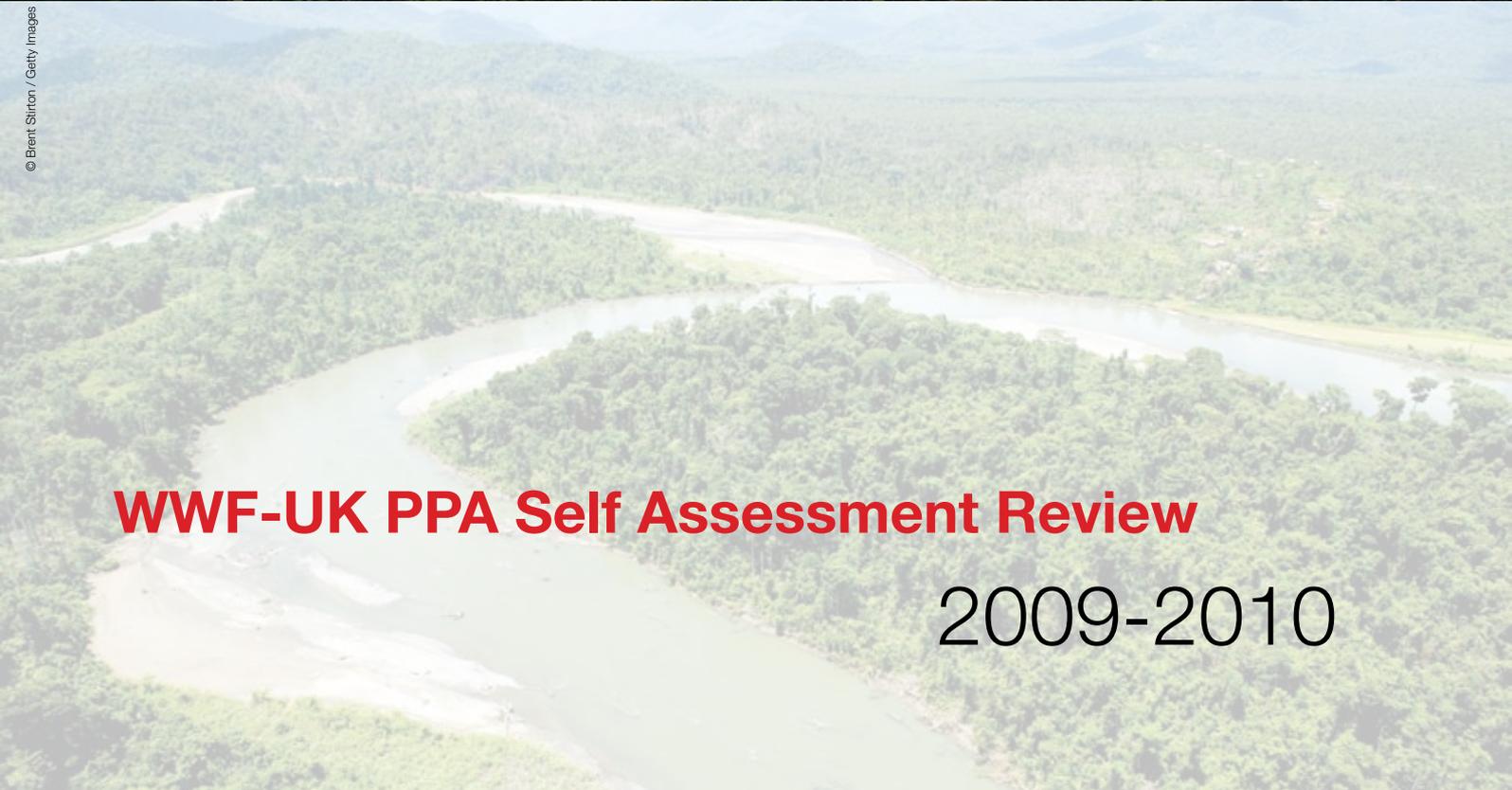




© Simon de TREMAYNE / WWF-UK

© Brent Strhan / Getty Images



WWF-UK PPA Self Assessment Review

2009-2010

PPA Self-Assessment Review

Complete areas within white boxes only

Reporting Year	2009-2010
----------------	-----------

Part A – Basic information

PPA partner	WWF-UK
-------------	--------

Niche statement	<p>WWF's mission is to stop the degradation of the planet's natural environment, and to build a future in which people live in harmony with nature.</p> <p>We work with government, private sector and civil society as trusted actors and conveners on environmental issues. As a global network with over four million supporters, we work from grass roots to international levels.</p> <p>WWF understands that a healthy, functioning environment is fundamental to people's well-being. By aiming for good environmental governance, our work offers a unique insight into the global challenges we face today, including poverty, climate change, consumption, trade and economic growth.</p>
------------------------	---

	2004/5	2005/6	2006/7	2007/8	2008/9	2009/10	2010/11
PPA funding (£)	£2.55m	£3.56m	£3.56m	£3.56m	£4.62m ¹	£5.18m ²	£3.49m
As % of total organisational income	15.90%	12.00%	13.16%	11.99%	9.98%	11.30%	15.06%

	2004/5	2005/6	2006/7	2007/8	2008/9	2009/10	2010/11
Other DFID funding (£)	£0	£0	£60,182	£117,403	£165,036	£129,265	£216,788

Summary of partnership with DFID and other DFID funding	
Other DFID funding to WWF-UK	<ul style="list-style-type: none"> £385,010 (2003): DFID provided funding to develop the innovative Timber Producer Group's work in Ghana and Brazil as part of WWF's Global Forest & Trade Network. £23,000 (June 2007): Workshop on Environment and Development Challenges – coordinated by DEG BOND. £35,000 (2008-2009): Water management architecture study. This assessed the international architecture for water resources and the role of the UK. It provided guidance to DFID and WWF on key ways to improve the international architecture around trans-boundary water resource management.

¹ This includes the 2009 top up of £550,000 for our work on climate change.

² This includes £900,000 pulled forward from 2010/11.

- £361,924 (2009-2010): Working with producers in China to demonstrate best practices in the responsible procurement of products containing wood or pulp from illegal logging hotspots.
- £250,000 (2009-2011): Facilitating Dialogue and Engagement for Sustainable Trade and Investment between China and East Africa.

Approximate % of total programmatic expenditure allocated by sector or theme (including PPA funds)

From July 2009-June 2010, the approximate % of total programme expenditure is:

Programmatic theme	£ millions	% of total
Climate change	1.95	6.82
Sustainable consumption	2.51	8.76
Freshwater	6.06	21.20
Forests	4.59	16.04
Species	2.63	9.20
Marine	2.84	9.93
Devolved UK programme	1.76	6.16
Other programmes	6.26	21.88
Total programmatic spend	28.60	100

List of abbreviations and acronyms

AOSIS – Alliance of Small Island States
AMCEN – African Ministerial Conference on the Environment
ARC – Alliance of Religions and Conservation
BNDES – O Banco Nacional do Desenvolvimento (translation from Portuguese, The Brazilian Development Bank)
BOND – British Overseas NGOs for Development
BRICS – Brazil, Russia, India, China, South Africa
CAN – Climate Action Network
CBO – Community-Based Organisation
CIFs – Climate Investment Funds
COP – Conference of Parties
CSO – Civil Society Organisation
DAC – Development Assistance Committee
DEG – Development Environment Group of BOND
DFID – Department for International Development
ECOWAS – Economic Community of West African States
EXIM – Export-Import Bank of China
GCCA – Global Campaign for Climate Action
IDB – Inter-American Development Bank
ICT – Information and Communication Technologies
IIED – International Institute for Environment and Development
IPAM – Instituto de Pesquisa Ambiental da Amazonia
LAC – Latin America and the Caribbean
LAPPA – Latin America Partnership Programme Arrangement
LDCs – Least Developed Countries
LICs – Low Income Countries
M&E – Monitoring and Evaluation
MICs – Middle Income Countries
NAPAs – National Adaptation Plans of Action
NDRC – China’s National Development and Reform Commission
OECD – Organisation for Economic Cooperation and Development
PAE – Agro Extractive Settlement (translation from Portuguese, Projecto Assentamento Agroextrativista)
PNG – Papua New Guinea
PPA – Partnership Programme Arrangement
REDD – Reduced Emissions from Deforestation and Degradation
SFA – State Forestry Agency China
SIDS – Small Island Developing States
UNDP – United Nations Development Programme
UNFCCC – United Nations Framework Convention on Climate Change
VDCs – Vulnerable Developing Countries

Part B – Progress against PPA Strategic Objectives

Progress to date against PPA purpose statement (report against the MDGs if you are working to a sufficient scale for monitoring purposes)

Good environmental governance strengthened and built to ensure positive environmental impacts and the well-being of people, especially poor and marginalised groups.

We are confident that over the last two years of this PPA we have made a significant contribution to improving environmental governance at local, national and international levels, and that we are likely to achieve or exceed all of the quantitative targets represented in our PPA indicators. The findings of a qualitative 'outputs to purpose' analysis of the emerging impacts and lessons from our indicative PPA portfolio are summarised below. This analysis particularly looked for attributable changes/improvements to decision-making processes, and subsequent changes to the environment and well-being of people – especially poor and marginalised people – that result from improved decision-making. This year we have reported back on our results across all PPA indicators, and on almost all of the work in the indicative portfolio (spanning 25 countries³).

Summary of findings

- In terms of **transforming how decisions are made**, we have examples from across the indicative portfolio where WWF has enabled information, ideas and viewpoints from the local level to feed into the development of government policies and decisions around critical environmental issues. Combining this grassroots knowledge with the findings of technical studies commissioned by WWF has meant that we have expanded the knowledge base on which many important decisions have been made. We have also promoted alternative visions and constructive solutions, and tested approaches on the ground.

We have successfully **opened up political space** for the poor and marginalised to directly express their ideas, needs and demands in decision-making at multiple levels. For example, we've enabled LDCs and SIDS to participate in global forums (e.g. UNFCCC negotiations – see indicator 2.3). We've enabled the voices of the poor to influence national policy makers (e.g. around a road-building project in Colombia – see indicator 3.2). And, at the local level, we've enabled people to manage their resources and effectively negotiate with local authorities to resolve conflict and access services (See indicator 1.1).

- Examples of changes to the environment and well-being of people in our more well established place-based work is discussed further under objective 1.
- Over the past two years we can see **changes in how we work** that have been clearly enabled and encouraged by the PPA. For example, within the indicative portfolio, we are now working with a more diverse section of civil society and we're effectively linking national and international decision-making to impact on the ground. The PPA has enabled a **broader organisational impact**. It supported the establishment and translation of our Network Poverty and Conservation policy into strategic action on poverty in Africa, and has significantly influenced our Network Strategy on Climate Adaptation.
- The learning section of this report highlights how the PPA has helped WWF to produce **new knowledge** and identify **innovative approaches** to addressing entrenched and emerging problems in the external world. However, there are areas for improvement – for example, finding ways to improve sustainability and scale up successful processes, having clearer strategies for engagement with civil society, and ensuring that benefits are

³ *Central and Latin America*: Brazil, Colombia, Paraguay, Bolivia, Belize, Honduras; *Africa*: Tanzania, Kenya, Namibia, Mozambique, South Africa, Ghana, Senegal, Mali; *Asia*: Nepal, India, China, Indonesia; *Pacific*: PNG, Philippines, Fiji, Cook Islands, Tuvalu, Kiribati; *Europe*: UK.

equitably distributed. We are also continuing to learn – around REDD and climate adaptation, conservation financing, and monitoring and evaluation. The next step is to feed new ideas and learning into wider efforts to improve WWF’s work on poverty and the environment.

While we’re pleased with our progress, we are not complacent. Globally, WWF’s *Living Planet Report* (our biennial report on the state of the planet) still shows rapid decline in the health of the planet’s ecosystems, and humanity’s rising and inequitable footprint on the world’s natural resources⁴. Within this reporting period, there have been major setbacks in the external world – not least the lack of a legally-binding international agreement from the UN climate negotiations in Copenhagen, and the global financial crisis. Changes in policy and rhetoric are only valuable if there is action and implementation as a result, and a number of our target countries face conflict and political uncertainty which can undermine long-term impact. These and other drivers mean we must continually strive to ensure that the results we have achieved lead to long-term positive impacts for the environment and for the well-being of poor people.

Progress against PPA Performance Framework by each Strategic Objective

Strategic Objective 1: Role of civil society strengthened to ensure good governance and management of natural resources at local and national level in at least three countries

Please explain choice of indicators reported on below

We have chosen to report on all objective 1 indicators.

WWF’s work with civil society organisations (CSOs), coalitions and networks aims to promote fairer and more sustainable outcomes for people and the environment. We achieve this through initiatives that increasingly integrate environment and development objectives and that place people at the centre of the management of natural resources. Protecting, enhancing and enabling sustainable use of environmental goods and services can help to reduce vulnerability and help the poor move out of poverty.

