studies/papers prepared and used to advocate for better policy making (green economy vision, plan for post-lignite future of W. Macedonia) ✓ The European Parliament votes against eligibility of Greece's new lignite plants for free emission allowances, and in favour of the establishment of a Just Transition Fund, as part of the ETS reform process ✓ Awareness on lifestyle-induced footprint raised with over 20K students ✓ Set-up of first Fisheries Improvement Project and first Aquaculture Improvement Project in the Mediterranean ✓ Key activities on the sustainable promotion of Renewable Energy Sources through pilot studies and application in Dadia and Tilos |
| Objective 5: Environmental Guardian | <ul style="list-style-type: none"> ✓ National and European legal and political framework successfully defended against deregulation pressures ✓ Legal victory on Acheloos diversion ✓ Environmental impacts of financial crisis profiled with decision makers across Europe |

Overall, between FY13 and FY17 nearly €10m were invested in our programme, most of which were directed to biodiversity conservation engagements.



The majority of these funds were secured through conditional funding agreements with international foundations and the European Commission, as well as with donor offices of our international network. To this end, over 50 funding proposals were prepared and submitted.

At the same time, huge efforts have been directed towards individual fundraising, with the result of a growing supporter base even in the setting of the financial crisis. This impressive result –which provided stability to critical unrestricted revenue streams- was brought about by our intensified face-to-face (F2F) fundraising appeals and the F2F team who played a key role in shifting donations from “one off” to direct debit.



Alongside the aforementioned developments, during the past years an effort was also made to invest in operational and organizational capacity. This resulted in an upgraded IT infrastructure, a part review of our internal policies and processes, a reorganization of departments and key responsibilities, and a new approach to issues of health and safety.

In the detailed evaluation that was carried out of the FY13-FY17 strategy by an external evaluator, Pratik Bhatnagar, the following positive points were noted:

- ✓ The overall strategic intent of WWF Greece’s 2012-2017 strategy has been met successfully.

- ✓ The strategy, in retrospect, was a risky one: risk management through sound financial management, careful selection of projects, and targeted fundraising strategy.
- ✓ The strategy was successful in laying the ground work for a transition to a green economy.
- ✓ The strategy was successful in launching key pilots with strong potential to showcase sustainable production models.
- ✓ A successful transition to consolidating its activities in and expanding into marine conservation in the Mediterranean, through leadership in Greece and in WWF Network.
- ✓ The organization was successful through active, timely and assertive legal and policy actions to identify, monitor and prevent the rollback of legislation.
- ✓ Successfully managed institutional stability during crisis, and significantly enhanced its role within Greece.

The evaluation further identified a number of key strengths of the organization that include: its prominence in the Greek NGO community and its political influence, its professionalism and financial and organizational stability, its transparency and accountability, the valuable experience, knowledge and motivation of both its leadership team and its conservation staff, and its ability to take calculated risks and leverage the WWF International network.

Beyond these positive points, the evaluation also identified a number of key areas for improvement, suggesting that the organization should:

- Bring more coherence and integration across many initiatives that are new or in growth phase.
- Identify barriers to clearer internal decision making; this is less about process, but more about being aware of who to inform and how to communicate decisions.
- Determine whether the organizational structure –itself in transition– is fit for purpose for what the organization wants to achieve in ten years.
- Address work-life balance issues through coaching and development programs appropriate to different levels of staff.
- Instill a uniform process management methodology to improve certainty of outcomes and expectations, reducing transition costs of coordination and interaction across teams.
- Consider a thorough organizational readiness as part of the new strategy and address/redress organizational development needs related to clarity of roles, role gaps, mobility, equal opportunity, career and personal development, etc.
- Accommodate better both proactive and reactive aspects of the reality of delivering conservation in Greece today, by better integration of project delivery teams.
- Instill a more unified or coherent brand identity.

LOOKING FORWARD

The setting - External and internal environment

As with the past 5-year period, the next five years in Greece are expected to be –at least in their greatest part– characterized by political and economic volatility, social adversity and slim development prospects. The European political and economic environment is also likely to remain strained while political conditions in the EU are largely unpredictable. In a nutshell, the conditions that prevailed in the past years should be considered as the ‘new norm’.

It is within these conditions that WWF Greece needs to not only maintain its current engagement, but also to secure its financial viability with its most important partner (MAVA Foundation) closing down in 2022, while also framing its programme within the context of the new WWF Global Framework. This complex challenge can only be successfully met if we identify and build on our strengths and seize key opportunities, while at the same time try to contain the negative effects of external threats and promptly address internal weaknesses.

A SWOT analysis was undertaken at the onset of the strategy process that is summarized below:

WWF Greece: Strengths and weaknesses

- Strong brand and successful presence in social media, albeit lacking a concrete brand identity and demonstrating weak capitalization and communication of programme results. This is partly due to weak integrated planning and budgeting of communication operations.
- Recognition as a credible and reliable organization with a strong partnership culture, strong relations with the international network and a programme with international relevance.
- Implementation of a programme that is attractive to a range of donors, but which does not yet attract massive individual financial support.
- Organizational structures that guarantee sound financial management and rigorous accountability and transparency mechanisms, but lack uniform management methodology and display weak internal coordination of work streams and functions, as well as weaknesses in terms of role and decision-making clarity. The organization is faced with bottlenecks that hinder its organizational readiness.
- Staff made up of professional, dedicated, experienced and knowledgeable people sharing a culture of mutual support, but lacking a culture for reflection and drawing lessons learned. Staff is strained by organizational bottlenecks, challenged in terms of work-life balance and needs more team bonding. Internal organization issues aggravate the latter weaknesses.
- A very diversified programme characterized by innovation, fast reflexes, and systematic proactive/long term engagements, which does not however always add up to a coherent larger-than-its-parts intervention and may at times be weak in local action and social engagement.

- Mid-term funding stability (MAVA) and a proven capacity for calculated risk-taking are important assets for effective adjustment to new circumstances.

The world around us: Opportunities and threats

- While a dynamic international agenda on sustainability unfolds, we are witnessing the weakening of key institutions and mechanisms, as well as negative developments in environmental law and policy at national and international level.
- National political instability and economic collapse, coupled with the very uncertain future of the EU, make the environment in which we work very volatile and may directly threaten the viability of the organization. At the same time, the new economic situation in Greece might favour innovative entrepreneurship that considers nature as valuable capital, while certain positive developments (e.g. expansion of marine Natura 2000 network) also create new opportunities for our work.
- The “traditional” environmentally harmful growth paradigm remains prevalent.
- Changes in the WWF global network make our work more relevant and increase opportunities for international support and collaboration.
- While –partly because of the WWF Nature Alert campaign– the role of NGOs in EU environmental policy has been strengthened, the environmental NGO sector in Greece is strained due to a lack of capacity as well as due to an ambiguous setting regarding the role, motives and performance of NGOs, which is reflected also in the lack of trust in established institutions.
- Overall, there is a greater emphasis on the humanitarian, social, and migration crisis as compared to the environmental crisis. This particularly affects national political priorities and donor strategies. However, there are international donors who seek ambitious, transformational proposals that benefit conservation and sustainable development.
- New communications tools and increasing power of social media, coupled with the need of the media and public for credible sources of information, increase our potential penetration to the public and presence in public discourse. At the same time, we constantly need to compete with fake news and conspiracy theories, while environmental ‘slacktivism’ could have a negative impact on the effectiveness of environmental campaigns.
- The public demonstrates an increased willingness to volunteer and participate in real actions and local initiatives. Still, environment remains low in citizens' personal priorities and positive attitudes don't necessarily translate into financial support.

OUR STRATEGY FOR FY18-22

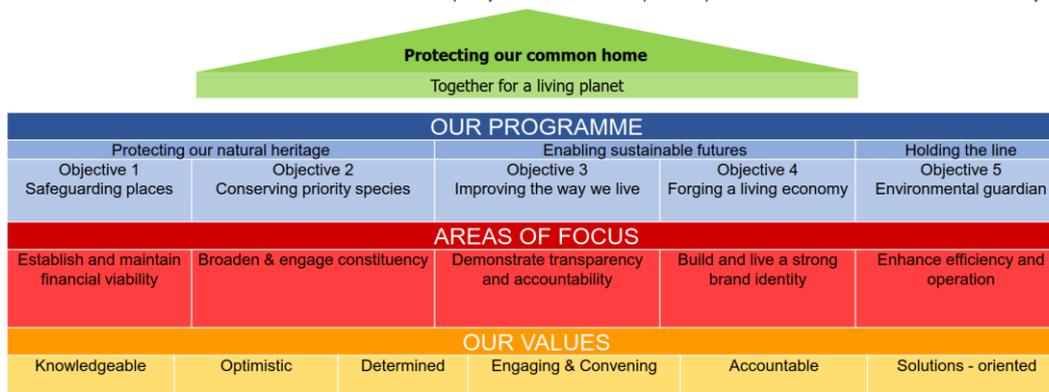
Overall framework

The overall framework of our strategy is summarized in the diagram below:



WE ASPIRE TO BE

Catalysts for impactful change Great place to work Leader in civil society Environmental thought leader Making environment a priority cause Appealing to support Conveners of effective partnerships Architects & catalysts of solutions Transparent Advocate for environmental democracy



Programme framework

In 2012, a set of strategic objectives for 2025 were defined to guide the design and planning of our work. In line with the global WWF programme framework, these objectives were split between biodiversity conservation (places, species) and footprint (production, consumption). An extraordinary, horizontal objective for addressing the environmental impacts of the economic crisis was also defined under the characteristic title “environmental guardian”.



These 2025 objectives remain valid and relevant to both national environmental circumstances and to the international WWF programme and they are thus maintained as the overarching framework of our FY18-22 strategy. The narrative and content within this framework has been adjusted to guide the implementation of our programme in the next 5-year period.