Two key approaches are fundamental to this work:

- The first is to build and strengthen the capacity of CSOs to manage natural resources in their locality, for conservation and for the livelihoods of the community (indicator 1.1). In many cases, work involves support for the creation of community-based organisations (CBOs), which have been mandated by a government to make and implement decisions about the management of natural resources. In other cases we help to strengthen existing groups and organisations to more effectively negotiate and defend their rights to these resources.
- The second approach is to support the establishment or strengthening of civil society coalitions or multi-stakeholder processes at regional and national levels (indicator 1.2). This can involve action research, policy dialogues, building bridges between conservation and development NGOs, and helping to open up the political space for grassroots coalition members and networks to engage with decision-makers in government and other powerful institutions.

The strengthened CSOs and national coalitions described in indicators 1.1 and 1.2 provide the foundations for strengthening civil society’s role to ensure good governance and management of natural resources. The work described under these indicators creates structures and processes that enable civil society to self-organise, collectively analyse and identify issues, defend their rights

⁴ Living Planet Report, 2008 (WWF, ZSL, Global Footprint Network).

against others, and engage with decision-makers. Progress against indicator 1.3 is evidence that as a result of these efforts civil society is having a greater influence over decisions about environmental matters.

Working to strengthen civil society cuts across all the PPA objectives. Through this PPA, via our work with coalitions and multi-stakeholder groups, we are engaging with and supporting a broader cross-section of civil society than WWF's traditional constituency of environmental groups.

Indicator 1.1: At least 250 local civil society organisations (CSOs) created and/or strengthened to improve natural resource management; and/or transform local harvesting, production and/or processing systems to benefit poor people.

Note: We are reporting on the cumulative progress against this indicator since April 2008. This is because the indicator has recently been revised (April 2010) and we are trialling a new approach to analyse progress and aggregate impacts from across the six programmes. As a result, there may be some overlap with information reported in our 2009 Self Assessment.

In addition, as a result of new information emerging from Nepal, we are **increasing the target of CSOs to 560** by 2011.

Progress achieved and challenges faced

Over the last two years, we've extended our support to 109 more CSOs by widening our programme coverage within the six countries where we work (Brazil, Colombia, Kenya, Namibia, Nepal and Tanzania). A great deal of the work is a continuation of long-term capacity building and strengthening of CSOs – which is helping the countries to improve their governance systems, adapt to emerging challenges and improve sustainability.

Scope of WWF's work across six projects (April 2008-April 2010):

	2008 baseline (reworked according to new indicator)	2010 status	Increase since 2008 baseline
Number of CSOs created/strengthened with WWF support	441	548	109
Number of people these CSOs are working on behalf of (best approximate)	807,816	936,323	128,507
Area in sq km with secured community territorial rights and/or being managed or co-managed by the community	47,396	60,796	13,400
Total project area in sq km ⁵	n/a	234,551	n/a

During 2010, WWF-UK defined eight benchmark characteristics of a strong CSO (attached with documentary evidence) and introduced a simple monitoring tool⁶ to provide a systematic way of analysing the **strength of CSOs**. Information from five programmes⁷ shows that **50%** of the CSOs we support have strong systems, mechanisms and technical capacities in place. A further **23%** ranked 'medium', **22%** 'incipient' and **5%** 'weak' against our criteria.⁸ These findings represent

⁵ In some cases total project area includes protected areas which are primarily managed by the state, although CSOs may have a role in management.

⁶ This monitoring tool covers the first four of our eight characteristics. It may be expanded in future.

⁷ Information from Nepal is not included in the quantitative analysis of CSO capacity.

⁸ The findings provide a simple picture of the current capacity of the CSOs that WWF has either helped to create or strengthen. As this is the first year we have applied this tool, we cannot show change in these criteria as a result of our support at this point. However, the scores and rankings provide an important

different stages of maturity of our programmes, and of the CSOs. The scores also need to be considered in terms of the different political and cultural contexts, and the level of education and previous experience in running organisations, among the rural communities where these CSOs operate.

Further evidence from the pilot findings and other evaluation data include:

- CSOs have enabled communities to successfully mobilise and protect their resources from unsustainable extraction or conversion (evidence from all projects).
- CSOs are increasingly recognised by the state as legitimate organisations (Brazil, Tanzania).
- Strong community leaders are emerging, which contributes to a vibrant civil society (Colombia, Brazil).
- More mature CSOs have successfully engaged and negotiated with external agencies to influence decisions that affect the interests of the community and the environment (e.g. Colombia, Brazil, Nepal, Namibia, Latin America forest enterprises). See PPA indicator 1.3 for further analysis of this.
- CSOs are effectively managing small-scale conservation enterprises and/or revolving funds (Nepal, Namibia, Latin America forest enterprises).

In the more established programmes, we are able to see **benefits to the environment** over time⁹: stabilisation of species numbers (Namibia); improved forest cover and connectedness (Nepal); renewed use of forest corridors by flagship species (Nepal); and recovery of natural springs (Nepal).

The most significant **benefits to the poor** were defined by the programmes as:

- Community members have *secured/formalised their rights over natural resources, and are better able to protect these resources from external pressures* (an estimated 100,000 more people benefiting since 2008 from all projects).
- *Empowerment* (giving voice to the poor and marginalised), and *building social capital* – within fragmented communities, between communities, and with external agencies (particularly notable in Colombia).
- *Opportunities for the poor to diversify their livelihood opportunities* – either through the generation of jobs, participation in small-scale, natural resource-based enterprises, or by receiving small loans to establish income-generating activities (at least 10,000 people since 2008 – in Nepal¹⁰, Namibia, Latin America Forest Enterprises).
- Establishment and institutionalisation of successful human-wildlife conflict insurance schemes¹¹ and other mechanisms to *prevent or reduce the impact of conflict between people and wildlife* (at least 65,000 more people enrolled in insurance schemes since 2008 in Namibia and Nepal. The insurance scheme is now run by the government in Namibia).
- Communities gained greater *access to services and development opportunities* – by investing income generated back into community projects (Namibia, Latin America forest enterprises, Nepal¹²); by successfully negotiating access from government services or other organisations (Brazil¹³, Colombia); and by utilising vehicles owned by the CSO to take people living in remote areas to health centres (Namibia).

baseline for future interventions and should be used by the programme teams to identify key existing strengths and gaps and to help target future capacity-building support.

⁹ In the newer programmes, where co-management and community-based management systems are in the process of being established, it is too early to see any positive impact on the environment.

¹⁰ See attached Evaluation of Green Enterprises in Nepal which gives more information about how small scale enterprises play a role in achieving conservation and contribute to poverty reduction

¹¹ Conflict between people and wildlife is identified as the greatest cost of conservation to communities.

¹² See attached Feature on Biogas in Nepal. The Community Forest Coordination Committees manage a revolving fund and subsidy scheme which enables people to install biogas. This produces fuel from animal dung for cooking, reduces pressure on forests and has health benefits.

¹³ See attached Stories of Change from the Várzea project in Brazil for examples of how the community is now defending its fish stocks from ranchers and accessing credit services.

- Women have benefited most through representation on CSO committees, often occupying roles of responsibility (secretary, treasurer). This has strengthened the voice of women in the community in terms of access to decision-making bodies (in Nepal, Colombia and Namibia). In some cases it has improved women's economic opportunities (in Nepal and Namibia).

Challenges

- Sustainability – None of the CSOs created through WWF programmes are yet at the stage of being completely autonomous. Even in more mature projects, CSOs still need support to adapt to emerging external and internal challenges. We need to find sustainable ways for this support to continue over time.
- Our experiences show us how long it takes to build strong organisations to ensure good governance and management of natural resources. There is a risk that these approaches are replicated in other projects without due awareness of the time and capacity building support required to build strong CSOs.
- Quantifying the benefits to people and maximising the economic benefits of conservation to have a significant and tangible impact on peoples' livelihoods: many of the benefits are long-term and 'soft', such as securing or formalising access to resources, empowerment and social capital.
- For some of our place-based programmes, a positive result is the maintenance of a habitat in its current condition (i.e. no change). In ecosystems that are already degraded, it can take years for habitats and species populations to recover. Even with strong CSOs at the local level, external factors outside of community control still place huge pressure on natural resources.

List any documentary evidence of achievements

The eight characteristics of a strong CSO

'Nepal – Producing energy whilst saving forests' – a WWF feature story

Stories of Change from the Várzea project in Brazil (summarised by IPAM, May 2010)

Evaluation of Green Enterprises in Nepal – Assessing the Livelihood and Ecosystem Impacts of Green Enterprises in the Terai Arc Landscape and Sacred Himalayan Landscapes of Nepal. (May 2010)

Indicator 1.2: National coalitions on key environmental governance issues built and/or strengthened in at least two countries

Progress achieved and challenges faced

Over this reporting year some progress has been made in our work to contribute to the strengthening of three national coalitions:

1. A civil society group in India – acting as a platform and steering group for a variety of networks engaged with rural development, conservation and the environment.
2. The Development Environment Group (DEG) in the UK, which brings together both development civil society groups and those working on environmental issues.
3. The Biodiversity Conservation Forum – a newly-emerging coalition in Nepal.

During 2009, the UNFCCC COP15 process opened up opportunities for WWF to expand support to national coalitions in a number of countries, including Belize, Brazil, Kenya, Senegal, South Africa, Nepal, the Cook Islands, Kiribati and Fiji (see objective 2).

Three themes have emerged from our work with national coalitions during 2009-2010. Our support to national coalitions can be said to:

- (i) Help bridge divides within coalitions and networks.
- (ii) Strengthen mechanisms and systems in support of group processes.
- (iii) Contribute to opening up the political space for civil society coalitions to operate and engage with decision-makers.

Specific updates since the last self assessment are provided below, and are organised using the analytical themes described above:

DEG, UK

- (i) DEG had limited activity this year due to the loss of staff in key steering group members. The bulk of the work was generated by the four subgroups in the lead-up to the December 2009 Copenhagen UNFCCC summit (on climate finance).
- (ii) As a result, we identified the need for better coordination in DEG and provided the funds for a part-time coordinator (in post from June 2010).
- (iii) This year, WWF-UK is facilitating the engagement of DEG members with DFID and UNDP in the run-up to the September 2010 MDG summit. This provides smaller NGOs with access to information and decision-makers.

The Civil Society Organisation for Collaboration on Environmental Governance (CSO), India

- (i) & (ii) A self-assessment by the project reveals that the Civil Society Group in India is adding value to existing coalitions and networks by helping to bridge the development–conservation divide through facilitated policy dialogues. The group is also adding value through its members (eight members from conservation and development networks) working together to develop specific policy briefs and materials on four pieces of legislation: the Forest Rights Act, the Wildlife Act, Biodiversity Act, and Environmental Protection Act. This work includes legal analysis, research and status reports on the implementation of key provisions of all these legislations, and the convening of national and state level consultations. The group is also involved in processes and activities where civil society voices are represented to government. According to one platform member, the CSO platform is, *“helping to bring individuals from organisations that do not normally engage with each other for various reasons – ideological, political, geographical – to develop a common vision”*.
- (iii) The majority of the publications and materials developed in 2009 have actively involved constituency members, local CBOs and individuals, with the aim of building a credible evidence-base on the practical implications and implementation of specific legislation. This process is helping to bolster the advocacy activities of existing environmental and development networks and coalitions in India, as well as creating a bridge between these groups and decision-makers at national and regional level through action research and dissemination activities. Members of the steering group report an increase in requests from decision-makers to present the findings of these publications in a broad range of government forums and consultation meetings.

The Biodiversity Conservation Forum, Nepal – this work started in 2009

- (i) The consortium has been set up with 60 general members, bringing together development and conservation perspectives, to share good practices, to enable information exchange between CSOs and the government, and to engage in policy debates about key policies, rules and regulations.
- (ii) WWF-Nepal provided initial start-up costs and staff resources to support the consortium to plan and develop a draft constitution and define its mandate. The consortium has now registered as a national civil society organisation under the Home Ministry.

Challenges

- The demands and involvement in supporting and helping to strengthen civil society coalitions is increasingly, though not always, recognised in WWF. WWF-UK does not presently have an articulated policy for its work broad range of work with civil society or coalition building. This is a challenge for those programmes supported by WWF-UK that see strengthening civil society not as a means to an end but as an end in itself.
- Identifying the most effective mechanisms for ensuring full inclusion and participation of all

coalition members, particularly grassroots organisations representing poor and excluded groups and human rights civil society organisations in Nepal and India, remains a challenge for WWF.

- Progress by DEG was hampered by the loss of personnel in key steering group members during 2009/10.

List any documentary evidence of achievements

Indicator 1.3: Civil society influences the improvement and/or implementation of environmental policies, legislation or decision-making addressing critical environmental issues in at least three cases

Progress achieved and challenges faced

All of the 10 projects and programmes reviewed under this objective¹⁴ show evidence that WWF's support has helped civil society to influence the improvement and/or implementation of policy and legislation. In 2009/10, we're seeing evidence that civil society organisations we support are demonstrating greater awareness of their rights and are successfully defending them. And that they have increased confidence and ability to engage in the policy decision-making process.

For example:

(i) In Colombia, as a result of our support, communities living around the proposed Pasto Mocoa road had greater access to the necessary information, tools, skills and space to understand the potential impacts of the road on their lives and environment, and met formally to share their views with decision-makers. The final scheme is better for the community and the protection of the forest than other similar infrastructure schemes¹⁵ (see PPA indicator 3.2 for further details and how this has influenced the Inter-American Development Bank (IDB)). This is one of many examples where WWF-Colombia has successfully supported communities and local decision-makers through a *conversatorio*¹⁶ process to negotiate better decisions (see Learning section).

(ii) In the Várzea floodplains of Brazil, community-level institutions set up with support of our partner IPAM (cf PPA Indicator 1.1) have negotiated effectively with ranchers and the federal government to enforce rules around the use of natural resources. These institutions now act as the point organisation to facilitate community access to grants and loans for education, health services, energy, transportation infrastructure, and agricultural extension services.

(iii) In Paraguay, building on success prior to 2008 in which we were instrumental in achieving a moratorium on forest conversion, we've shifted our focus from the national to the regional and local level, to ensure implementation of the Zero Deforestation Law on the ground. We have supported municipal level coalitions, made up of local-level legislators, small forest landholders, local government and local civil society organisations and NGOs to pilot compliance with this law in three municipalities. Activities have included local-level training, stakeholder dialogues and a campaign to raise awareness of the law. In a relatively short period of time, deforestation has dropped by 85%, and reforestation is at an all-time high. There has also been a massive voluntary movement by farmers to come into compliance with the country's forest law. For example, a survey

¹⁴ The 10 projects and programmes are: Brazil, Colombia, Nepal, Kenya, Tanzania, Namibia, Responsible Forest Management and Trade, India CSO group, DEC, Paraguay Social Pact coalition/the Conformance with Forest Legislation (CFL).

¹⁵ *The Road to Development: Building a Policy case from the Grassroots*, analysis by external consultant, April 2010.

¹⁶ The *conversatorio* is a process which enables local people to meet formally with local authorities, make proposals, negotiate and reach agreements for actions supporting conservation and sustainable development.

carried out in 2009 estimated that approximately 75% of farmers in the Pirapo region were in the process of coming into compliance. According to one government official, corrupt government representatives are also being identified more often. Anecdotal evidence suggests that the application of laws around pesticide use have also improved.

Challenges

- Getting the balance right between i) WWF or our partners speaking on behalf of civil society, and ii) enabling civil society actors to speak for themselves in forums with external organisations (Colombia, Namibia).
- Need for long-term mentoring and support. Supporting civil society groups to engage and influence policy and decision-making is a very long-term process. It requires a significant amount of mentoring – particularly working in a context where opportunities for effective civil society participation in democratic processes are limited (Colombia).
- The constantly changing political context in a number of countries can impede the work, when ministers and local level government officials move on, or new parties come into power. This type of work requires building up relations of trust over time. New parties coming in will not always perceive WWF’s role as non-partisan. Or those who have not been involved in the process may not have the environment and conservation at the top of their agendas.

List any documentary evidence of achievements

‘The Road to Development: Building a Policy case from the Grassroots’ (April 2010)
 Stories of Change from the Várzea project in Brazil (summarised by IPAM, May 2010)

What is the likelihood that Strategic Objective 1 will be achieved? Rate 1 to 5

1

Strategic Objective 2: Strategies for low-carbon development pathways and climate change adaptation developed and implemented in selected LICs, BRICS and MICs

Please explain choice of indicators reported on below

We have chosen to report on all indicators under objective 2.

Climate change is occurring at an ever-increasing rate and scale, and there is an urgent need for action to reduce both the extent of climate change and vulnerability to its impacts. This objective seeks to address both.

- At the local level, we are testing adaptation strategies and piloting approaches that can be scaled up.
- At national level, we are working with national governments in Brazil, China, India, Indonesia, Philippines, and South Africa to develop and implement low carbon development pathways with a focus on smart energy generation and consumption. In heavily forested countries such as Brazil and PNG we are supporting governments to progress potential opportunities from REDD. For many countries we work with (including vulnerable countries such as Nepal, Belize and Honduras) support is provided to develop adaptation responses. In each case this involves providing technical support, commissioning research, and facilitating dialogues and forums. In some cases work involves strengthening local civil society to participate and respond in national dialogues.
- At international level, we campaign to ensure that heads of government and powerful decision-makers commit to climate change agreements that are fair, equitable, binding and based on science. A focus of the work has been on helping both civil society and national governments from vulnerable countries to have a strong voice up to and during UNFCCC negotiations.

While the expectation of getting world leaders to agree a global climate deal at Copenhagen was not met, WWF's work on climate change in 2009/10 did contribute significantly to raising climate change as an issue and getting high level political engagement, particularly at national levels. Much of the national level work strengthened the capacity of a range of civil society actors and governments in vulnerable countries to strengthen their voice and level of engagement in global climate negotiations, and start to develop their own plans and responses to climate change. There are many examples of national policies on energy and climate change being influenced or improved through WWF's technical support, research and engagement.

Indicator 2.1: At least three exemplar projects of climate change adaptation, REDD or Low-Carbon Development that generate net benefits for poor people

Progress achieved and challenges faced

Since 2008, the portfolio of projects on adaptation, REDD and Low-Carbon Development has expanded from one to six. There are now three projects specifically established to build the capacity of communities to adapt to climate change, and three projects focused on generating benefits for poor people through REDD. Progress is reported according to the following three themes¹⁷:

1) Raising awareness and building capacity at local level:

Our work has provided a catalyst for facilitating local discussions on climate change and for assisting local communities to develop locally appropriate mechanisms and plans for adaptation and REDD implementation. This is happening in a range of ways, but is allowing a cross-fertilisation of ideas and information between a broad range of stakeholders, including scientific

¹⁷ Based on an analysis of four of the six projects.

researchers, donors, policy advisers and government. Key outputs and outcomes are:

- Increased community awareness and capacity to analyse and assess key vulnerabilities and identify tangible local solutions for adaptation (Nepal, Belize).
- Forest communities have an increased understanding of REDD options, obligations and risks.
 - (1) In PNG, this has been achieved through local radio programmes, and within one area community-based training, land boundary mapping and innovative use of ICT (see Learning section).
 - (2) In Brazil, we provided financial support for the Acre state government to undertake consultations with community representatives. These consultations have provided information for a draft policy framework for REDD, particularly around sharing benefits.

2) Influencing policies and institutions:

Each project has influenced national policy formation or institutions. This has happened thanks to WWF providing governments with technical advice and/or information drawn from on-the-ground experience. In 2009/10 there are:

- *Two cases where evidence and lessons from WWF's community-based project work influences adaptation or REDD policy*
 - (1) Improving resilience in Belize
 - Annual reef monitoring data collated by the Belize reef monitoring group (supported by WWF) is now utilised by the national fisheries department and the national tourism department to inform their policy work.
 - We have influenced mangrove legislation, resulting in strengthened restrictions on clearance of mangroves for development, a key driver of degradation in the region.
 - (2) PNG
 - WWF's work with local communities has informed the government of the need to, and ideas about how to, raise the REDD awareness among rural communities. This has influenced the planned government roadshow to explain REDD to rural communities and the first drafts of REDD policy.
- *Three cases where technical information and advice from WWF has influenced policy development*
 - (1) PNG:

Our advocacy, using technical arguments during 2008/09, contributed to informing the government's positions and approaches on REDD. There was a particular focus on benefit sharing issues. A key outcome has been the 'flushing out' of corruption within the overseeing government department, and the emergence of a constructive relationship between WWF-PNG and the government's forest and environment departments.
 - (2) Brazil:

Our ongoing financial and technical policy support has resulted in the government producing a draft policy framework on REDD, which has been through an initial consultation process and is now in the process of being finalised and submitted to parliament¹⁸.
 - (3) Nepal:

As a member of the Forest and Biodiversity Working Group, WWF-Nepal has contributed to the development of the National Action Plan on Adaptation. It has also been instrumental in contributing to developing the national climate change policy (see indicator 2.3 post).

3) Scaling up and sharing:

For example:

- (1) Belize: A national coastal zone management plan is being developed, drawing on the lessons

¹⁸ WWF provided financial support for the government to undertake timely consultations with representatives of a number of targeted beneficiaries in the policy. A total of 174 people were involved in the consultations, including representatives from three trade unions, at least 30 civil society organisations, 30 indigenous leaders and 40 extractivists and small households.

- learned in developing a local coastal development plan.
- (2) Nepal: Early work to develop a set of standard tools with Asian Development Bank for local government to conduct vulnerability assessments, drawing from the learning from a WWF-Nepal project.
- (3) Brazil: We have secured substantial additional funding to pilot aspects of the REDD policy in Acre.

Challenges

- In Belize, the lack of a robust overarching climate change policy at the national level has meant that there are challenges in ensuring consistent approaches across sectors and departments. This will be the subject of future advocacy and engagement work.
- There has been a big emphasis on influencing REDD policies or advocating for REDD policies to be put in place to provide a framework for work on the ground. This requires time, resources and capacity building, particularly to ensure the engagement of all key stakeholders, and is more challenging where there is weak governance.
- There are limits to the adaptation strategies being developed. In some areas which are extremely low lying, the options are more radical and are potentially outside our remit. For example, in some cases migration may be the only long-term solution (Belize and Honduras).
- When working closely as a technical adviser to government (as in the case of Brazil), it is difficult to engage and challenge in the way an outside organisation could.

List any documentary evidence of achievements

The Mid-term Evaluation of Project: Building Resilience to Global Climate Change within the Mesoamerican Reef Eco-region, Executive Summary, 15^h July 2009.

The Eastern Himalayas – Nepal: Adaptation Case Studies for Responding to Climate Change Impacts.

Climate change: The Impending Threat, WWF 2009.

Indicator 2.2 At least four networks/coalitions on climate change are established or strengthened, and either include in their advocacy agendas the perspectives and policy demands of vulnerable countries, or are comprised of members coming from vulnerable countries

Progress achieved and challenges faced

In 2009/10, PPA funds contributed to WWF helping to strengthen:

- Two international coalitions on climate change – Global Campaign for Climate Action (GCCA) and Climate Action Network (CAN) International.
- One pan-African network (PACJA), two Pacific region civil society networks and coalitions (CAN South Pacific) and four national civil society climate coalitions in LDC and SIDS countries (Nepal, Fiji, Cook Islands, Tuvalu).
- One emerging civil society network in Brazil to participate more effectively in national level discussions and forums on climate change in the run up to the UNFCCC COP15 in Copenhagen.

A major part of this work has entailed supporting coalitions and networks to understand the technical elements of the climate change negotiation process and to make the links between climate, development and the environment. The NGO Treaty, along with a number of other documents developed by WWF, has helped to support the lobbying positions and strengthen political positions and responses of a number of our coalition partners at international, national and regional levels.

Our engagement with civil society coalitions in LDCs, vulnerable countries and emerging

developing countries to input into the NGO Treaty also helped to make more prominent issues of REDD and the need for support to developing and vulnerable countries (finance, technical and insurance mechanisms), including the whole issue of responsibilities. Our global outreach and access to decision-makers at national and international levels also helped to open up the space for our civil society coalition partners and networks to operate.

Specifically, PPA funds to WWF contributed to:

- Our **engagement and support to the GCCA and CAN**. This contributed to both coalitions having strengthened political positions and response actions globally and in key countries¹⁹ of both coalitions. We were able to do this through playing a strategic role in the policy intelligence arm of the GCCA and providing support to the GCCA campaigns team. We were also very active on the CAN board, the CAN political coordination group and among the CAN communications team.
- We helped to **revitalise and strengthen the capacity of at least six civil society coalitions** representing the perspectives of vulnerable countries so they could collaborate and engage in climate change debates and advocacy at regional and national level. We did this through providing technical support, advocacy training, facilitating south-south exchanges and sponsoring civil society coalition partners to attend the UNFCCC meetings and participate in international coalition processes. This contributed to the confidence and experience of a number of organisations to engage at this level, as well as helping to amplify the demands and perspectives of vulnerable countries in these forums.

Challenges

- A number of the more nascent relationships fostered with civil society coalitions in the Pacific, Africa and South Asia are threatened by the short-term funding that this work has received. Feedback shows that external informants clearly see WWF as playing an important role in future: "... they have started something good, they would be doing a disservice by not providing the intellectual strength to a longer-term movement – it would be doing a disservice to the people they serve".
- While we received positive feedback from our coalition partners with regards to our policy and technical support and support to CAN, a number of our civil society partners also felt that we were less collaborative in the GCCA's public campaign and that our overall participation in the GCCA was 'in discrete parts'. Part of the problem seems to be in the way the GCCA was set up, with a strong push coming from donors eager to support it. This can create challenges if it hampers more organic growth. Another challenge was the high expectations that the GCCA would deliver an effective public campaign within such a short timeframe. The campaign only really took off mid-way through 2009.
- We are not always clear in our strategies about why we choose to work and support civil society coalitions and what our role is with regards to this way of collaborating.

List any documentary evidence of achievements

WWF Global Deal Network Initiative 2008-2009 Summary of the process and findings of an evaluation carried out by Antonella Mancini, 6 May 2010.

Case Study: WWF's Global Deal Network Initiative work in Africa, Antonella Mancini, 6 May 2010.

Case Study: WWF's Global Deal Network Initiative SIDS work, Antonella Mancini, 6 May 2010.