Goal 2025: Protecting our natural heritage

WWF Greece effectively contributes to the implementation of vital measures for the conservation of key ecosystems and species and the overall improvement of the management of Greece's natural environment.

The whole of Greece lies within the Mediterranean, one of the most ecologically important places on Earth, recognized as a biodiversity hotspot. At the same time, this is the hotspot with the oldest and most diverse influence of continuous human presence than any other. As a result, the region offers significant lessons related to human-nature interaction.

The majority of known economic sectors in the Mediterranean are expected to grow in the coming years. As a result, land, sea and resource use will become more intensified and compete for space with natural terrestrial and marine habitats and species. At the same time, small scale activities are restricted and abandoned, homogenizing the characteristic Mediterranean mosaic. While these changes may not seem significant in net figures they are transforming the foundations of the Mediterranean biodiversity richness. Making space for nature and maintaining landscape diversity in the Mediterranean becomes an even greater challenge in the context of climate change, rendering action to enhance the connectivity of habitats and resilience and adaptation of ecosystems necessary for the coming years.

Pressure from human activity in the Mediterranean cannot be singled out relating to one commodity or a particular threat, rather it is a complex set of smaller pressures that need to be addressed in an integrated manner that involves research filling knowledge gaps and exploring new challenges, field and conservation actions implementing innovative and transformative solutions and policy and advocacy initiatives seeking effective protection and management. WWF Greece, working with varied partners, collaborating with stakeholders and seeking to engage the public and local communities, focuses on the conservation –and if necessary the restoration- of the diverse habitats and multitude of species of Greece, as an integral component of the Mediterranean. It also focusses on solidifying legal and policy frameworks for areas of nature protection and works towards the improvement of the functionality, operation and connectivity of the national protected areas' network.

The two biodiversity objectives – focusing on important places and on priority species – that serve this goal build on the extraordinary wealth of scientific results, innovative conservation tools and policy proposals that the organization has generated over the past years.

Objective 1: Safeguarding places

The diversity of ecosystems of Greece and their resilience to climate change are maintained and effectively protected, while benefits to people are secured.

WWF Greece will work in priority areas, seeking to safeguard the diversity of ecosystems that make the Mediterranean a global biodiversity hotspot, hosting unique natural characteristics and a variety of species. These ecosystems include the Mediterranean Sea, the diverse Mediterranean terrestrial mosaic landscapes, forest and coastal ecosystems and island wetlands. These areas are also the habitats of WWF Greece's selected priority species. Given that WWF Greece applies an ecosystem based approach, it is critical to integrate efforts of species and habitats conservation under this objective.

WWF Greece will build on its core strengths, which include influential policy and advocacy, wealth of knowledge and on the ground experience, in order to respond to key threats, address bottlenecks and promote solutions. By aiming to maintain and enhance the health of ecosystems and to secure benefits for people, WWF Greece will focus on

maintaining and enriching the diversity of the country's ecosystems, their ecological functions and their provision of ecosystem services. During the 2018-2022 period, WWF Greece will apply a variety of approaches, including policy and advocacy at the local, national, European and global levels, field work and research to fill existing knowledge gaps and to apply conservation measures, innovative actions, as well as engagement, awareness raising and capacity building of stakeholders and the general public.

WWF Greece will work to address direct threats, such as forest fires and land use change, to terrestrial and coastal habitats, in order to propose solutions that maintain or restore their ecological integrity, promote their sustainable management, and increase their resilience and adaptation especially in view of climate change. In this context, WWF Greece will build on its established knowledge and expertise on forest fire prevention and post-fire restoration, will partner with WWF offices across the Mediterranean, and will develop a new large-scale initiative for the conservation of coastal habitats.

Under this objective, WWF Greece will continue its field based actions in Dadia and Gyaros, seeking in each case to establish successor schemes that will involve in an active and participatory way relevant stakeholders. In Dadia, work will also continue on addressing key threats to the vultures' habitats, including wind farms and forest management practices, in view of our growing interest to work on addressing direct threats to forest ecosystems. In Gyaros, the innovative control and surveillance system will continue to operate, while in parallel an ecosystem based management plan will be implemented in the new MPA, aiming at conserving the area's biodiversity and in parallel, supporting local livelihoods.

With respect to the habitats of the loggerhead turtle, while continuing to safeguard Sekania beach on Zakynthos, WWF Greece will also seek to fill critical knowledge gaps relating to the conservation status of major and moderate nesting beaches in order to promote measures that will ensure their protection.

Regarding island wetlands, WWF Greece will focus on a Mediterranean scale in order to replicate the successful approach of the "Conservation of the island wetlands of Greece" completed during the previous years and promote the implementation of the relevant Ramsar resolution that was supported by WWF Greece.

Action under this objective includes also nature policy, focusing in particular on the establishment of an effective national protected areas system, to include alternative governance schemes of specific areas and the promotion of policy asks relevant to each priority (terrestrial, marine, island wetlands) and the application of marine and terrestrial spatial planning on the basis of ecosystem based management. In parallel, WWF Greece will continue monitoring and advocating for better implementation of EU and national nature legislation, while partaking in joint global actions of the WWF network, in order to ensure that protection is translated into action and effective conservation. Moreover, WWF Greece will become increasingly active in mainstreaming biodiversity conservation into decision-making and development models and sectoral policies, especially in protected areas, where the socio-economic benefits will be explored and promoted.

In order to maximize impact, WWF Greece's work for the protection of specific habitats and places will aim to foster conditions for replication in other areas around Greece. WWF Greece will actively communicate the benefits of healthy ecosystems, protected areas and will promote success stories from its experience. The target audience will include decision makers, local stakeholders in other important areas providing fertile ground for such replication, as well as the general public.

Objective 2: Conserving priority species

The conservation status of priority species is maintained and/or improved and wildlife and people coexist in harmony.

WWF Greece will work on species conservation with the aim to ensure that their conservation status is maintained and/or improved. Based on our previous work, the list of our focus species groups includes marine turtles, cetaceans, the monk seal and vultures. However the final list may eventually include additional species as well, based on the list of WWF’s priority species, to be developed by the WWF Wildlife Practice, as well as national and Mediterranean species that are ecologically and economically or culturally important.

Activities under this objective will also focus on promoting the harmonious co-existence between people and wildlife, aiming at win-win solutions that promote co-management practices. In doing so it will address conflicts that result in actions that bring direct (e.g. intentional killings of monk seals) or indirect (e.g. poisoned baits that affect vultures) threats to key species but also have economic and social impacts on local communities.

The above elements will be addressed both through field actions (e.g. vulture supplementary feeding), including research (e.g. loggerhead turtle migratory movements) and horizontal policy and advocacy efforts targeted at addressing bottlenecks that have hindered legislation implementation and at promoting practical and reliable solutions in order to develop an effective system for species conservation in Greece. In all efforts, WWF Greece will work together with key decision-makers and relevant stakeholders, while seeking the active empowerment of civil society. Through activities that communicate WWF’s work to the public, inform decision makers, engage local stakeholders, WWF Greece will aim at increasing people’s awareness on issues related to species conservation in Greece (e.g. why is it important/why should people care about it, etc.) and helping to break the myth of an apparent conflict between species protection and economic development.

It should be noted that work on the protection, conservation and management of the species habitats is included under Objective 1. Objective 2 focuses on other, not spatially defined, key threats, as well as overall protection of species.

| Biodiversity objectives | |
|--|---|
| Indicative activities by intervention sector | |
| Intervention sector | Indicative activities |
| Marine | <ul style="list-style-type: none"> • “After-life” continuation of our engagement in the Gyaros MPA (surveillance, monitoring, operation of co-management scheme, alternative development schemes) • Management of the Sekania nesting beach in Zakynthos • Assessment of conservation status and interventions in Sea turtle nesting sites • Survey of cetacean populations • International conference for Marine Mammals and Marine Protected Areas (ICOMMMPA) • Policy work related to functional Marine Protected Areas and the Marine Natura 2000 network, and to Marine Spatial Planning |
| Terrestrial | <ul style="list-style-type: none"> • Initiatives for the prevention of forest fires and post-fire ecological restoration. • Gradual deployment of conservation and possibly restoration interventions in coastal zones • Targeted conservation of high conservation value forests • Improved management of mosaic Mediterranean landscapes |

| | |
|-------------------------------------|---|
| Natural environment policy | <ul style="list-style-type: none"> • Biodiversity and protected areas awareness campaigning • Building the capacity of protected areas managers, decision makers and users • Documentation and profiling of the socioeconomic benefits of protected areas • Lobbying and advocacy for greater integration of biodiversity in selected policies • Dissemination and promotion of good practices for protected areas' management and co-management |
| Island wetlands | <ul style="list-style-type: none"> • Coordination of Mediterranean-wide initiative on the conservation of small island wetlands (Greece, Cyprus, Croatia, Tunisia, Spain, Turkey, France, Malta) |
| Dadia/Thrace | <ul style="list-style-type: none"> • Countering of key direct threats to vultures and raptors (poisoned baits, collisions, electrocutions, reduced food availability) • Reconciling wind farm development in Thrace with vulture and raptor conservation • Participation and support to the Dadia National Park Management Body |
| Human – wildlife coexistence | <ul style="list-style-type: none"> • Assessment of issues and gradual deployment of awareness, capacity building and solution dissemination activities |
| Oikoskopio | <ul style="list-style-type: none"> • Enrichment of database content and technical capabilities • Scoping and potential development of Mediterranean-wide database/mapping application |

GOAL 2025: ENABLING SUSTAINABLE FUTURES

WWF Greece forges sustainable solutions for the reduction of Greece's ecological footprint, focusing primarily on climate change and lifestyles, and a more balanced relationship between humans and nature.