¹⁹ WWF Global Deal Network Initiative 2008-2009: An evaluation by Antonella Mancini, May 2010.

Indicator 2.3 At least four national or international climate change strategies or negotiations improved by evidence and/or information provided by WWF and its partners

Progress achieved and challenges faced

In 2009/10, evidence and/or information provided by WWF and our partners contributed to the improvement of:

- The texts, submissions and thinking around climate change of at least five national governments and negotiation bodies; and
- The policy positions of two regional bodies in the UNFCCC process.

Furthermore:

- In four key Asian emerging countries, governments are raising their levels of ambition in relation to low-carbon development, partly in response to work we supported.
- In Brazil, we contributed to influencing the government to adopt measures to increase energy efficiency and renewable non-conventional energy sources.

In 2009, we commissioned a series of strategic papers (research, position papers, studies and proposals²⁰) that outlined finance options and also proposed policy alternatives and solutions for REDD, adaptation, mitigation, technology and energy solutions etc. that could be used by country governments and civil society in climate negotiations. Of particular significance was the NGO Treaty, which provided a calling card for dialogues and policy discussions with a broad range of decision-makers in over 50 countries.²¹

A number of the policy positions proposed by WWF and our partners contributed to **improving the texts, submissions and thinking around climate change** of national governments and negotiation bodies in the UNFCCC process (Nepal, the Cook Islands, South Africa, China and Brazil). We also contributed to **strengthening the policy positions of a number of regional bodies** including African Ministerial Conference on the Environment (AMCEN) and Alliance of Small Island States (AOSIS).

PPA funds have supported us to develop and promote **national climate and energy solutions** to serve as a roadmap for low-carbon development and provide arguments for responsive country action to address climate change in four key Asian emerging countries (China, Philippines, Indonesia and India). A key development in 2009 was how the process involving a broad range of stakeholders from government, business, academics and civil society in developing these vision reports is helping to raise the level of ambition in these Asian countries. For example: WWF-Philippines' work on the Climate Solutions Energy Report provided the basis for recommendations to the National Renewable Energy Board (NREB), primarily on the share of renewables in the Philippines power mix by 2020. Because of this, the NREB has set an aspirational target to double the share of renewable energy in the power mix by 2020. This has also prompted the Philippines government to pursue at least a 20% reduction from its projected business as usual emissions by 2020.

PPA funds have also supported WWF-Brazil to advocate for **policies and measures to increase energy efficiency** and the adoption of renewable non-conventional energy sources in the Brazilian electricity matrix. Engagement with academics, civil society organisations and key government

²⁰ See: http://assets.panda.org/downloads/copenhagen_expectations_paper_wwf.pdf

See: www.panda.org/what_we_do/footprint/climate_carbon_energy/climate_deal/publications/?188021/Report-The-Copenhagen-Accord-A-Stepping-Stone

For documents related to the NGO Treaty see: www.panda.org/about_our_earth/all_publications/?166141/NGOs-write-benchmark-Copenhagen-climate-treaty

See: www.panda.org/what_we_do/footprint/climate_carbon_energy/climate_deal/publications/?176101/Sharing-the-effort-under-a-global-carbon-budget

²¹ WWF, Greenpeace, Germanwatch and IndyAct were the main drivers of the NGO Treaty.

officials on these issues, supported by a series of studies exploring mitigation options for the country, has contributed to discussions with relevant government officials and sector representatives and helped to inform Brazil's long-term position on greenhouse gas emissions as required under the UNFCCC process.

WWF-Brazil has also been advocating the use of wind energy as a potential energy source for the country. Of key significance in 2009/10 was the government successfully organising the nation's first auction aimed specifically at wind energy.²² While WWF-Brazil cannot claim to have directly influenced this outcome, its policy and influencing work has contributed to informing policy dialogues with government positions on renewable energy potential and the need to diversify the country's energy matrix.

Challenges

- While we hoped to see an ambitious legally-binding climate change deal adopted at COP15, there was not adequate support for this in Copenhagen among all governments, and no such deal was adopted in 2009.
- A key challenge has been the vacuum in international policy development, post-Copenhagen. There is a real need to get the international discourse back on track and to persuade national governments in industrialised and key emerging economies that it is in their interest to move to a low-carbon pathway.
- Our climate change advocacy failed to maximise the links between our programme work on the ground and advocacy work at different levels.
- While praise was given to our climate change policy team's experience and technical skills, the evaluation of the campaign also questioned whether the team devoted too much time at the international UNFCCC process to a limited range of actors, and in trying to cover all the issues in the negotiation text to the exclusion of possibly other approaches and strategies to effect change.
- The sensitive nature of carbon emissions in China has delayed the finalisation of the Energy Vision report in China. The strategy of introducing the draft Energy Vision report through a series of facilitated forums, conferences and meetings is however helping to build up a case that links a low-carbon economy to China's long-term benefits in terms of jobs, health and climate, and to position China as a global leader in the clean energy industry.

List any documentary evidence of achievements

WWF Global Deal Network Initiative 2008-2009 Summary of the process and findings of an evaluation carried out by Antonella Mancini, 6 May 2010.

Case Study: WWF's Global Deal Network Initiative work in Africa, Antonella Mancini, 6 May 2010.

Case Study: WWF's Global Deal Network Initiative SIDS work, Antonella Mancini, 6 May 2010.

WWF UK Bunkers Case Study, Antonella Mancini, 6 May 2010.

²² In order to satisfy expected increase in energy demands, the Ministry of Mines and Energy conducts auctions in which the companies which offer the best prices win. In December 2009, the government organised an auction where only wind energy companies could participate. The auction was a big success, both in terms of the prices agreed and the energy contracted. The final medium price was R\$148.39 for 1MWh – 21% lower than the maximum price of the auction, and lower than those practised by power plants fuelled by diesel. And, depending on supply conditions, it was lower than those practised by power plants fuelled by natural gas. Also, as a result of the auction, 1,807.7MW should be added to the Brazilian grid by 2012, compared to the 602MW already operating and 260MW under construction.

Indicator: 2.4 Increased capacity of at least four WWF-UK partners in vulnerable countries to engage in international negotiations

Progress achieved and challenges faced

An important strand of work that evolved over the course of the 2009 was our support and engagement with VDCs in Africa, Asia and the Pacific region to ensure VDC positions and voices were reflected in the UNFCCC negotiation process both prior to and after COP15. Our work focused on areas where we had existing relationships and capacity (Nepal, Ghana, Senegal, Mali, Kenya, Tanzania); Small Island Developing States (Kiribati, Fiji, Cook Islands), and with regional/negotiating groups where we felt we could make the biggest difference (Africa Group, AMCEN, ECOWAS and AOSIS).

At each UNFCCC intercessional meeting in 2009 it was clear that vulnerable countries and VDC blocks did gain a much stronger voice in the negotiation process. Our main contribution was to provide technical and legal advice to national delegations and regional groupings. We also ensured that SIDS and other VDC policy concerns were highlighted and included in the key position statements of WWF and our civil society partners. We provided our own staff as policy/technical resources to VDC governments, with several staff being directly accredited to delegations (Cook Islands, Kiribati, Madagascar, Nepal, and Senegal). We also helped to boost VDC capacity at COP15 in Copenhagen through sponsoring four high-level officials and negotiators from the Africa region (Kenya, Tanzania, Mali and Senegal) and two government delegates from the Nepalese Ministry of Forestry to attend.

We contributed to strengthening southern-based media coverage and perspectives on the UNFCCC process internationally and at national level, thus ensuring the concerns of vulnerable and LDC countries were heard by a wider audience. Our support included capacity building and training with media and civil society organisations and coalitions in Africa, the South Pacific and Nepal and support to the Secretariat of the Regional Environment Programme (who helped coordinate communications and media for AOSIS). We also funded two key journalists from Africa covering east Africa and west Africa, and three media people from the Pacific to attend COP15. In Africa, we also co-sponsored three civil society partners and one youth member from west Africa to attend COP15, to further bolster the voices of vulnerable countries in the civil society movement on climate change.

Challenges

- Despite the VDC and developing country negotiators and regional bodies being more assertive within the UNFCCC negotiations, efforts to strengthen their voices and positions was clearly not enough as, at the end of the day, there was very little representation from VDC governments in the closed-room meetings where the Copenhagen Accord was drafted. This was also very clearly evident in the final Accord outcome.
- Work of this type is very time-consuming, yet in many cases we had a very limited budget for our ambitions, and no full-time coordinator. Managing expectations of what we can deliver is essential.
- The WWF network's development of policy did not keep pace with political opportunities within the SIDS, meaning that at times we were not able to take advantage of opportunities to influence policies.
- The dual roles of supporting the development of technical capacity for Pacific SIDS governments and lobbying on our own positions presented challenges.
- The disappointing outcome at Copenhagen has started to move support away from the UNFCCC process, presenting challenges for VDC influence in forums where they are not traditionally invited.

List any documentary evidence of achievements

WWF Global Deal Network Initiative 2008-2009 Summary of the process and findings of an

evaluation carried out by Antonella Mancini, 6 May 2010.

Case Study: WWF's Global Deal Network Initiative work in Africa, Antonella Mancini, 6 May 2010.

Case Study: WWF's Global Deal Network Initiative SIDS work, Antonella Mancini, 6 May 2010.

Indicator: 2.5 At least one international campaign that raises public awareness of, and focuses the attention of world leaders on, the need for a fair, adequate and legally-binding global deal on climate change

Progress achieved and challenges faced

A number of the key outcomes that contributed to WWF's climate change campaign objectives are highlighted in the sections above. Additional key achievements to note include:

Keeping climate change high on the political agenda during 2009. A number of our stakeholders interviewed as part of an external evaluation of our international climate change advocacy work suggest that the attendance of over 100 world leaders and heads of state at COP15 was in part due to the efforts of civil society organisations. This included our efforts to keep up the pressure on political leaders to make sure that climate change issues become part of a broader political agenda.

In June 2009, we established an initiative called the 'Hot House' – a rapid strategic response and political intelligence centre that provided back-up information and strategic advice to WWF and its partners in the run up to and during the UNFCCC negotiations. Intelligence provided via the Hot House enabled us to engage at increasingly high political levels with government heads and government ministers, to situate arguments about climate change in the context of wider foreign policy agendas (economic growth, energy security etc.) and to operate effectively in high-level forums such as the G8 meeting in L'Aquila and the UN General Assembly. At the UNGA, we managed to have high-level meetings with representatives of 75 country delegations to relay climate change messages.

The Hot House, alongside a range of other innovative campaign materials and tools, contributed to keeping climate change high up on the political agenda, to build trust and initiate long-term relationships and links with a number of important decision-makers. It contributed to the adoption of a '2 degree ambition' by the G8 in L'Aquila, which is now enshrined in the Copenhagen Accord.

Public outreach and mobilisation. Our communication activities at the UNFCCC, high-level meetings and public outreach across the globe and in a number of key countries helped to magnify civil society's calls for action, raise public awareness and galvanise public mobilisation for a fair and binding deal. WWF's Earth Hour, and to a lesser extent, Vote Earth opened up opportunities for a broad range of new constituencies and public audiences to engage in mass action on climate change across the world and in a number of key strategic countries (China, Brazil, South Africa, India and the US).

An external evaluation of WWF's international climate change advocacy work found that while views of those interviewed on the effectiveness of Earth Hour and Vote Earth were generally critical, in the view of one civil society partner both events "did help to captivate peoples' imaginations."²³

Our communication and public outreach work at the COP15 also made extensive use of new media methods to engage online audiences (decision-makers and the wider public). For the first time we used professional web-based television to produce a daily 'Inside COP15'. This broadcast six short TV clips daily for online television outlets, reaching hundreds of thousands of viewers and

²³ WWF Global Deal Network Initiative 2008-2009: An evaluation by Antonella Mancini, May 2010.

helping to raise awareness of the UNFCCC process.

Challenges

- An evaluation of our climate change campaign highlighted some disconnect between our policy and public outreach work and a perceived lack of clarity and consensus within WWF on what the role of public campaigning is as a strategy to influence change and transformation.
- Our campaign messaging wasn't always tailored or targeted to relevant audiences, and didn't correspond with our core strengths as a conservation organisation working with species, ecosystems, habitats and people. For example, we failed to capitalise on our climate witness work. As one INGO among many campaign players, it is important to focus and be strategic in getting core points across.
- A great deal of our campaign focused on the technical policy element of the treaty-making process. One consequence of this was that we were ill-prepared for the attacks on the validity of the IPCC scientific findings in the lead up to COP15, and failed to anticipate how powerful, vested interests might have also been busy behind the scenes in orchestrating these attacks.

List any documentary evidence of achievements

WWF Global Deal Network Initiative 2008-2009 Summary of the process and findings of an evaluation carried out by Antonella Mancini, 6 May 2010.

Case Study: High Level Advocacy & WWF's Climate "Hot House", Antonella Mancini, 6 May 2010.
www.panda.org/what_we_do/footprint/climate_carbon_energy/climate_deal/

What is the likelihood that Strategic Objective 2 will be achieved? Rate 1 to 5.

2

Strategic Objective 3: Production, trade and consumption in selected countries or sectors is transformed to be more environmentally sustainable and equitable

Please explain choice of indicators reported on below

We have chosen to report against all indicators under objective 3.

Unsustainable production, trade, and consumption are key drivers of environmental degradation. Globally, people are using about 25% more natural resources than the planet can replace. This will have severe consequences for both people and nature unless we change the way we live. This objective aims to bring sustainability and equity to production, trade and consumption through working with partners in the WWF network and beyond. We have targeted the emerging economies of China and Brazil; Tanzania, Mozambique, Bolivia (as countries impacted by China and Brazil); the multilaterals – IDB, World Bank and DFID; and the forestry and water sectors.

Our strategies include:

- Working to influence the development pathways and external investments of emerging economies (such as China and Brazil) through direct engagement, encouraging greater south-south dialogue with those poorer countries that are impacted by their development, and by building the capacity of poorer countries to negotiate around key environmental issues.
- Producing a strong evidence base and/or decision-making tools that improve the quality of decision-making in governments and multilateral agencies.
- Working through multi-stakeholder processes to bring together parties that would not necessarily meet, to mutually agree how to improve sustainability and equity of production, trade and consumption in particular commodities.

None of these strategies would be effective without the time spent in developing strong relationships, our technical expertise, and international credibility. This has enabled us to achieve access to the highest levels of policy-makers and investors on a range of key environmental issues, particularly those who are not always open to outside collaboration with NGOs. Many of the big players influencing production, trade and consumption are frequently organisations that the NGO sector has been in conflict with. This brings risks for us in engagement, but our approach opens doors for influence.

The indicators/targets for Objective 3 have already been achieved or exceeded despite there being another year of the PPA to run. What is less clear is the extent to which these changes have impacted on equity. In some, for example the work with the IDB, the link to social and equitable issues for particular communities is clear. Other work, such as the work with the World Bank on energy tries to ensure equity issues are considered at high levels of policy. However, in much of this work, making clear links between environmentally sustainable development and equity issues is challenging and is an area we will need to give attention to in the future.

Indicator 3.1: At least one LIC government draws on WWF support in international trade and investment negotiations relating to more sustainable and equitable use of natural resources

Progress achieved and challenges faced

Two LIC governments (Tanzania and Bolivia) have drawn on our support in negotiations with China and Brazil respectively. Groundwork has been laid for similar support to Mozambique.

We have supported the **Bolivian government** to be in a much stronger position to promote and debate energy alternatives for the country and the region based on an informed and

comprehensive analysis of all possible renewable energy alternatives to fossil fuels and strategies.

This is particularly critical as the government of Bolivia is also keen to forge strategic political links across the border with its politically and economically strong neighbour Brazil. Brazil has been actively promoting the construction of Santo Antonio and Jirau dams on the Madeira river as part of a larger four-dam cascade to generate electricity and permit cross-border commercial navigation.

In 2008-09, we commissioned five technical scientific studies involving scientific institutions, communities and other environmental organisations, which contributed to highlighting significant flaws in the initial environmental impact assessment studies carried out by the developers of the Madeira complex. The studies have contributed to the Bolivian government's position on the construction of the Santo Antonio and Jirau dams in their discussions with the Brazilian government. Although Brazil is not officially acknowledging the impacts of the dam construction, it has not been able to refute the impacts either, owing to the scientific studies and research supporting the Bolivian government's claims.

Our focus in 2009/10 has been on supporting the Bolivian government to develop an energy policy for the country, with special attention to sustainable hydro-energy and issues of climate change mitigation. To help inform this work we commissioned a study to evaluate the energy sector in discussions with the national environment and energy ministries.

China is an important destination for timber from Mozambique and Tanzania: over 50% of their timber goes to China. Much of this timber is harvested illegally, due to limited capability of **Tanzanian and Mozambican governments** to implement and enforce forest law.

Since 2006, we have been supporting dialogue on issues such as timber trade and sustainable forest management (SFM) between the Forestry and Beekeeping Division of the Ministry of Natural Resources and Tourism in Tanzania and the State Forestry Agency (SFA) in China. Initially, discussions focused on the regulation of the timber trade. But over the past year they have expanded to include technical collaboration and technology exchange with China on sustainable forest management and timber processing (so Tanzania can obtain a higher margin for its timber).

A study tour by SFA officials to Tanzania and Mozambique in April 2010 helped strengthen the relationship. During the visit, the SFA made a clear statement that it would like to move into a more formal partnership with the Tanzanian government, and would support a proposal from it on technical collaboration. Through this work the Forestry and Beekeeping Division has developed a better understanding of how Chinese aid in the sector is allocated. The next step will be for the Forestry and Beekeeping Division to present a concrete proposal to the Chinese embassy in Dar es Salaam. The Director of the Forestry and Beekeeping Division is very keen to access Chinese expertise and technology, and commented: *"I am now seeing WWF as a critical partner, seriously upping their game. A much bigger player now, driving sustainability in Tanzania."*

Similar work is at an early stage with the government of Mozambique, which has built on the lessons from the work in Tanzania.

Challenges

- The Tanzanian work illustrates how this innovative approach to supporting dialogue between east Africa and China is a long-term process. This is a new way of working not only for our Chinese and African partners, but for WWF. We are learning that, to ensure that outcomes are based on a shared vision between east Africa and China, we need to learn with and move at the pace of our partners.
- WWF-Bolivia's staff mainly have technical backgrounds, which presents challenges for undertaking the complex political advocacy and influencing work that the context demands. Challenging issues identified include:
 - An over-reliance on relationships at ministry level. There is a need to constantly renew

- relationships with key ministry staff when personnel change.
- There is no unified government position between departments on the dams²⁴. There are those who want to defend the people's rights and prevent environmental damage but others are willing to negotiate²⁵. Diplomatic skills for managing and resolving conflict within the context of political advocacy are needed.

List any documentary evidence of achievements

Patterns of Chinese investment, aid and trade in Tanzania. A briefing paper by the Centre for Chinese Studies Prepared for World Wide Fund for Nature (WWF), October 2009 By Johanna Jansson, Christopher Burke and Tracy Hon.

Madeira Dams documentary film: 'Life Before the Dams'

Short version available at www.wwf.org.uk/learn/povertyandenvironment. Longer available on request. *The documentary has been shown in the IDB, WB, and BNDES (Brazilian Development Bank), three of the largest funders of infrastructure development in LAC region, and has also been used for education in UK schools and used on resource websites by partners such as the Prince's Rainforest Project.*

Indicator 3.2: In at least three cases evidence and/or information provided by WWF is used by multilateral agencies and governments to implement and/or change their policy, legislation or practices so as to adopt more sustainable approaches to production, trade or consumption

Progress achieved and challenges faced

Work supported by the PPA in 2009-10 shows at least nine examples of evidence and/or information provided by WWF being used by multilateral agencies (IDB and the World Bank) and governments (China, Colombia and the UK) in this way. Examples are:

Influencing Investment Decision making in the Inter-American Development Bank (IDB) (Transport and Energy)

The environmental safeguard tool (used to assist the IDB apply its environmental and social safeguards policy) reported on last year is being accepted within the Bank, and work has started on phase two of the piloting. This addition to the tool allows more in-depth analysis²⁶. This is being developed and promoted by a consortium of NGOs (including WWF).

Between 2008 and 2010, we worked with our civil society partners, local communities, Colombian regional and national government and the IDB at national and international HQ level, to ensure that environmental and social concerns are taken into consideration when planning an IDB-funded road development. As a result of strong analysis of environmental and social impacts, the IDB committed 6% of its loan (\$12m) to be transferred in the first tranche of funding to implement the agreed Sustainable, Integrated Social and Environmental Management Plan. This includes setting up a citizen watchdog group.

In part, this was a result of the implementation of the IDB's new environmental safeguards policies (influenced by WWF – see above), but also due to our efforts to strengthen effective local participation and engagement in the consultation process (see PPA indicator 1.3). The process has been an important opportunity for the IDB to learn how to support environmentally-friendly

²⁴ www.amazonwatch.org/newsroom/view_news.php?id=1912

²⁵ www.amazonwatch.org/newsroom/view_news.php?id=1912

²⁶ This allows for a more detailed analysis of environmental and social impacts, mitigation and compensation, as well as developing alternative scenarios.

infrastructure development, and the Environmental Safeguards Unit of the IDB is keen to replicate this practice in future²⁷.

Maintaining River Flows in China (and improving China's knowledge as a donor on overseas water projects)

In partnership with WWF-China, we are working with the most senior water policy-makers in China, on detailed policy development for a range of major national sustainability-based reforms. This represents a unique opportunity to input into the current revision of the Chinese government 'Master-Plans' for its major river basins, which will guide strategic decision-making on water in China for the next 20-25 years. The current revision focuses on developing and restoring sustainable management (known as 'scientific development').

The detailed policy is being designed by a small team in the General Institute of Water and Hydropower Planning (GIWP), an Agency of the Ministry of Water Resources. During 2009, we facilitated experience exchanges on water management and sustainability between GIWP and a range of leading international experts from Brazil, South Africa and Australia. This led to a request for us to work with GIWP to write a series of handbooks to develop and set out details of the policy reforms²⁸.

Looking to the future, this work also places us in a strong position to work with the Chinese government to ensure that water projects that it supports in other countries will take account of sustainability issues.

Inputting into DFID Development Planning

There are at least three examples where information from WWF has helped DFID develop responses to sustainable trade production and consumption issues:

- Our inputs into the July 2009 White Paper were broadly reflected in the published version (on issues such as climate change and unsustainable pressure on resources such as fish).
- On DFID's request, we provided inputs into a DFID paper called 'Evidence into action on water infrastructure'. A number of our ideas were used.
- A major study developed jointly between WWF and DFID resulted in a published paper *International Architecture for Transboundary Water Resources Management*.²⁹ The joint project has been very influential in DFID developing its position on potential UK accession to the Watercourses Convention.

Challenges

- There are challenges in keeping aware of proposed infrastructure investment decisions in the Amazon given the scale, lack of transparency and quick turnaround of IDB decision-making.
- WWF is leading worldwide conceptual thinking around water policy (this also extends to water footprinting and private sector water stewardship issues). As a result, we have difficulties meeting the requests of existing and potential partners. There is no academic institute to partner with, as we are ahead of the research community on this issue. It is also difficult to find the right calibre of staff.
- We received feedback from a research partner on our advocacy work around the UN Watercourses Convention. The advice is to shift from a predominantly legal argument to

²⁷ *The Road to Development – building a policy case from the grassroots* (draft case study), WWF, 2010.

²⁸ Six books will be published jointly by the Chinese government and WWF by June 2011, covering a broad range of core management and sustainability issues including, for example, the establishment of environmental flow protection across China, pollution control planning, large-basin scale biodiversity protection, the basis for China's first national suite of inter-provincial water sharing agreements, hydropower development controls, and the establishment of a modern flood risk management foundation for the country.

²⁹ Jointly published by DFID, WWF, and authored by Pegasys Consulting (with input from UNESCO Centre for Water, Law, Policy and Science at the University of Dundee).

³⁰ Feedback in *International Architecture for Transboundary Water Resources Management*, February 2010, Pegasys Consulting

one that includes institutional, policy and development dimensions.³⁰

List any documentary evidence of achievements

The Road to Development – building a policy case from the grassroots, WWF 2010.

WWF UK submission to the White paper dated 27 May 2009

DFID White Paper <http://www.dfid.gov.uk/Documents/whitepaper/building-our-common-future.pdf>

Water storage and hydropower: supporting growth, resilience and low carbon development, A DFID evidence-into-action paper

International Architecture for Transboundary, Water Resources Management, Policy Analysis and Recommendations. Feb 2010.

Evidence from the initiatives not outlined above is available on request.

Indicator 3.3: Regulatory frameworks, certifications/standards, CSR initiatives governing the extraction, trade and use of natural resources improved in at least four sectors

Progress achieved and challenges faced

There has been some improvement in regulatory frameworks, certification/standards and CSR initiatives in the following three sectors:

1. Chinese banking sector

WWF has continued to develop our relationship with China's financial sector. We have extended our work beyond the Export-Import Bank of China (EXIM) to include Chinese commercial banks and regulators. At the request of EXIM, we developed a capacity-building study tour on sustainable finance. This included a visit to Europe (in November 2009), to meet with peers and share experiences. And a visit to Mozambique (in May 2009) to develop an understanding of the challenges of investing in Africa. Twenty senior operational staff from Chinese banks and regulators attended the study tours³¹.

Through this we have learned that China's financial institutions are aware of the issues around sustainable financing and have policies and processes in place to address them. However, as with many global financial institutions, implementation of these policies remains a challenge. As a result of cutting edge discussions, presentations and meetings on sustainable finance and environmental and social risk management with their international peers³² the participants are showing strong interest in learning from international best practice and to continue sharing their own best practice.

Over the next year, we will work with our partners to identify how we can continue this sharing of experiences while supporting them in addressing the challenge of implementing green lending policies.