We live in a period of prolonged economic and social crisis, with no indication as to when and how Greece shall overcome. The environment has lost prominence in the public agenda and runs the risk of being viewed as an obstacle or dead weight to economic growth. Environment is among the biggest victims of the crisis, together with employment and social cohesion. The disruption of social cohesion, in terms of the interaction in the social sphere between individual citizens, civic society, political and religious leaders, and business communities is at a critical point, with no easy solutions. Inertia, indifference or even negativism towards the social good tends to become the norm.

In this gloomy setting, WWF will keep the environment high in the public agenda and will pursue the creation of a public discourse on sustainability, through which citizens, groups and politicians will contribute with ideas on how to build a robust, active and environmentally responsible society. WWF Greece will develop an encompassing set of activities:

- Top-down: building political interventions and synergies with key stakeholders
- Bottom-up: social activation in support of more a more sustainable lifestyle and economic model.

Our approach covers the entire spectrum of society and its parts (social groups, businesses, government). Being an active and enthusiastic member of a global network, we share the same global strategies in building sustainable and better livelihoods and economies, based on the threefold approach “people – planet – economy”.

Objective 3: Improving the way we live

The lifestyle-induced ecological footprint is reduced and Greek society embraces environmentally responsible behaviours.

Our work in the period 2013-2017 served as a basis for the involvement of WWF with the lifestyle ecological footprint and the broad awareness of society in a series of subjects related with the environment and everyday life. Under its new strategy, WWF will continue the intense information and awareness by indicating good examples, the promotion of best sustainable practices for the reduction of the lifestyle footprint and the implementation of educational activities for pupils and school communities.

Special emphasis will be given to the food sector and to the issue of plastics' use and disposal, which have been recognized –by the global WWF network- as fields of great potential in terms of influencing social attitudes and producing substantial results in the reduction of lifestyle-induced footprint.

Awareness of the Greek citizens, public mobilization through extrovert and innovative participatory activities, implementation of exemplary interventions that could positively affect the paradigm shift in favour of a more conscious and environmental friendly lifestyle, and education actions and capacity building of pupils and adults, will be the basic components of our work under the 3rd objective.

The long and valuable experience of the environmental education team is another asset that WWF will use, aiming at the implementation of pilot projects that will become a point of reference for the Greek educational community.

By learning from the innovative citizens' mobilization that the WWF 'GreenSpaces' mobile app for the participatory assessment of urban green spaces managed to succeed, the organization will seek to further develop similar activities that could essentially involve a dynamic part of the Greek society endorsing behavioural changes in favor of the lifestyle footprint reduction.

Furthermore, by using the opportunities that the new WWF's office building facilities will provide, a series of capacity building and training activities for pupils and adults will be carried out in order to create an 'ambassadors' group who will act as multiplier of the organizational values.

Objective 4: Forging a living economy

Key economic sectors and governance mechanisms are sustainably transformed, enabling the transition to a living economy.

Due to the fact that the political and social turmoil of the last 7 years has resulted in full stagnation of the Greek economy, WWF Greece believes that its transformation through the application of sustainable development principals is more relevant than ever, offering not only long-term solutions but also short to mid-term options for overcoming the economic crisis.

Two lines of work will serve this objective:

First, we will build on the "Living Economy" vision that was developed and introduced in the previous strategy period. In this strategy period it will focus on elaborating specific areas and further promoting this blueprint for the transition to a more sustainable framework. Moreover, we will invest time and effort in advocacy actions aiming at

exploring and promoting pertinent regional, national and European policy and regulatory instruments, which as horizontal policy interventions can set the basis of the transition to a green economy in Greece. This work will also focus on developing, through the collaboration with experts and key stakeholders, well-documented solutions that will be used for raising the awareness of all involved target groups as well as for persuading decision makers at all levels to shift current policies towards more sustainable directions.

The second line of our work will target key economic sectors in order to promote their transformation through the adoption of more sustainable practices. To this end it will include efforts to engage producers, stakeholders, decision makers at all levels, and local communities as well as design and implement pilot applications.

Work on fisheries will focus on the successful completion of the FIP project in Kavala and its replication in Greece and the Mediterranean, the initiation of work on small-scale fisheries, and the continued engagement with efforts on bycatch. The work on aquaculture will focus on the Nireas Aquaculture Improvement Project as well as the development of an Aquaculture Stewardship Council standard for Mediterranean species. Finally, corporate work on seafood sustainability with retail partners will take place.

In the energy sector, efforts will focus on transforming Greece’s energy mix, through the phasing out of lignite plants by the 2030’s, catalyzing the just transition of lignite regions to the post-lignite era, increasing the share of renewables in the final energy consumption, and promoting energy savings and energy efficiency, as a means to further reduce Greece’s energy consumption, as well as to recover lost jobs in the building sector. Pilot applications of hybrid, renewables-based systems mainly in the Greek islands and novel platforms aspiring to overcome market barriers in the energy savings sector will be developed and implemented.

The areas of waste management, tourism, agriculture and shipping are considered to have environmental impact, while also exhibiting significant potential to become more sustainable. Hence, the development of WWF Greece’s involvement in these sectors will be explored in the next years.

| Footprint objectives Indicative activities by intervention sector | |
|--|--|
| Intervention Sector | Indicative activities |
| Energy and climate change | <ul style="list-style-type: none"> • Continuation and upscaling of our work on lignite phasing out, while also catalyzing just transition in lignite regions in Greece • Countering of market barriers towards energy efficiency renovations in the housing sector • Emblematic application of energy efficiency measures in historic buildings • Reduction of emissions for public buildings (near zero emissions) • Amelioration of social and biodiversity conflicts in renewable energy investments |
| Marine | <ul style="list-style-type: none"> • Conclusion of Fisheries Improvement Project in Kavala and subsequent replication • Conclusion of NIREAS Aquaculture Improvement Project and replication • Partnership with the corporate sector for the promotion of sustainable seafood |

| | |
|----------------------------|---|
| | <ul style="list-style-type: none"> • Gradual deployment of Fish Conservation Projects |
| Lifestyle footprint | <ul style="list-style-type: none"> • Continuation/finalization of our Better Life project • Creation of 'Bluespaces' app for the coastal environment • Continued activities for sustainable seafood consumption (Fish Forward and Fish Forward 2.0) • Partnership with supermarket retailers for the reduction of food waste • Green food procurement in the public sector • "Green Fork" awareness and engagement programme on sustainable diets for children. • Initiative on plastics (policy and awareness activities) |

Objective 5: Environmental Guardian

Critical policies, laws and institutions are safeguarded and the public embraces the need for environmental rule of law.

The crisis is the new norm: Amid global turmoil, the Greek crisis has eroded economic, political and social stability, and destabilised values, institutions and democratic governance. The “new norm” includes a) a reinforced, quick-acting government, which shuns participation or transparency; b) a transfer of agenda-setting and decision-making power to international creditors; c) paradoxically, a growth of both social activism (usually unrelated to environmental causes) and social apathy (a retreat into the private spheres).

As a result, a dominant narrative portrays environmental law and policy as obsolete, red-tape or over-regulation. Unfettered growth and job-creation are advanced as the absolute priorities, trumping everything else, including the environment.

The aforementioned developments will continue to undermine critical environmental laws and policies. In all probability, both procedural and substantive guarantees will continue to be targeted. Indirect risks of rollback will abound: stealthy or ineffective legislation, understaffed and under-financed institutions, lax implementation, lack of awareness and effective remedies. Other dangers will include private sector green-washing, increased science denialism, “post-truth” policy-making, as well as a deteriorating international outlook.

WWF must take stock of its past experience. It has acquired significant monitoring know-how, and strived to exploit every possibility of affecting decision-making. It engaged with citizens, public administration and other organizations. Largely successful legal action has also been undertaken. Past successes have saved some of the most critical laws and policies; even partial successes have averted large-scale reversals.

Against this background, there is a constant need for an organization that values independence and outspokenness, knowledge-sharing, legal awareness, evidence-based action and an international outlook. Although necessary, these preconditions are not sufficient: informed, engaged and empowered citizens, and a wider framework - rule of law, good and effective administration, transparency, environmental rights – is also needed.

In this respect, the environmental guardian must continuously monitor the evolution of the new norm. Actions must be communicated effectively and widely. In this respect, an ecosystem of interlocutors (both citizens and organizations) – which will foster both open-ended dialogue and targeted action - must be established. Halting rollback and safeguarding the acquis will remain a priority, but, in addition, WWF must fight to

secure the preconditions for effective policy-making and environmental advocacy at all levels, from the grassroots to governmental policy-making.

As a cross-cutting objective, the environmental guardian re-affirms its reactive character, drawing experience from the previous strategy milestones and building on the necessary mechanisms that will ensure effective/proper implementation, while maintaining its core role of effectively addressing the rollback in environmental law and policy. By the right synergies and coalitions that enable public engagement and participatory action, it creates the right conditions for continuing and conscious civil environmental vigilance.

| Environmental Guardian objective Indicative activities by intervention sector | |
|--|--|
| Intervention sector | Indicative activities |
| Law and governance | <ul style="list-style-type: none"> • WWF and the Parliament • Knowledge hub for environmental rights and their exercise, and for specific aspects of environmental law • Awareness campaign for environmental legislation • Focused legal action in specific key themes • Annual environmental legislation report • “Legal eye”, a portfolio of activities monitoring the state of environmental law and policy • Proposal for improved environmental governance • Articulation of a national vision for SDG 16 [promoting just, peaceful and inclusive societies] |

Programme contribution to the global SDGs

| Sector / project | SDG 1 NO POVERTY | SDG 2 ZERO HUNGER | SDG 3 GOOD HEALTH AND WELL-BEING | SDG 4 QUALITY EDUCATION | SDG 6 CLEAN WATER AND SANITATION | SDG 7 AFFORDABLE AND CLEAN ENERGY | SDG 8 DECENT WORK AND ECONOMIC GROWTH | SDG 11 SUSTAINABLE CITIES AND COMMUNITIES | SDG 12 RESPONSIBLE CONSUMPTION AND PRODUCTION | SDG 13 CLIMATE ACTION | SDG 14 LIFE BELOW WATER | SDG 15 LIFE ON LAND | SDG 16 PEACE AND JUSTICE STRONG INSTITUTIONS | SDG 17 PARTNERSHIPS FOR THE GOALS |
|-----------------------------------|---------------------|----------------------|-------------------------------------|----------------------------|-------------------------------------|--------------------------------------|--|--|--|--------------------------|----------------------------|------------------------|---|--------------------------------------|
| Marine | | | | | | | | | | | | | | |
| Land | | | | | | | | | | | | | | |
| Energy | | | | | | | | | | | | | | |
| Lifestyles | | | | | | | | | | | | | | |
| Law & governance | | | | | | | | | | | | | | |
| Biodiversity policy | | | | | | | | | | | | | | |
| Better Life | | | | | | | | | | | | | | |
| Wildfires | | | | | | | | | | | | | | |
| Coastal programme | | | | | | | | | | | | | | |
| MINOUW/FIP | | | | | | | | | | | | | | |
| Fish forward | | | | | | | | | | | | | | |
| Cyclades | | | | | | | | | | | | | | |
| Dadia | | | | | | | | | | | | | | |
| Prespa | | | | | | | | | | | | | | |
| TILOS | | | | | | | | | | | | | | |
| Zakynthos | | | | | | | | | | | | | | |
| Human-wildlife conflicts | | | | | | | | | | | | | | |
| Less debt more Earth | | | | | | | | | | | | | | |
| Legal Team | | | | | | | | | | | | | | |
| Law & environment (annual review) | | | | | | | | | | | | | | |

■ Direct contribution
■ Indirect contribution

Programme structure per areas of intervention

| Areas of intervention | Target systems | Seas | Land | Energy | Lifestyles |
|-------------------------------------|----------------|--|---|---|---|
| Law & governance | | <ul style="list-style-type: none"> • Marine legislation • Environmental governance system • EIA legislation | <ul style="list-style-type: none"> • Forest legislation (reactive) • Legal action on the forest maps • Environmental governance system • Nature legislation (land uses, etc) • EIA legislation | <ul style="list-style-type: none"> • Legal interventions re coal stations • Environmental governance system • EIA legislation for renewables | <ul style="list-style-type: none"> • Greening public procurement |
| Nature policy | | <ul style="list-style-type: none"> • Marine biodiversity policy • Natura 2000 Committee | <ul style="list-style-type: none"> • Protected areas • Presidential decrees for Dadia, wetlands • Natura 2000 Committee • LIFE IP | <ul style="list-style-type: none"> • Mainstreaming of biodiversity in siting of renewables | |
| Targeted conservation | | <ul style="list-style-type: none"> • Gyaros MPA • Sea turtle conservation • Cetacean population survey • Conservation of sharks in the Med | <ul style="list-style-type: none"> • Dadia / vultures • Sekania • Kyparissia | | |
| Spatial planning | | <ul style="list-style-type: none"> • National environmental governance system • Marine spatial planning | <ul style="list-style-type: none"> • Mapping of vulnerable areas • Inventory of riparian forests | <ul style="list-style-type: none"> • Siting of renewables | |
| Living economy Policy | | <ul style="list-style-type: none"> • Sustainable fisheries forum • Fisheries policy | <ul style="list-style-type: none"> • Forestry certification • Impact of CAP on nature • Incentives for protected areas | <ul style="list-style-type: none"> • Development of renewables • Post-coal national economy • Oil & gas in Greek seas | |
| Business | | <ul style="list-style-type: none"> • Fisheries improvement (certification) • MINOUW (minimizing bycatch) • Aquaculture Improvement Project (Nireus) • Corporate seafood activities • FishForward I & II | | <ul style="list-style-type: none"> • Overcoming market barriers | <ul style="list-style-type: none"> • Super markets (food waste) |
| Local development | | | <ul style="list-style-type: none"> • Prespa | <ul style="list-style-type: none"> • TILOS • Clean energy & efficiency in buildings • Just transition to post-coal era | |
| Households | | <ul style="list-style-type: none"> • Fish Forward I & II | | | <ul style="list-style-type: none"> • Green fork network |
| Adaptation to climate change | | <ul style="list-style-type: none"> • CC Adaptation Committee | <ul style="list-style-type: none"> • Work on coastal forests • Mapping of vulnerable areas • Wildfire prevention & post-fire restoration • CC Adaptation Committee | <ul style="list-style-type: none"> • CC Adaptation Committee | |

| | | | | |
|-----------------------------------|---|--|--|--|
| Human - wildlife conflicts | | • Connectivity of priority landscapes | | |
| | • Conflicts btw fisheries & marine mammals • MINOUW (minimizing bycatch) | • Conflicts btw communities & wildlife | | |

In bold: areas of intervention or target systems, which are planned and developed in the programme as concrete programmatic sectors

Our role in the WWF network

We have always sought to be an active citizen of the WWF network and we have every intention of further building this role in the years to come. We have much to offer to the network and also much to gain from this relationship. At the Mediterranean level, we have played a pivotal role in the Mediterranean Marine Initiative and key activities we have planned in our marine programme (eg creation of critical MPAs, MSC/ASC certification, co-organizers of international conference on cetaceans in Greece) will deliver on aspects of the Mediterranean strategy. At the same (Mediterranean) level, we are also embarking on a new initiative for island wetlands that will build on our substantial national experience on the topic, but more importantly scale this up to a regional level.

At a time when the network is keen to build on the concept of innovation, we have much to offer in this field – our overall response and strategic approach to the crisis, the operation of our volunteer legal team, our work on debt relief, our public engagement apps, are but a few of the examples we are ready and willing to share with the network. At the same time, we have much to gain – joining forces with other offices to scale up our collective effort and impact, drawing on the experience of key offices and knowledge hubs (eg global development centre) to improve our own performance, developing strategic alliances with parts of the network to generate more resources for our programme, are a few of the approaches we have already adopted or will develop in the months to come.

At the level of the programme, the preparation of our strategy has coincided with the review of the WWF Global Programme, which has included its reorganization under a new set of “practices”. We have actively participated in the design of these new practices, with many of our staff engaged in the process, while at the same time we have taken due account of the emerging priorities and directions in the design of our programme. While the practice strategies are still being finalized at this stage, an indication of the relevance of our planned work is depicted in the following table:

| WWF Greece area of intervention | Relevance to WWF Global Practices |
|------------------------------------|--|
| Marine & fisheries | Our work on the conservation of the marine environment and on fisheries is totally aligned to the WWF Global “Marine Practice” and has also strong links with the “Markets” and “Wildlife” Practices. |
| Terrestrial | Part of our planned work will certainly fall under the Practice’s provision for countering “forest degradation”. Planned work on coastal ecosystems will potentially also link with priorities of the “Marine Practice”. |
| Island wetlands | Small wetlands are not a priority for the Global “Freshwater Practice”, yet the size and potential impact of our initiative for Mediterranean Island Wetlands has been profiled and will potentially link with the practice in the coming years. |
| Nature policy | This horizontal area of intervention, links with priorities of all three biome practices (Marine, Forests, Wetlands) and also with the Governance and Wildlife practice. |
| Energy & climate change | Our work on energy and climate change is fully relevant to the Global “Climate Practice” and also links with the “Markets” and “Governance” Practices. |
| Lifestyle footprint | Our planned work on food is aligned to the “Marine Practice” (sustainable seafood) and the emerging “Food Practice”. In general WWF global work on lifestyles, |

| | |
|-----------------------------------|--|
| | education and awareness is largely under redefinition and it is expected that in the coming years all of our work under this sector will be linked to global priorities. |
| Governance and legislation | This intervention sector is to a large extent responding to the particular conditions that the financial crisis has brought to Greece and to the peculiarities of the national environmental legislation and governance system. Yet it bears strong links to the Global “Governance Practice”. |

INTERNAL AREAS OF FOCUS

While the programme represents the main thrust and effort of the organization to achieve its mission, the present strategy has also identified a number of key areas that are critical success factors for our work. These are presented briefly in the main document and are analysed in more detail in the relevant annexes.

1. Establish and maintain financial viability

Securing the financial viability of our programme and setting the basis for the post-2022 sustainability of our work is the most important challenge that needs to be met in the next years. To this direction, we will simultaneously work on two parallel streams, aiming to evolve into an organization that can remain equally viable, flexible and dynamic after the milestone event of the MAVA Foundation closing:

- *Mobilizing financial and political support from individuals.* Our main fundraising focus in the coming years will shift towards raising unrestricted funds from individual supporters. Over the next five years, we will expand and diversify our fundraising toolbox with the aim of almost quadrupling income from individuals.
- *Utilizing conditional funding for the development of our programme.* While the need to expand our unrestricted funding base is self-evident, conditional (programmatic) funding remains the only funding source able to provide the large-scale and time-bound financial support necessary to fund ambitious programmatic engagements. In the next years, our efforts will aim at scaling up our ambitions, carefully planning our needs and taking a proactive and long term outlook in developing our relations with potential donors and partners.

Through the combination of these two parallel streams, it is envisaged that by 2022 WWF Greece will have expanded its individual supporters’ base to the level that they can support its vital administrative functions and its key programmatic engagements, while at the same time it will have built the capacity and networks necessary to secure conditional funding for programme development and project implementation.

The elements of our approach to increasing –both restricted and unrestricted- income are presented below:

a. Development of individual (unrestricted) fundraising

The overall objective is to develop and implement a five year fundraising strategy that will enable WWF Greece to significantly increase funds in order to achieve financial stability and reach its conservation targets. This strategy has been put together with the very close collaboration and support of the Global Development Centre of WWF International.