2. Chinese consumption of overseas timber and timber products

The SFA launched its voluntary guidelines on sustainable overseas forestry development at a joint workshop with WWF that looked at China-Russia timber trade (in August/September 2009). We provided the SFA with an opportunity (a three-country Africa study tour) to discuss the guidelines with a range of stakeholders in Africa (government, private sector, Chinese business, communities)

³¹ China Banking and Regulatory Commission, The People's Bank of China, The Ministry of environmental Protection, the Industrial and Commercial Bank of China, EXIMB Bank, the Industrial Bank and Sinusure

³² Meetings were arranged with World Bank, European Investment Bank, OECD), bilateral organisations (DEG, DFID, KfW, Proparco and AfD), banking regulators (Dutch Central Bank), commercial banks (West LB, Standard Bank, Standard Chartered Bank, Unicredit/HVB and Calyon), Export Credit Agencies (Euler Hermes, SACE) and other related organisations (International Hydropower Association, Oekon Research, Frankfurt Business School).

and to identify potential companies/countries with which to pilot the guidelines.

May 2010 saw the launch of a report jointly commissioned between WWF and the Chinese Ministry for Environmental Protection (MEP)³³ on the 'Development of Environmental Sector Policies and Guidelines for Green Credit Policy in the Paper and Pulp Industry'. The original plan was to undertake a series of sectoral studies on green lending policy, with the aim of strengthening the role of Chinese banks in furthering environmental objectives. The research is also intended to assist MEPs' development of sectoral environmental lending policy guidelines for Chinese banks, which can serve as the basis for the banks to develop their own environmental lending policies.

Challenges

The Africa study tour raised a number of issues that may change the direction of the work.

- The wide range of Chinese timber companies operating in Africa – in Mozambique it emerged that there were small low-skilled Chinese companies operating outside of the 'view' of the Embassy. These companies had limited opportunity or capacity to engage with local regulations, undertake added value processing or follow the SFA guidelines.
- The need to improve regulation, management and processing capacity within African countries rather than relying exclusively on the guidelines.

3. Energy (China – coal and coke)

The China Banking Regulation Commission has commenced joint research with WWF on controlling the banking credit risks on environmental practices in the coal and coke industry.

List any documentary evidence of achievements

The WWF Study Tour – A prospectus.

What is the likelihood that Strategic Objective 3 will be achieved? Rate 1 to 5.

1

The targets have already been achieved or exceeded.

³³ Through the Ministries Policy Research Centre for Environment and Economy.

Strategic Objective 4: Integrated systems of monitoring, evaluation, communication and lesson learning developed and implemented across the PPA portfolio, and shared with DFID and other partners

Please explain choice of indicators reported on below

We have chosen to report on all indicators under objective 4.

Improving monitoring and evaluation for learning and upwards/downwards accountability has been identified as a priority at the WWF network level and within WWF-UK for several years. It has been highlighted in previous PPA reports to DFID. As a key strategic partner and donor to WWF offices across the globe, WWF-UK is committed to bringing about this change. We recognise that across a large organisation this will take time. We are well placed to coordinate support, and we already have an established reputation in this area, having played a central role in the development of the WWF network's Programme Management Standards³⁴.

Good M&E is an important aspect of improving our understanding of WWF's effectiveness, relevance and how external partners and community members perceive us. This in turn can contribute to better ways of approaching development and environment project work within the PPA and more widely throughout the WWF network. This is particularly relevant for new areas of work (in objectives 2 and 3) that address the drivers of climate change and unsustainable production, trade and consumption where lesson learning is key and where policy-influencing advocacy forms a large part of the approach. Advocacy, livelihoods and governance were identified as areas where monitoring and evaluation needed improvement.

Effective communication of what WWF is doing, internally, with the environment and development community and with the general public who are interested in our work, based on accurate information, is an important contributor to both improving what we do and in meeting our overall mission.

Our approaches in this area have included:

- Investing in building capacity in **monitoring and evaluation** within our programmes and within WWF-UK, adopting a tailored approach (rather than imposing a top-down set of indicators or methods) and bringing in external expertise where needed.
- Supporting **lesson learning** by funding workshops to bring together programme staff to share lessons and the development/refinement of WWF policies around PPA-related issues, and commissioning lesson learning and impact studies around PPA themes.
- Increasing WWF-UK's capacity to use evidence-based information to **communicate** our work on poverty and the environment to UK audiences.

This year we have seen positive results from our investment in building capacity with selected projects. New methods are being developed and used in some projects, but we are only at the start of the process of better quality analysis and reporting. Progress is being made in bringing lesson learning from our PPA portfolio around socio-economic, livelihoods and governance aspects of its work. This is reflected in new policies on poverty and conservation and climate change adaptation. The first education initiative that brings together experiences on poverty environment and unsustainable consumption based on our work in Latin America points the way in strengthening communication, as does an improvement in our website information on our PPA projects.

³⁴ These set out good practice guidance on programme management for the whole WWF Network, including on monitoring evaluation learning and adaptive management.

Indicator 4.1: At least three examples of WWF and/or local partners improving their M&E systems to strengthen their programmes

Progress achieved and challenges faced

“The M&E capacity building grant was a relatively small amount but something that has had quite a big impact with the team and me. I am really supportive of having this opportunity from within the PPA. It has helped us build capacity, and will have long lasting impact as it will continue to feed into our work in the future. The M&E capacity building grant is a drop in ocean but the value is huge.” (Programme Manager)

Considerable progress has been achieved against this indicator when compared with the previous year’s report and since 2008.

We expanded the capacity building support we provided to a total of seven projects (from four in 2008)³⁵. In addition, we are continuing to build the capacity of UK staff who work closely with these projects. This is still work in progress, since capacity building takes time.

New methodologies for M&E are being trialled to more systematically gather and reflect on the perspectives of partners and community members – including stories of change³⁶, participatory impact assessments³⁷, systematically gathering feedback and following up with key stakeholders³⁸, and using participatory video³⁹.

We have also developed a tool to more systematically assess the rigour of programme M&E systems that will provide a more thorough baseline by which to judge future performance⁴⁰. A trial of this tool on six of the seven supported programmes suggests that two programmes now have strong, rigorous M&E systems, three have improving M&E systems, and one has an M&E system that is still in development⁴¹. A more nuanced analysis of the findings reveals the following:

- (1) Projects have reported that as a result of this M&E support they are stronger because they have:
 - A stronger set of objectives, theory of change and indicators which all project staff have been involved in developing which helps to ensure ‘everyone knows where they are going’⁴².
 - Tools to more systematically capture the perspectives of external stakeholders and community members/beneficiaries, which provides valuable feedback on programme performance⁴³.
 - Simple tools and templates to enable them to more systematically collect and store information to track change over time and to communicate better⁴⁴.
 - Greater confidence and capacity about M&E among WWF staff⁴⁵ and partner

³⁵ The seven programmes are: China for a Global Shift; Global Deal Initiative; Varzea, Brazil; Colombia; PNG REDD; Nepal Terai Arc and Langtang climate adaptation; MesoAmerican reef climate adaptation.

³⁶ Varzea, Colombia.

³⁷ Varzea, Kenya.

³⁸ China, Global Deal.

³⁹ Nepal climate adaptation.

⁴⁰ The tool assesses practice against four stages of monitoring and evaluation – (1) clarity about what to monitor, (2) methods and tools, (3) analysis, and (4) learning and sharing. The process enables staff to reflect on their current practice, progress they’ve made over the last year, and to identify actions to take to improve their M&E in future.

⁴¹ The project with an M&E system still in development had the matrix completed at the start of the process of M&E capacity building, hence this score. This will serve as an excellent baseline by which to monitor progress.

⁴² From the following programmes: Varzea, Colombia, China and China Africa work, Global Deal.

⁴³ From the following programmes: Varzea, Global Deal.

⁴⁴ Global Deal, Colombia, China.

organisations⁴⁶.

- Better quality reports⁴⁷.
- (2) Programmes classifying themselves as 'strong' have still identified areas for improvement – particularly around analysis of data.
- (3) Analysis is the area of biggest challenge for programmes. In many cases, improving M&E leads to the collation of more information, which requires careful quantitative and qualitative analysis. Programmes are only starting to do this analysis now, so the information is not yet routinely reflected in improved reporting.

Key challenges

The overarching challenge is to maintain momentum and interest, as it takes time to build M&E capacity which is linked to organisational culture and practice. The process requires ongoing support and mentoring to fully embed it into the organisation's way of working.

The programmes surveyed have identified a number of challenges to the adoption and use of these new skills:

- Organisational culture and the time pressures generated by fast-paced advocacy work make it difficult to build in time to monitor, evaluate and reflect⁴⁸.
- Ambitious programmes spread over multiple locations and countries pose logistical challenges to developing and executing M&E and reflection⁴⁹.
- Many staff have scientific training and are unfamiliar with qualitative methodologies especially for assessing the views of project stakeholders⁵⁰.
- Poor project planning makes retrofitting M&E frameworks challenging⁵¹.
- Changing programme structures and staff turnover means teams have to continually return to M&E training and planning⁵².

List any documentary evidence of achievements

Tool to track improvements in monitoring and evaluation within WWF programmes.

Indicator 4.2: At least two examples where WWF communication, policy or education work draws more on evidence and lessons from programmatic work

Progress achieved and challenges faced

While we have always used information from our programme work to produce communications, policy and educational materials, in 2007 we recognised that less emphasis had been placed on this in the area of work supported by the PPA (the relationship between development, conservation, environment and poverty)⁵³.

There are four cases that demonstrate how WWF's policy and external communications have been grounded in evidence and lesson learning from projects supported by the PPA. Two are set out in the learning section, and the others are set out below.

⁴⁵ Global Deal, Colombia, Varzea.

⁴⁶ IPAM partner organisation in Varzea, Brazil.

⁴⁷ Global Deal.

⁴⁸ Particularly in the fast-paced preparation before Copenhagen (Global Deal initiative).

⁴⁹ GDNI, China for Global SHIFT.

⁵⁰ Nepal, Varzea.

⁵¹ Global Deal Initiative.

⁵² Global deal Initiative, China, Colombia.

⁵³ At the end of the first phase of this PPA (2004-07) there had been a number of reports including the *Reflections on Change* series – one of which was published and shared with DFID.

(1) Information and ideas from our climate adaptation work have fed into discussions on the emerging climate adaptation strategy for whole WWF network. They have contributed to a strategy that aims to address both environmental and socio-economic vulnerability. Pilot adaptation work is trialling vulnerability assessment methodologies, strategies for community-based adaptation and linking place-based adaptation to national policy processes. All this has been shared across the WWF network and at external events with leading organisations on climate adaptation (IIED, etc.).

(2) Lessons and evidence from PPA-supported programmes helped shape a WWF network-wide poverty and conservation policy (2009). The policy has drawn upon lessons and experiences from WWF programmes, in-house social development expertise, and good practice from other conservation and development agencies. The policy roll-out is being led by a group of regional champions. WWF-UK's social development adviser has played a critical role in the development of this process and in the on-going roll out, with support from PPA funds.

In Africa where WWF-UK has focused its efforts, the process has been as follows:

- WWF's Africa leadership formerly adopted the poverty and conservation policy and established a steering committee and secretariat to oversee improvements in livelihoods and social development work undertaken or supported by WWF in Africa;
- An action plan linking the roll out with other strategic planning processes has been initiated, and included:
 - Development and piloting of an audit tool to assess programme capacities within WWF offices to address poverty;
 - Livelihoods capacity building and lesson learning workshop (June 2010) for WWF and partners from east and southern Africa and Madagascar;
 - Interactive website to promote sharing and networking.

Key challenges

- We have seen, though the network workshops on climate adaptation and poverty, that learning is shared through informal as well as formal channels. This makes it harder to assess the full impact of programmatic lessons on these new WWF policies, so the impact may be greater than the paper records suggest. Creating learning forums for staff from around the WWF network to come together is a challenge when our priority is to reduce our carbon flying footprint.
- WWF is not a research organisation, so we have limited capacity to publish our evidence and lessons for external audiences.
- Converting evaluations and other reports that contain critical learning elements that are an essential aspect of adaptive management is challenging for external communications aimed at the general public. There can be a disconnect between 'success stories' and learning from what doesn't work.

List any documentary evidence of achievements

Website (described in learning section) showcasing how PPA work contributes to poverty reduction at wwf.org.uk/dfid

WWF Policy on Poverty and Conservation (May 2009).

WWF Africa poverty and conservation diagnostic method (draft).

Indicator 4.3: At least one campaign/communication/education initiative undertaken to inform UK and/or European audiences (public, media, private sector, government) on the links between consumption environment and poverty

Progress achieved and challenges faced

In 2009/10, we undertook our first mass reach educational initiative aimed at UK schoolchildren, to help students build their understanding of the links between poverty, the environment and

consumption. It supports teaching on global citizenship, diversity, interdependence, social justice and sustainable development. It aligns to DFID's guidance on developing the global dimension in the school curriculum and targets on development education. It also contributes to broadening the UK public's perceptions and understanding of WWF's role in relation to poverty reduction, environment and consumption.

While it is too early to report on the impact of this initiative, it is possible to report on the progress made in moving this project forward. Three sets of educational materials have been planned. The first was published in 2010 and disseminated to every school in the country (approximately 31,000 schools) accompanied by a film (accessible by website). There is also a dedicated micro-site on the WWF website where further materials about our 'one planet schools' work and the links between environment and poverty are available.