This individual fundraising strategy has three overriding goals:

- Increase our net income from individuals from 270K to 1 million euros over five years
- Increase high level funding from individuals
- Develop new fundraising tools and diversify our overall portfolio, thus reducing risk

In order to achieve these goals, work will be carried out on 2 basic pillars: small donors and big gifts, and 2 secondary pillars: merchandising and corporate relations.

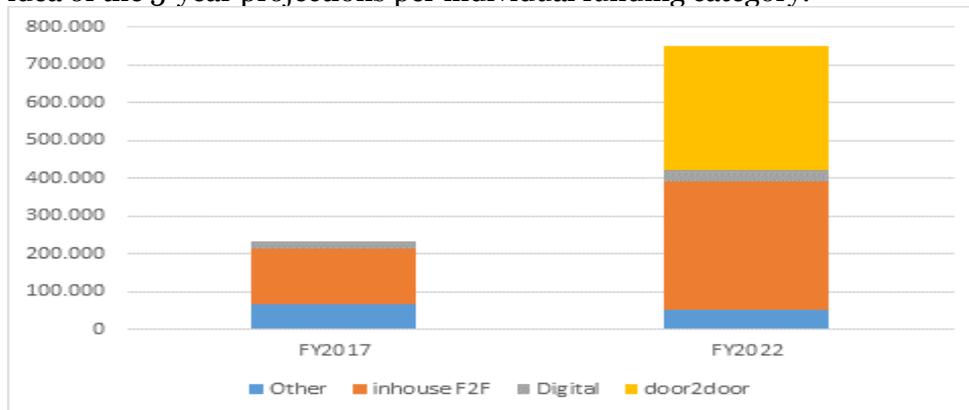
The evolution of income over the next five year period, from individuals is shown below:



Small donors

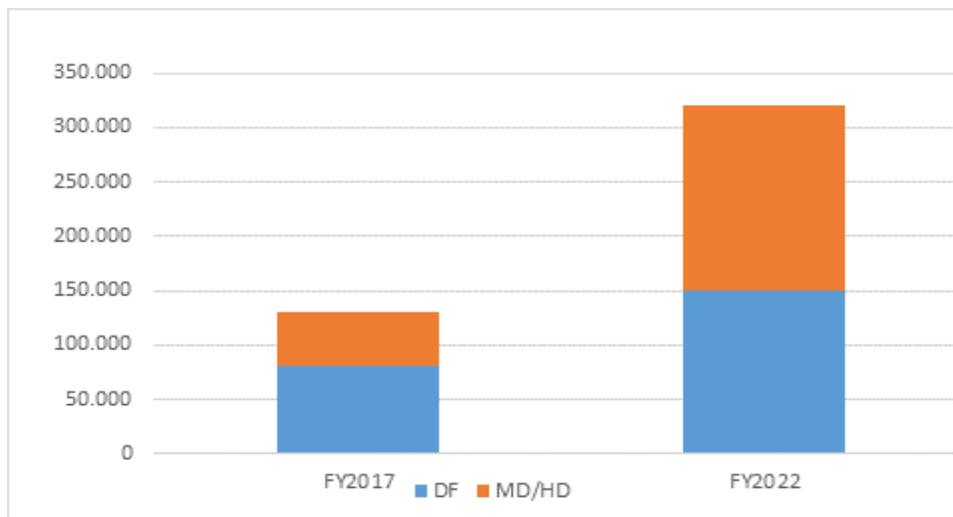
We will focus on two fundraising tools: face to face (F2F) and digital fundraising, targeting middle-class individuals aged 25-54. F2F in particular has been particularly successful over the last challenging years, retaining an average of 12,000 individual supporters throughout the years of crisis and increasing the average annual donation from €50 (FY10) to €70 (FY17). This programme will be enlarged through investing in a bigger number of recruiters and also in more intensive approaches such as travelling to particular locations throughout the county to recruit new supporters. The programme will also be boosted considerably though investing in door to door fundraising that will be outsourced to a specialized agency and will be tested not only in Greece but also in Cyprus.

A new digital strategy will also be developed and executed that will focus on email marketing, social media conversion and e-commerce. Direct response television advertising (DRTV) will also be tested as a new tool that can generate new donors, drawing also on the experience of the WWF network. The chart below gives an overall idea of the 5-year projections per individual funding category.



Big gifts

Building on the experience of the last years and armed with a compelling and attractive programme, our goal is to increase high level funding from individuals at the three different levels defined (distinguished friends donating €500 to €5K annually, major donors with single donations of €5K to €10K, and high donors with single donations of €10K and above). Over the next five years, we aim to raise a total of 1,170,000 euros from such “big gifts”.



Merchandising

Until FY22 we are aiming for an increase of 100%, a high increase that is due to the fact that: a. we will relocate by then to a new building and have a bigger Panda Shop, b. we will focus on new licensing agreements (also in other NO’s), and c. we would like to run our e-shop in a more profitable way.

We will focus on two fundraising tools: 1. Licensing Agreements 2. Sales

Target Audience: Middle class individuals– focus on ages 25 – 54

Corporate Relations

In the corporate sector, we aim to build new fundraising mechanisms in order to generate additional unrestricted income.

We will focus on two basic aspects:

- Design a new proposal for our partner Eurobank and discuss new opportunities for partnership focusing on individuals. (FY18 will be a critical year as we have to renegotiate the financial terms of our partnership with WWF Eurobank Visa).
- Investigate the potential of creating small attractive “products” for companies in order to involve their employees in environmental issues.

b. Programme development and restricted funding

Our overall objective for restricted (conditional) fundraising is to promote the impact of our work and build trustful relationships with selected partners from the donors’ community, in order to secure our capacity for financing the development of our programme in the post-22 period.

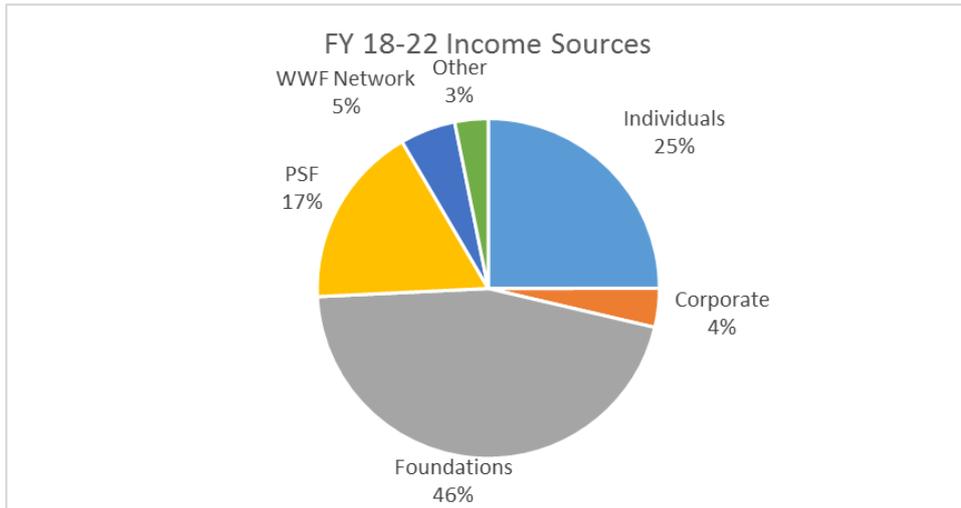
Towards that end, we will seek to utilize the support of strategic national offices of our network and establish alliances that will give us access to high profile European and non-European funding entities. In this context, in the coming 5 years we will aim to establish relationships with at least 3 new international foundations.

Inherent in our approach will be the rearrangement of our fundraising efforts to pursue larger scale cross-thematic funding partnerships - to this end we will specifically pursue funding alliances with at least 2 national/regional offices of our network.

Among the challenges that we will be facing in the coming years, the need to respond to the new pro-active fundraising approaches adopted by the donor community without compromising our strategic focus is indeed an important one. In order to face this challenge, strategies for raising awareness and interest for our work within the donor community and for the continuous cultivation and/or retention of specific donors will be deployed.

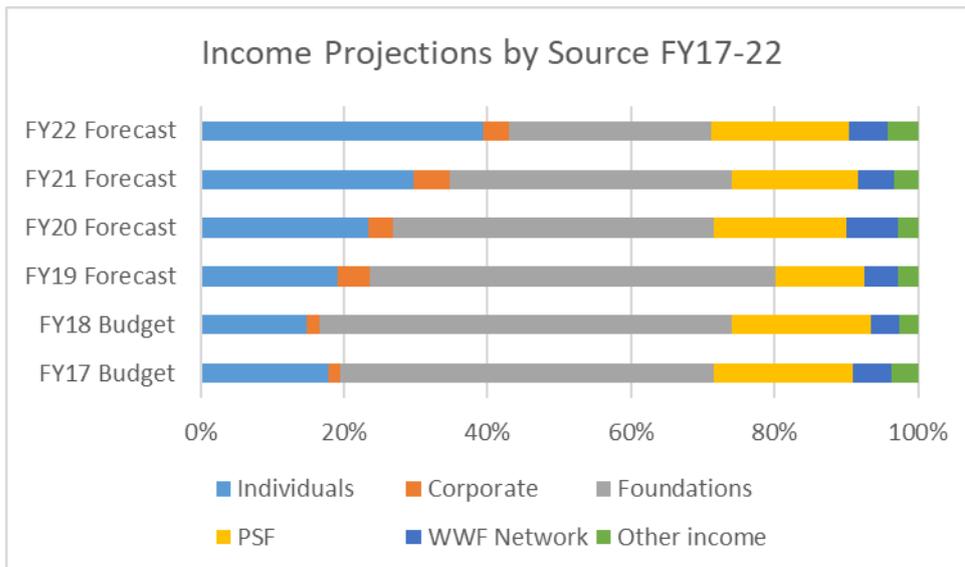
c. Overall income projections

Overall, during the FY18-22 period an estimated amount of €21.8 million will be raised from a variety of funding sources. Foundations will remain the most important funding source for this period (46% of total funding), followed by individuals (25%) and public sector funds (17%). Income from our international network will remain roughly at current levels (5% of total funding) while income from corporations, trade, etc., will remain very low.