The materials used are from a WWF/PPA project, which aims to influence the financing of infrastructure projects in Latin America, using the example of the Madeira river dams in Brazil (see PPA indicator 3.1). The teaching materials use a film – *The Madeira River: Life Before the Dams* – to illustrate the main issues facing communities in the Madeira river catchment area. This was used in Latin America to draw attention to social and potential impacts of the dam, to influence potential project financiers, and to boost capacity building and knowledge sharing with the communities about the dams. This is an excellent example of how advocacy and communications materials produced by PPA-funded programmes in Latin America are being utilised in the UK, to inform UK audiences about the links between consumption, environment and poverty.

List any documentary evidence of achievements

Information on the Learn materials is available at: www.wwf.org.uk/learn/povertyandenvironment

What is the likelihood that Strategic Objective 4 will be achieved? Rate 1 to 5.	2
Good progress.	

Part C – Lessons Learned

What lessons are being learned from this PPA?

Knowledge generation

a) Organisational learning from analysis of our PPA Portfolio

At least eight specifically commissioned evaluations and studies over the last two years have generated important lessons about individual programmes as well as cross-programmatic themes (findings can be made available).

For example:

- During 2010, we used PPA funding to co-support a major review of WWF multi-stakeholder initiatives on marine products (MSC)/timber (FSC)/palm oil and soy. This concluded that impacts have been stronger on the environmental side than the social and economic sides. Further research is desirable to investigate social impacts better.⁵⁴
- During 2009, we used PPA funds to commission a lesson learning review of community-based forest enterprises in indigenous communities of Latin America. The review identified that the work made an important contribution to poverty reduction through generating employment and income, building social capital and reducing illegal logging rates. The study identified the need to address the unfavourable legal and policy environment before trying to scale up.⁵⁵

Combining the results of these studies with a more extended PPA self-assessment this year, we have been able to reflect and document the lessons emerging from across the PPA portfolio, and identify particular areas of good practice as well as challenges. The next step is to disseminate these lessons to a broader range of programme staff.

In addition to this organisational learning, throughout this self-assessment we can show evidence of how WWF has:

- Commissioned technical studies and brought a strong evidence base and lessons from our programmes into policy processes leading to more informed decisions.
- Enabled stakeholders at local and national levels to improve their knowledge and understanding of pertinent environmental and social issues through study tours, information dissemination and through facilitating improved consultation processes.
- Allowed different stakeholders to come together to combine their knowledge through a variety of multi-stakeholder processes to get a more integrated understanding of an issue⁵⁶.

These are important examples of how, through the PPA, WWF has generated and embedded knowledge within our target countries.

Dissemination of knowledge

a) Disseminating ideas and lessons between projects and to other parts of the WWF network

In 2009, the 'integrated approach' to adapting to climate change, being piloted in through the PPA adaptation projects (indicator 2.1), has been cascaded throughout the network as the way to do climate change adaptation. These projects have been showcased across the WWF network, shared at external events in front of leading organisations on climate adaptation (IIED global conference), and played an important role in influencing our internal

⁵⁴ WWF Review of Multi-stakeholder Sustainability Initiatives, WWF Internal Report, 2010.

⁵⁵ Lessons learned from the Responsible Forest Management and Trade Programme in Latin America – independent lesson learning review and evaluation (draft, September 2009).

⁵⁶ For example, see indicator 2.2 on the work to strengthen civil society coalitions from LDCs and include their inputs into wider civil society coalitions.

network strategy on climate adaptation (currently being finalised). The PPA funded over 10 participants from WWF to attend the IIED global conference, and funded the WWF network strategy meeting.

b) Disseminating knowledge externally

- Lessons about the contribution of conservation enterprises to poverty, drawing on three PPA-funded WWF programmes, are to be included in a book chapter on poverty and conservation produced in collaboration with the Africa Wildlife Foundation and the Poverty and Conservation Learning Group⁵⁷.
- WWF-UK has also created specific pages on our website to showcase how our work contributes to tackling poverty, particularly focusing on programmes funded under the PPA⁵⁸. It has also produced a briefing on the importance of MDG 7 for poverty reduction for the *Bond Networker* magazine.
- PPA resources have been used to disseminate WWF-Colombia's highly successful *conversatorio* approach, which enables civil society to negotiate with decision-makers. The approach has been documented in a book chapter⁵⁹ and a manual will be published later this year, enabling the approach to be replicated and applied to new contexts.

How PPA has contributed to WWF's impact

The focus on demonstrating impact by DFID and objective 4 of our PPA has enabled WWF-UK to invest in long-term processes to improve the design, monitoring and evaluation of our programmes. Feedback from our programmes shows how valuable this support has been to targeted programmes, for improving clarity in design, and developing systems to generate evidence of impact (see objective 4). While these changes take years, the PPA has provided a critical starting point. Further work needs to be undertaken to disseminate lessons learned and good practice to other programmes.

In last year's self-assessment we reported back on how the PPA contributed to the development of a WWF network policy on poverty and conservation. This is now being rolled out across the network (again with some financial and technical support from the PPA), and will contribute to improving the effectiveness of our work on poverty (see indicator 4.2).

Building relationships with other PPA agencies

The Latin America PPA process has been particularly effective in bringing PPA agencies together, and has led to programmatic collaborations between WWF and other LAPPAs agencies (see LAPPAs Annex for more details).

In east Africa, we have a strategic WWF-CARE alliance, which collaborates on common themes around governance, mainstreaming poverty and environment, and livelihoods. The PPA has helped to maintain momentum and a focus for this relationship.

Specifically describe innovative learning, e.g. specific knowledge generation about new issues encountered or discovery of new means of solving specific problems

The following is a list of innovative solutions and ways of working within our PPA portfolio. Reference is made to the relevant section in the self-assessment where more information about the projects can be found. More information is available upon request.

⁵⁷ Conservation Enterprise – What Works, Where and for Whom? Elliott and Sumba . Chapter in "Linking biodiversity conservation and poverty reduction: what, why and how" Blackwells (in press).

⁵⁸ See: wwf.org.uk/dfid

⁵⁹ *Rights-based approaches: Exploring issues and opportunities for conservation*, a joint publication by IUCN and the Centre for International Forestry Research, CIFOR, July 2009.

Promoting innovative solutions

- **Use of ICT** in a remote part of PNG, the site of a potential REDD pilot. This is an innovative way for the community to access information about REDD, including statements being made by key policy-makers (indicator 2.1).
- **Human-Animal Conflict Insurance Schemes** – both Nepal and Namibia (PPA indicator 1.1) have successfully piloted mechanisms enabling local community members to insure their crops and/or livestock from damage by wildlife, and access compensation. Other successful innovative approaches to reduce human-wildlife conflict in Nepal include solar fencing and planting unpalatable, but high value, crops.
- **Developing and promoting national climate and energy solutions** to serve as a roadmap for low-carbon development in key Asian emerging countries – China, Philippines, Indonesia and India (PPA indicator 2.2). A key part of WWF's strategy is to work with stakeholders to pull together key data and undertake scenario and policy analysis to create reports setting out an innovative vision for low-carbon development (including mechanisms such as geothermal energy) in the target countries.
- **IDB Decision-Support System** – WWF is part of a consortium of NGOs that proposed an innovative and constructive solution, now successfully piloted by the IDB, to improve the assessment of environmental and social impacts and consideration of alternative scenarios for large-scale infrastructure and agricultural projects with potentially large scale impact (PPA indicator 3.2).
- **Coral reef nurseries in Belize** – We are participating in an initiative to trial a mechanism to help restore areas of the reef that have been damaged (due to coral bleaching, coastal development or tourism) faster than would normally occur (PPA indicator 2.1). This is an important initiative to find ways to restore areas of damaged reef given that the reef is critical for fish stocks and hurricane protection.

Innovative ways of working

- **South-South learning, e.g. supporting dialogue between China and Africa** (PPA indicators 3.1, 3.2, 3.3). WWF is leading the way in developing constructive ways of supporting dialogue directly between China and Africa – for example, through the use of study tours, and by undertaking collaborative research with Chinese think-tanks. This approach has increased our opportunities for influence and is proving to be more effective than trying to directly critique Chinese policies. As China's role in Africa increases as both investor and donor, innovations such as this in NGO approaches to international policy work are likely to prove of importance to a range of agencies.
- **The Conversatorio for Citizen Action** developed by WWF-Colombia and partners has enabled marginalised civil society groups in Colombia (indicators 1.1 and 1.3) to analyse and articulate their needs, negotiate and reach agreement with decision-makers, and then hold them to account. We are continuing to innovate around the approach by applying it to new contexts and by bringing in more technical information for more scientifically informed decision-making. A particularly innovative solution has emerged in Guiza, where communities and public agencies are co-managing a payment for environmental services system to raise finances to implement conservation activities for watershed management.
- **Use of participatory video in Nepal** – the Langtang Climate Adaptation project (indicator 2.1) is using participatory video as a monitoring, advocacy and communications tool.
- **Water footprinting** – WWF is leading worldwide conceptual thinking around water footprinting and private sector water stewardship issues.
- **The UNFCCC 'hot house'** – This was a small team of people providing rapid strategic advice and political intelligence to WWF and its partners in the run-up to and during the UNFCCC negotiations. It enabled us to access new forums and reach heads of government and high level ministers (see PPA indicator 2.5).

Part D – Partnership with DFID

Partnership with DFID

DFID and WWF – working to each other’s strengths

What has worked well?

(a) WWF and DFID both acknowledge the benefits of their collaboration around China-Africa. The PPA and DFID China provided WWF with valuable funding to develop innovative south to south learning on responsible trade and investment between China and Africa. WWF and DFID have been able to utilise their contacts and networks for mutual advantage. For example, DFID assisted in this year’s WWF-organised European study tour for senior officials from China’s financial institutions. They set up meetings with relevant officials in the OECD’s Development Co-operation Directorate. Feedback from DFID indicates that DFID values WWF’s unique work with the Chinese government, and in particular our work with the financial sector on sustainable investment. (see objective 3).

(b) Over the past year, WWF and DFID have effectively collaborated on water policy, leading to the publication of a joint report on international architecture for trans-boundary water management. WWF’s technical expertise and insights helped to inform DFID’s positions (see objective 3).

(c) The PPA manager was seconded part-time to DFID between March and December 2009. This secondment was valuable for both organisations to strengthen relationships, and helped to develop emerging areas of work within both organisations on climate change adaptation and ecosystems, and valuing natural capital and green development.

What has worked less well?

As reported in last year’s self-assessment, in 2009, on request from DFID, we identified five countries where we would like to strengthen strategic relationships between DFID and WWF offices. In this reporting period, we have received no response from DFID to progress these partnerships. However, this has not prevented the continuation of effective relationships between WWF and DFID in China and Tanzania.

Suggestions for the future

WWF occupies a distinctive niche as one of the few NGOs that works on the links between environment, climate change and poverty. Our technical expertise complements the existing expertise within DFID on a range of vital issues for DFID, including: climate change, water management and security, green development, sustainable agriculture, REDD and ecosystem services. There is considerable untapped potential to collaborate on these issues, and we would welcome more proactive engagement from DFID. We would like to continue to try to develop more strategic relationships between DFID and WWF offices around the globe.

PPA management

What has worked well?

We continue to value the unrestricted funds offered by DFID. These enable us to be innovative, responsive and strategic. We value the LAPPAs as part of the overall partnership with DFID, and we have been a proactive member of the steering group and key participant in the two LAPPAs events on climate change. (For more on this please refer to section E, Risks and Innovation.)

What has worked less well?

Both DFID and PPA agencies have been ‘learning by doing’ around strengthening M&E. We would have benefited from more clarity and advanced planning around the PPA expectations, timelines and processes.

Suggestions for a more effective partnership

- More opportunities for lesson learning between the PPA agencies and DFID on common technical issues and challenges such as strengthening our M&E systems.

- Given persistent poverty in the region, we are keen that the LAPPA is maintained to encourage NGO engagement and collaboration in Latin America and continue to give DFID a profile and role in Latin America.
- In this final year of the current partnership with DFID we are looking forward to opportunities to share the lessons and experience from our PPA funded work and proactively discuss the future of our partnership. We have some exciting ideas for how we might develop a future PPA portfolio of work, both building on successes in the current portfolio and developing new and innovative work areas. We are keen that DFID policy teams are fully engaged in shaping our future work with DFID.

Raising external awareness through communications

What has worked well?

In the last year we continued to expand our communications work in collaboration with DFID:

- WWF-UK, WWF-Tanzania and DFID Tanzania collaborated closely to develop eight climate witness videos that highlight the impacts of climate change.⁶⁰ These videos were screened at a number of events and at the UNFCCC negotiations in Copenhagen. They were uploaded onto the DFID website.
- We have updated and improved the pages on our website which profile our PPA supported work (see Part C, Lessons learned).
- We are implementing an exciting new initiative with schools, highlighting the links between the environment and poverty with a focus on Latin America (see PPA indicator 4.3).

Collaboration with DFID through other PPA partners

WWF is an active member of the Bond PPA group, and the LAPPA steering committee⁶¹.