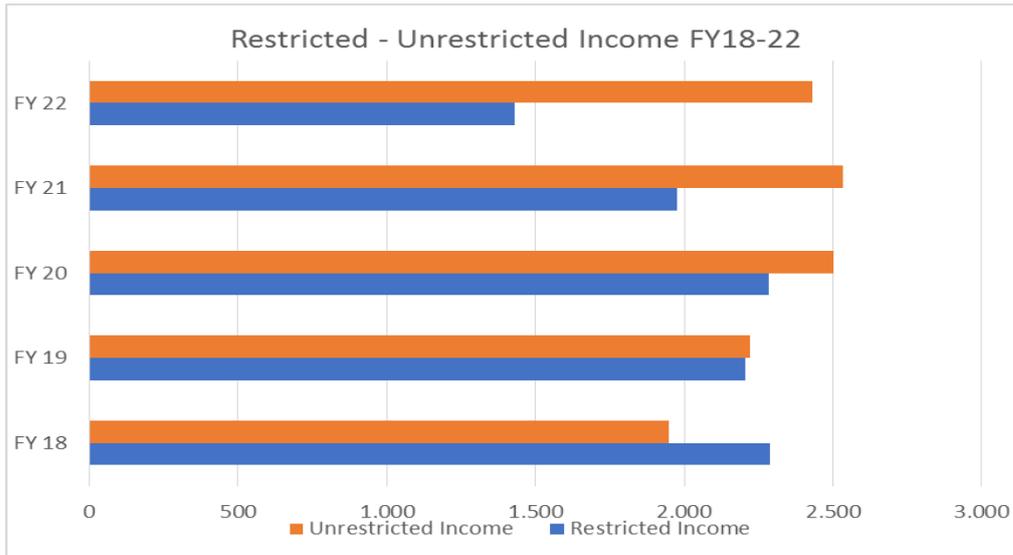


Regarding the breakdown of the funding sources over the next five years, income from individual supporters is expected to rise at a fast pace and by FY22 it will be the most important income source, followed by (non-MAVA) foundations and the public sector, both of which will remain roughly stable during the 5-year period.

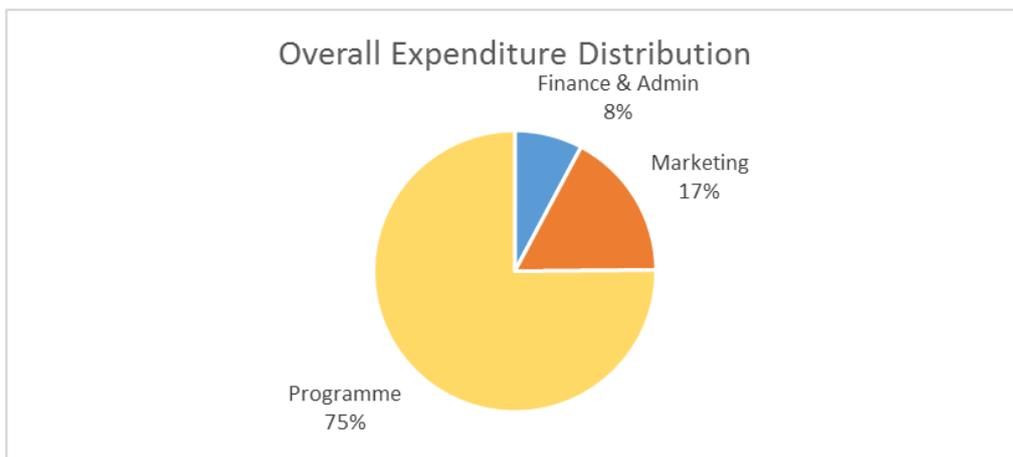
This increase in individuals funding will be made possible due to the large planned investment described earlier and will constitute the main vehicle for our adjustment in the post-MAVA period.



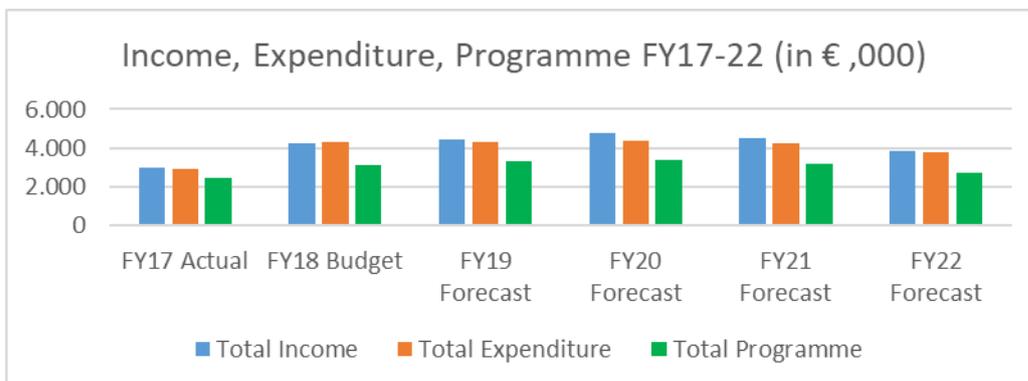
This projected increase in individual fundraising will also bring a very positive result in the increase of the share of unrestricted funds, despite the phasing-out of MAVA's support.

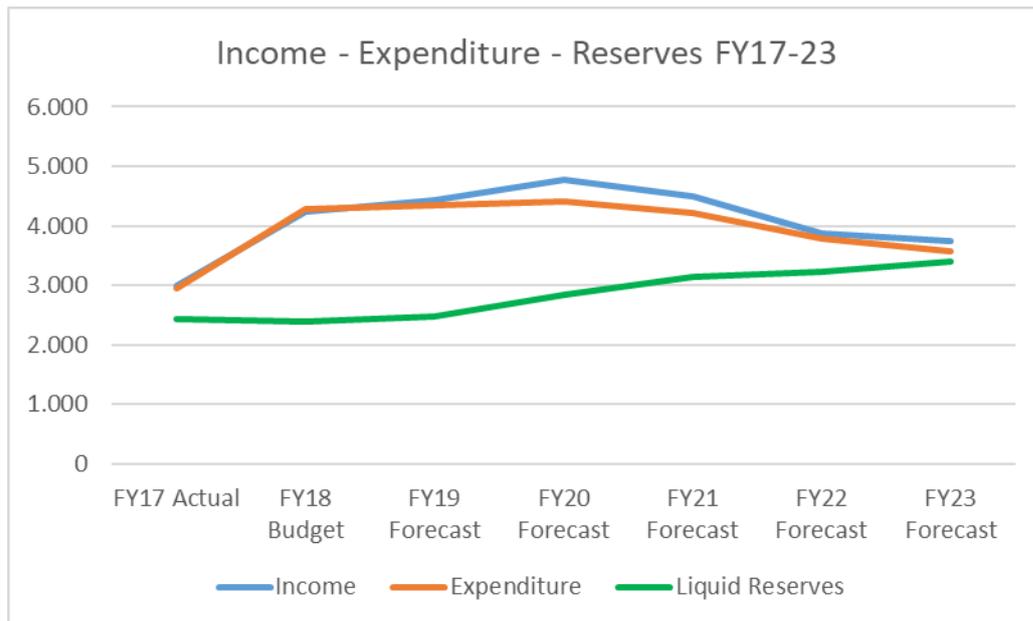


Of the €21.8 million secured during the FY18-22 period, €21 million will be spent as shown in the pie chart below, while €800K will accrue to our liquid reserves and will be used to prolong the post-MAVA adjustment period by one or two years.



Our income and expenditure budget is projected to rise until FY20 and then reduce to current levels by FY22. This projection draws from the fact that during the next three years we will be developing new funding sources on top of the current MAVA support, while after FY20 MAVA's support will start to drop. The underlying aspiration is that in FY23 and beyond we will be able to maintain a viable size roughly equal to that of today.





2. Engaging society – growing our constituency

Pursuing a high level of public engagement across the entire spectrum of our work, is key to achieving a lasting impact on Greek society.

Building on a history of successful but scattered public engagement initiatives, WWF Greece will focus on citizen science and public mobilization through extrovert and innovative participatory activities, and implementation of exemplary initiatives that can trigger a paradigm shift towards an environmentally more conscious and active society.

Our specific aims are:

1. *Added impact:* Achieve maximum impact for our programme and operations, through effective public engagement and social partnerships.
2. *Added support:* Create a dedicated group of active supporters and contributors to our work.

Engagement for maximum impact

- *Citizen science:* Engagement of key target groups in the implementation of conservation projects, through the collection of important scientific data, material and ideas. Building on our successful “WWF Greenspaces” app, we aim to develop similar mobile applications that can contribute substantially to projects requiring large volumes of data - an application being planned for protected coastal areas (“WWF Bluespaces”) can offer significant information that would otherwise require substantial investment in human and technological resources.
- *Field:* Depending on needs and availabilities, we aim for effective participation of volunteers in our local field projects, offering much needed work.
- *Lobbying:* Through specially developed activism tools and platforms, citizens lobby to halt environmental losses and promote sustainable solutions.

- *Legal team:* Build and further expand the successful work of our volunteer Legal Team, as key for the development of other dedicated expert teams.
- *Engaging technology:* Through the fullest possible utilization of the available new technologies, we aim to facilitate the massive engagement of environmentally concerned citizens, thus maximizing the impact of our programme. The establishment of an online activist hub, which will house targeted calls to action, will be our main platform.
- *Innovative partnerships:* Working together with incubators and inviting innovation initiatives, such as ‘hackathons’, can turn this forward-looking part of Greek society towards highly innovative environmental initiatives.

Engagement for maximum support

Our new building, which will hopefully be acquired soon, will serve as a hub for public engagement in maximizing WWF Greece’s voice and supporter base.

- *Training activities:* Through the organisation of training seminars for our supporters, we aim to bring our constituency closer to our work and build a body of ‘ambassadors’, who can convey and amplify our messages and values.
- *Educational activities:* Teachers and children interact through innovative educational programmes, living the “WWF experience”. By training the trainers, educators multiply WWF’s message and experience in their own school communities.
- *Participatory activities:* Continuous organisation of participatory activities aiming to bring our audiences closer to WWF. Targeted primarily at our supporters, these activities will include field visits, cycling tours and events housed in the new WWF building.
- *Capacity building:* Targeting specific citizens groups, we aim to empower existing groups of environmentally active citizens, through action packages and seminars. The WWF building will serve as the emblematic centre for all such activities.

Building a coherent public engagement programme is a long lasting and gradually deployed activity. The first years of the implementation of the engagement strategy will be the ‘setting-the-scene’ period where a series of actions will pave the way for the establishment of WWF Greece as a key engaging player in Greek society.

In short, activities such as 1) networking with key partners, 2) mapping the state of play in the field of engagement of Greek society, 3) introducing new mobile app for participatory actions, and 4) launching an integrated e-activism portal, will be the main efforts in the first phase of the strategy.

The previous section has analysed efforts that will be made to grow our supporter base and broader constituency. This is clearly not just a quantitative target. Our supporter base is one of the primary target audiences of the engagement activities described above. We intend to invest time and effort in building our relationship with our supporters. Ultimately, we aim to have an engaged, committed and loyal constituency, as a strategic long-term partner for the achievement of our mission.

3. Demonstrating transparency and accountability

WWF Greece has always been a leader in the NGO community in Greece on accountability and transparency issues, and is recognized as such. Our leading position in this field has equally benefitted our programme development and funding capacity and our relations with our stakeholders and partners. Most importantly, it

has shielded our organization during those periods when “scandals” regarding the NGO sector of the country attracted public attention.

Our main accountability mechanisms have always focused on the systematic strategic designing, the orderly planning and monitoring of our projects, successful reporting to donors and interested parties, the implementation of international standards in financial management and the full upholding of legislation on all matters. Our transparency mechanisms have also sought to attain the full disclosure of all financial data and a timely flow of information to our supporters, our stakeholders and the general public.

Although WWF Greece has already done a great deal on these issues, our aspiration is that during the next five years we will further develop and improve our relevant mechanisms, and most importantly demonstrate them to the benefit of our organizations public image and in order to set an even more pronounced example for the NGO community of the country.

To this end, and parallel to maintaining all of our current practices, we will:

- Upgrade our communications’ mechanisms to make sure that relevant and timely information on the implementation and results of our programme reaches all interested parties.
- To facilitate the above, complete a stakeholder mapping for each of our main engagements –and for the programme as a whole- and accordingly define information/engagement needs and requirements.
- Prepare more detailed “layman” documents on our strategy, its implementation progress and its evaluations. In the framework of these, give emphasis to the proper communication of our strategic choices (what we do, what we don’t).
- Improve our decision-making model by clarifying boundaries of responsibilities and setting clear decision-making processes.
- Provide the necessary elements of decision traceability to third parties, by the clear communication of roles and responsibilities and the direct public coupling of each activity to the responsible person.
- Upgrade our project and operations monitoring system, assuring that clear and specific outcome and –when possible impact- indicators are available for all parts of our work.
- Organize periodic “open sessions” during which interested parties can discuss the outlook, content and results of our work with our staff.
- Establish a communicative and interactive presentation of our programme to be available through our website.
- Prepare an annual “transparency report” which will highlight our good practices and present interested people with a quick reference to the available information sources.

4. Building and living a strong brand identity

Notwithstanding its clear leading position in the environmental NGO movement in Greece, WWF Greece is facing serious challenges relating to the coherence of the image communicated to its external audiences.

According to the evaluation of WWF Greece's 2007-2012 strategy, the "*balance between organisation's branding and programme servicing [is] not clear*", while "*communications priorities stemming from projects' servicing [are] not fully prioritized and somewhat erratic in intensity and form*".

Through this strategy, we aim to build a robust brand identity for WWF Greece. The currently incoherent brand identity of WWF Greece is the result of a variety of factors.

In this strategy, we aspire to build a coherent brand in our communications, make consistent use of WWF's brand guidelines and achieve the cohesion of the entire organisation under one clear identity.

The specific objectives of WWF Greece's branding strategy are to:

1. Increase brand awareness¹
2. Communicate our work in a coherent and engaging way
3. Build an appealing brand for fundraising

The scope covers all communications (external & internal), relations with all audiences, all organic media and material, and all WWF staff.

The branding strategy was composed by an inter-departmental working group bringing together the organisation's communications and fundraising staff. The strategy titled "Building WWF's brand in Greece" is attached as an annex.

Identity

Within the next five year period, WWF Greece's identity will develop around the following core values: Knowledgeable and science-based, Optimistic, Determined, Engaging & Convening, Accountable, Solutions-oriented.

The central tagline will be "Together, for a living planet". This was developed in consistence with the identified discriminator that "Only WWF Greece makes solutions to real problems together possible".

Our new narrative, as developed in the strategy, builds on the following premise:

"We save the natural heritage of Europe and the Mediterranean, in Greece. Greek and global nature is our common home and we protect it together. Everyday. For everybody. We stand up for life in the wild: our seas and coasts, forests and small wetlands, sea turtles and seals, sharks, vultures.

Our track record of important victories is our guide towards fulfilling our mission to stop the degradation of the natural environment and to build a future in which humans live in harmony with nature, by:

- *conserving the world's biological diversity*
- *ensuring that the use of renewable natural resources is sustainable*
- *promoting the reduction of pollution and wasteful consumption.*

We are proud members of the international WWF family, which is determined to make possible a safe and healthy planet, where all humans live in harmony with nature."

¹ Compared to baseline data provided by two brand research studies (October 2017 and January 2020).

Social media

In our effort to establish a clear and coherent identity and communicate this to our audiences, it is critical to develop a strategic approach to our owned media: www.wwf.gr, Facebook, Twitter, Instagram, Youtube.

Given that most of the communications traffic runs through the organisation's main social media, regulating and coherently branding the content is key to the building a strong identity.

Our communications through social media is a continuous and dynamic conversation and relationship between WWF Greece and our internet audiences. Communicating our brand through Facebook and Twitter is very different from implementing specific campaigns, as it is an evolving process which develops through interaction and builds affinity to the organisation.

In this respect, posting on social media needs to be based on inspiring and tangible narratives. Simply posting press releases or scattered programme developments only adds to the confusion about WWF's identity and will be avoided in the future.

www.wwf.gr

Our main website will serve as the brand house and main source of communications content.

Special focus needs to be given to building webpages for all programme sectors, which will house real-time updates and key publications.

Being WWF Greece's virtual receptionist, the front-page will only feature articles which are newsworthy and attract support to the organisation.

The development of good quality content for www.wwf.gr/en is of highest priority within FY2018.

'One WWF' tools

- Annual review: December
- Annual Programme report: end of financial year
- My WWF: All WWF staff write their own 2-paragraph narrative, telling who they are and how their important work contributes to WWF's vision. Each one's unique story will be posted at www.wwf.gr.
- Brand material bank: Accessible to all WWF Greece's staff, ready-to-use branded material will be housed in Yammer and the intranet.
- Pooling of communications resources: The annual planning cycle includes the joint communications planning of all Programme and Marketing operations, aiming to bring together the resources from funded projects. Specifically with regard to project-based opinion research and boosted social media campaigns, coordination is vital in order to improve monitoring and achieve higher levels of brand awareness.
- WWF staff t-shirts and gear.
- WWF email signatures: Banners and logos will be designed for specific campaigns and will be uploaded at the brand material bank. Guidelines for the creation of on-brand email signatures will be communicated to all WWF staff.

Brand-building thematic activities

- Annual Programme events for supporters
- 360° brand campaigns through our owned and mass media, with special emphasis on TV.

- “Meet WWF” email series
- Social media events
- Annual birthday

5. *Enhancing efficiency and strengthening operations*

The strategy evaluation process carried out for the period FY13-FY17 and the SWOT analysis of the present strategy have identified a number of organizational aspects, where clear improvements are needed. With the assistance of external experts, an organizational assessment was carried out by the management team, drawing on findings from a number of sources, and a series of important steps were identified that are summarized below:

- Developing key organizational attributes for the future WWF Greece
- Clarify the role and *modus operandi* of the management team
- Make key changes in structure, policies/processes, decision-making, internal communications
- Reduce our own environmental footprint – ‘walk the talk’.

Developing key organizational attributes for WWF Greece

WWF Greece has come a long way over the last few years and has much to be proud of but much yet to do to achieve its mission. Looking forward, the challenge is to identify those organizational attributes that we wish to develop and cultivate internally, making us an organization truly fit for purpose. Following discussions on this with the management team, the key organizational attributes for the WWF Greece of the future are summarized as:

- Distributed leadership (clarity of responsibility, ownership, participation)
- Applied wisdom (learning organization/adaptive management)
- Talented, skilled, committed and trained people
- Operating at optimum speed
- Team spirit and approach

Role and *modus operandi* of the management team

The management team is a critical unit within WWF. It collects all the heads of departments into one team and aims to lead, provide strategic direction, take decisions on a series of issues, drive performance and manage people. Although the management team has achieved a great deal over the last few years, there is no doubt that certain changes must be made - clarifying its role, improving its *modus operandi*, and communicating this internally, will certainly go a long way towards improving internal efficiency.

The role and *modus operandi* of the management team are summarized as follows:

Role

- Leading (also by example), champions of change
- Planning (from strategy to action plan and budget)
- Decision making (continuity/fairness/implications)
- Driving performance and impact
- Manage, cultivate, empower teams
- Communicating internally

Modus operandi

- TORs approved by mgt team and circulated internally
- Clarity on types of decisions made by management team and roles of individual members
- Emphasis on internal communications, particularly during initial stages of 'new' way of working together

Key changes in structure, policies/processes, decision-making

A series of changes will be made in order to improve efficiency and strengthen our organizational setup, the most important of which will be presented here.

At the structural level, the aim is to make those changes that will allow for greater internal synergies, pool and make best use of available resources and provide support to particular areas of work where needed. In this respect, inter-departmental teams will be created that are task or issue related, that may facilitate greater synergies and collaboration across the organization. Such teams will report to the management team and will be championed in each case by one member of the management team. Two such teams are the team that will work on engagement and the team working on rolling out our brand strategy.

The second important change will be in relation to communications. At present, the communications staff are shared between the programme and marketing departments. This is leading at times to internal confusion and also to an inefficient use of resources. More importantly, as identified in the strategy evaluation, such a setup is not conducive to establishing and building a coherent brand identity and must definitely change. Communications staff and resources will be grouped under the marketing department, aiming for a more integrated approach to marketing and communications. This is a change that must be carefully planned and executed. A small team is already working on this, with advice from an external expert and possible options and scenarios will be reviewed before deciding on the best way forward.

Three additional points are worth mentioning in relation to possible changes in structure and functions.

- Review available support structure provided to leaders
- Review volunteer recruitment and management structure, linked particularly to new engagement work
- Examine feasibility of establishing knowledge mgt function

In terms of policies and procedures, a great deal of groundwork has been covered over the last eighteen months but this must now be communicated internally and rolled out. If this is done successfully and consistently, many of the desired organizational attributes identified above will be developed and cultivated within WWF. Some of these changes can be implemented and their impact felt internally immediately, while others will require time and a sustained effort to build and maintain. We are however committed to succeed. The most important steps regarding policies and procedures are identified below:

On leadership and HR development

- Implement new HR policies and procedures (including defining and communicating possible career paths, both in WWF and the broader network)
- Complete process for role description of all staff (recognizing that scaling up may be required for key positions) and openly and communicate across the organization.

- Review staff evaluation process and format, to better reflect internal values, and broader participation and engagement. Clear communication of expectations, identifying key challenges for each individual, providing regular feedback on progress. Explicit reference will also be made to transferring knowledge in role descriptions of senior staff.
- Clearly define what it means to be a “valuable WWF employee”.

On applied wisdom

- Create a knowledge management working group (to study knowledge mgt mechanisms from WWF network).
- Create simple “how to” manuals on common and recurring practices.
- Organise records of programme.
- Organise “lessons learned” sessions with participation of teams.

On internal communications

- Organise regular staff meetings where teams present projects and “lessons learned”.
- Report regularly on the main agenda items and decision points of the management team and.
- Undertake regular reviews of activities where the entire organization is involved and encourage open discussions about failures, just as about successes.
- Invite WWF network staff (or external people) to present/discuss with staff on a regular basis.
- Review email and meetings culture and practice.

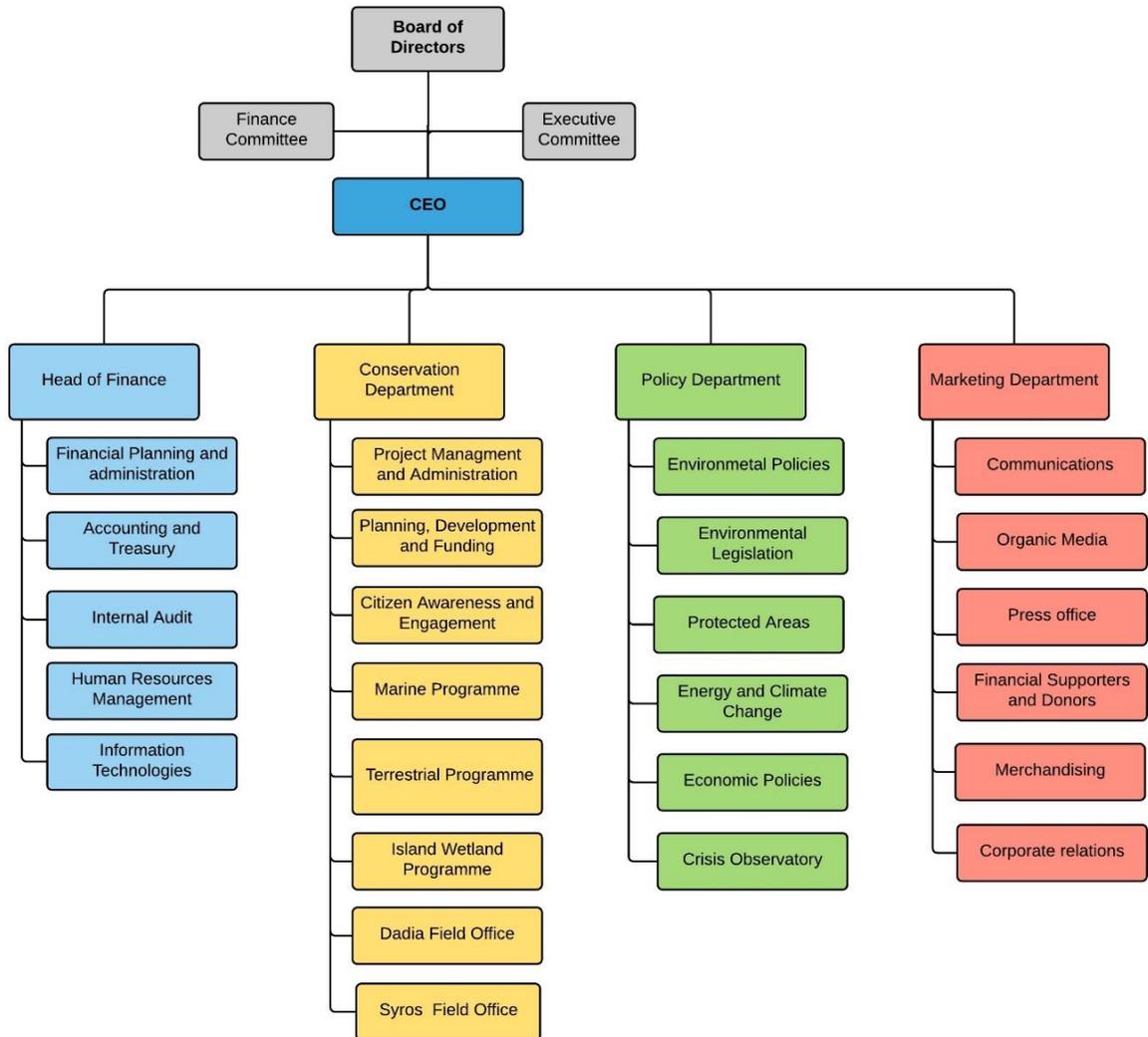
Reducing our own environmental footprint – ‘walking the talk’

Over the last year, we have put in place a series of policies and procedures to monitor and reduce our own environmental footprint. Emphasis is placed on those aspects of our work associated with a clear environmental footprint – these are primarily i. procurement policies and consumables, ii. office operation and iii. travel. Implementing these policies and procedures is central to the accountability of an organization such as WWF – any potential additional operational costs incurred from the implementation of these procedures, is acceptable. The challenge now lies in the successful implementation and monitoring of these procedures and the recognition by all staff that this is an important responsibility that must not be shunned. Moreover, all WWF Greece staff are encouraged to ‘walk the talk’ in their own personal lives and habits.

Towards all the above, the envisaged functional organizational structure of WWF Greece, as it will be gradually completed until the end of FY18 is presented in the following graph:



WWF Greece Functional Organizational Chart



Department vitals:

Total Staff: 6

Structure:

- Chief Accountant
- HR manager
- 3 associates handling IT support, data admin and financial reporting

Department vitals:

Total Staff: 34

Structure:

- One officer leading each of the above functions
- One local leader for each field office
- A Project Management Unit that oversees management and reporting for both policy and conservation departments

Department vitals:

Total Staff: 13

Structure:

- One officer leading each of three main intervention thematic: Environmental legislation/governance, Nature policy, Energy and climate change

Department vitals:

Total Staff: 14 + 14 direct dialogue fundraisers

Structure:

- One officer leading the Communication and one leading the Fundraising functions
- Team leadership structure for the direct dialogue operation

Interdepartmental coordination and leadership teams, championed by members of the management team (e.g. Engagement, Branding)

MONITORING, EVALUATING, LEARNING

Our strategic plan for the next five years presents a very ambitious outlook on the development of our conservation work, our organizational setup and our viability prospects. Its successful implementation depends in part on our ability to develop an effective monitoring and evaluation toolbox and to learn from our successes and failures.

Although the development of this toolbox is still work in progress, the following overarching elements can be shared at this stage:

- Maintain and further systematize the monitoring of the implementation of our work, through a set of output indicators and the definition of yearly milestones that can be used by the organization's management, for:
 - Programme operations and projects
 - Fundraising
 - Communications and social engagement
 - HR and internal processes related issues
- Assemble a realistic set of impact indicators for our projects and make an investment in periodically assessing them, also using external expertise where this is needed.
- Set-up a robust process to monitor and evaluate the elements of our future viability, including:
 - Expenses
 - Income sources (esp. unrestricted)
 - Cash-flow
 - Reserves' accumulation
- Scale-up the involvement and ownership of the management team in the overview of the strategy's implementation.
- Operate internal consultation and advisory structures, such as the existing 'strategy team'.
- Develop lessons' learning mechanisms, including:
 - Periodic internal evaluations of project implementation
 - Peer discussion groups
 - Good-practice guidelines
 - Internal training and capacity-building structures



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