We sit on the Steering Committee for the Development and Environment Group of Bond (see PPA indicator 1.2). And we're taking a lead role in coordinating DEG positions on environment in the MDGs, in the run up to the MDG Summit in September.

We would welcome a more robust relationship with DFID policy teams through DEG.

⁶⁰ See: <http://webarchive.nationalarchives.gov.uk/+http://www.dfid.gov.uk/media-room/news-stories/2009/climate-witness-tanzania/>

⁶¹ Tenure ends in July 2010

Part E – Corporate governance and organisational change

Provide evidence of how your organisation demonstrates good corporate governance, whether this has changed as a result of the PPA, and if so how

The 2009 self-assessment report outlined our policies and practices in line with legislation on disability, gender and child protection, and our environmental policy. This year we will only report on changes since the last report and evidence of our compliance with these policies.

Update on WWF-UK's environmental policies

- In June 2010, we renewed our ISO14001 certificate again.
- Between July 2008 and June 2009 we reduced our air travel emissions by 26%. We are on target for the same achievement between July 2009 and June 2010, in part through the widespread encouragement and use of web-based and video-conferencing systems.
- We have publicly signed up to reduce 20% of our flights over five years as part of our One in Five air travel reduction campaign.⁶²

Update on social policies

- The **poverty and conservation policy** (agreed in April 2009) is now being rolled out by regional champions who are working with local staff to embed good practice and build on existing experience and capacity. WWF-UK's Social Development Adviser and PPA funds have played a critical role in facilitating the development and roll-out of this process (see indicator 4.2).
- In February 2010, the WWF network co-created and signed up to the **Conservation and Human Rights Framework**. This framework commits WWF (and three other international conservation NGOs) to:
 - Respect human rights
 - Promote human rights within conservation programmes
 - Protect the rights of vulnerable people within the scope of our programmes
 - Encourage good governanceThe framework also commits us to certain actions to implement the principles.
- A **gender policy** (see Part F) as been consulted upon and is ready for sign-off at the next WWF network senior management meeting.

Please provide any evidence to show how PPA funding allows you to take risks and innovate (if at all)

The flexible nature of the DFID funding and the focus on outcomes and impacts within the PPA framework continues to enable us to experiment and innovate within the strategic objectives of the PPA framework.

Year on year, the PPA funds continue to enable programmes working in rapidly changing political contexts to be proactive in responding to new opportunities. We are able to invest in innovative projects and new ways of working that are often difficult to fund elsewhere (many donors require activities and outcomes to be agreed from the outset). In reviewing our PPA portfolio over the past five years (2005-2010), we can clearly see the benefit of PPA seed funding. The dialogue we are facilitating between Chinese and African governments as a means of creating high level change is an obvious example (see objective 3). The outcomes are difficult to pre-define and need to occur at the pace of our partners.

Also the early aspects of our international climate change adaption work in 2007/08 involved scoping what was happening and where WWF could add value. Areas examined were the

⁶² See: wwf.org.uk/oneinfive

composition and understanding of adaptation in global civil society movements and what governments were doing to develop adaptation responses. This fed into the development and refinement of much of the work reported under objective 2. Likewise our place-based work on climate adaptation has evolved from a single experimental project started in 2005, which has since shared important lessons on community-based adaptation to other projects within and outside the WWF network (see indicators 2.1 and 4.2).

In examples such as the advocacy work on the Madeira dams in Bolivia and the Colombia/ IDB infrastructure work, long term flexible funding has enabled relationships of trust with key stakeholders to be built over time. This trust has led to opportunities to successfully influence decision making. Building relationships at multiple levels (communities, civil society, local and national governments and multinational institutions) is key on issues such as large scale infrastructure, where there are many overlapping levels of influence and there is long term and large scale impact which transcends national boundaries.

Often this initial PPA funding enables projects to leverage further resources (as demonstrated by the China-Africa project).

The PPA objectives also enable us to maintain a spotlight on particular strategic issues, to explore and learn from these aspects of our work and invest in them as they evolve. For example, the PPA has enabled us to champion the voice of poor and marginalised people in the WWF network's advocacy on climate adaptation policy in the Global Deal⁶³ (see objective 2, indicators 2.2 and 2.3). In Colombia, meeting the PPA's strategic purpose allowed two separate programmes to align and find mutual synergies. Place based work on community participatory tools (*conversatorio*) joined with regional trans-boundary policy work to influence the IDB's implementation of its environmental safeguards measures. The result has been an innovative loan condition which involves community voices in the early planning stages of infrastructure development and which can be replicated through the IDB in other projects.

Our work with civil society networks in helping to bring them together and strengthen their influence is relatively new to WWF. Again PPA funding has allowed us to experiment and learn about this work and how development and environmental interests can find common positions. Other funding sources find this work problematic to support given the challenges of attributing successful policy change to one organisation often within complex political circumstances.

Another relatively new way of working for WWF is in partnership with international development NGOs in our place based project work. Through working together in the LAPPA group of agencies, in 2009 WWF-Colombia and Oxfam-Colombia accessed EC funding for a joint programme of work on forests and communities. A further partnership with Christian Aid in Bolivia is being developed around a pilot project.

We have strived to achieve a balance between strengthening upwards accountability to ensure delivery of results against the PPA framework, while maintaining the value of PPA funds to enable innovation and risk taking. We have done this by contracting all projects in our indicative portfolio to report against the PPA framework, with the emphasis on delivering relevant outcomes and impacts, rather than restricting them to pre-agreed specific activities.

⁶³ This is a WWF network international advocacy initiative aimed at achieving international cooperation to address climate change.

Part F – Cross-cutting issues

Describe any work your organisation has done on gender and faith if applicable (this question will be limited for the period 2008-2011)

Gender – Please describe how your organisation is mainstreaming gender in its work, as well as any specific work your organisation has done to promote gender equality and women's empowerment

Faith – Please describe how your organisation is working with faith groups and communities

WWF have recognised **Gender** as an important issue that requires more careful attention within the organisation as it is not yet systematically mainstreamed into all of our work. The WWF network is in the final stages of developing a gender policy after network wide consultation. The plan is to roll out its implementation using a variety of WWF Network groups, such as the PPA supported poverty and conservation group, where the emphasis is on ensuring that up-take is both accepted and driven by WWF's regional leadership (i.e. in Africa, Asia and Latin America).

Across our particular PPA portfolio we can report that, to date, gender issues are considered more relevant in our place based work than in our work on policy at national and international levels (objectives 2 and 3).

In our work relevant to objectives 1 and 2 (indicator 2.1), most programmes confirmed an understanding of the different roles played by women in the management and use of natural resources. Women's concerns were addressed in project interventions in a range of ways including:

- Targeted activities around natural resource use (e.g. women harvesting commiphora in Namibia).
- Meeting committed targets around women's representation in civil society organisations (Rumaki, Tanzania; Nepal).
- Assigning budget allocations within forest user groups for a range of developmental issues specific to women (e.g. Nepal).

In these projects, monitoring of gender-related issues has tended to focus on women's participation in organisations and institutions rather than, as yet, on analysis of women's roles and workload or of their access and control over resources.

WWF has experience of working with **faith** communities and organisations:

- Through the PPA, WWF is supporting the successful protection and community management of Kayas (sacred community forests) in Kenya (see indicator 1.1).
- We fund work undertaken by the Alliance of Religions and Conservation (ARC)⁶⁴. One interesting outcome is a partnership between ARC and UNDP. At a 2009 workshop 30 seven year plans for environmental action from nine faiths around the world (including in developing countries) were launched⁶⁵.

We are exploring the relationship between faith, conservation and the environment.

WWF commissioned a research report to review the ways in which protected areas and faith groups interact⁶⁶. An exciting recent development was the workshop in May 2010,

⁶⁴ The Alliance of Religions and Conservation is a secular body that helps the major religions of the world to develop their own environmental programmes, based on their own core teachings, beliefs and practices.

⁶⁵ <http://www.arcworld.org/projects.asp?projectID=358>

⁶⁶ Nigel Dudley and Liza Higgins-Zogib, Protected areas and sacred nature: a convergence of beliefs.

⁶⁷ The workshop is to be written up into a report to be launched at the CBD COP in October. An interdisciplinary group has been established to continue the dialogue.

organised by us, on 'Sacred Sites, Biodiversity and Climate Change' in Bhutan. This was an interdisciplinary event that focused on the role of faith in conservation in the Himalayas, with representatives from religious institutions (mainly Buddhist), academia and WWF. The conference provided new insights about the role of the environment and issues of climate change from the perspective of religious groups. It was therefore valuable in informing WWF's strategies⁶⁷.

LAPPA Annex

Complete areas within white boxes only

Part I – Progress against LAPPA Development Objectives

Progress to date against LAPPA purpose statement

WWF understands that a well-managed environment is fundamental to people's well-being. This is especially true of the poor and marginalised, who most depend on the environment for their livelihoods. Through our Partnership Programme Arrangement (PPA) with DFID, we aim to strengthen good environmental governance to support equitable economic growth and reduce poverty. In Latin America, the focus of our work is on reducing poverty and inequality through empowering civil society to influence improved environmental policies and supporting local communities to build up their resilience to climate change. Focal regions are: the Amazon (incorporating eight Amazon countries and one overseas territory), the Atlantic Forests, the Choc-Darién, the Varzea region in Brazil and the Meso-american reef. Key countries we work in include, Brazil, Colombia, and Peru.

Across the Latin America PPA (LAPPA) portfolio in 2009/10 we have enabled information, ideas and viewpoints from the local level to feed into the development of government policies and decisions around critical environmental issues. Combining this grassroots knowledge with the findings of technical studies commissioned by WWF has meant that we've expanded the knowledge base on which many important decisions have been made. Key areas of progress from the LAPPA include:

- **Opening up the political space** for the poor and marginalised to express their own ideas, needs and demands in decision-making in Paraguay, Colombia and Brazil. For example, we've enabled the poor to influence national policy-makers (see indicator 1 below), and at the local level to effectively negotiate with local authorities to resolve conflict and access services (see self assessment, indicator 1.1).
- **Increasing the capacity of poor people, communities and governments** to reduce vulnerability to climate change and adapt to the impacts of climate change in Belize, Brazil and Honduras. This has been achieved by building awareness and the capacity of communities in Belize and Honduras to trial local adaptation solutions, and supporting and influencing the development of government policies and positions on energy efficiency, REDD and climate change in Brazil and Belize (see indicator 2 below and self assessment, indicator 2.3).
- **Influencing** the investment policies of large banks, such as the Inter-American Development Bank (IDB) and BNDES (see self assessment, indicator 3.2), and corporate engagement with environmental issues (for example, with SABMiller on water footprint issues in Colombia and Peru).
- Initiating work to **enhance support for development** among the general public in the UK, by sharing the lessons of our work from Latin America.

Progress against LAPP Development Objective indicators

Indicator 1:

Civil society influences the improvement and/or implementation of environmental policies, legislation or decision-making, addressing critical environmental issues in at least three cases.¹

Progress achieved and challenges faced

In Brazil, Colombia and Paraguay, we have helped to create and strengthen civil society organisations, networks, coalitions and policy spaces that enable civil society to self-organise, collectively analyse and identify issues and engage with decision-makers (see self assessment, indicators 1.1 and 1.2 for analysis of increased strength of CSOs and coalitions in Brazil, Colombia and Paraguay). In each of these *three cases*, there is evidence that with our support, civil society has been able to influence either the improvement or implementation of policy, legislation or critical environmental decisions in 2009/10. For example:

(i) In Colombia, as a result of our support, communities living around the proposed Pasto Mocoa road had greater access to the necessary information, tools, skills and space to understand the potential impacts of the road on their lives and environment, and met formally to share their views with decision-makers (IDB and national government). The final scheme is better for the community and the protection of the forest than other similar infrastructure schemes.² This is one of many examples where WWF-Colombia has successfully supported communities and local decision-makers through a *conversatorio* process to negotiate better decisions (see self assessment, Lessons Learned). Through work at national level and with the IDB at the national and HQ level, there has been some significant improvement in the IDB's policy on lending for road infrastructure. In addition, through our support in creating a 'decision support system', the IDB has been able to improve its pre-loan decision-making processes and incorporate a wide range of environmental criteria (see self assessment, indicator 3.2).

(ii) In the Várzea floodplains of Brazil, community-level institutions set up with support of our partner IPAM (see self assessment, indicator 1.1) have negotiated effectively with ranchers and the federal government to enforce rules around the use of natural resources. These institutions now act as at the point organisation to facilitate community access to grants and loans for education, health services, energy, transportation infrastructure, and agricultural extension services.

Challenges

- Getting the balance right between i) WWF and partners speaking on behalf of civil society, and ii) enabling civil society actors to speak for themselves and gain legitimacy and credibility in forums with external organisations.
- Supporting civil society groups to engage and influence policy and decision-making is a very long-term process and one that requires a significant amount of mentoring – particularly working in a context where opportunities for effective civil society participation in democratic processes are limited.
- The constantly changing political context in a number of countries can impede advocacy work when ministers and local level government officials move on, or new parties come into power. This type of work requires building up relations of trust over time. New parties coming in will not always perceive our role as non-partisan. And those who have not been involved in the process may not have the environment and conservation at the top of their agendas.

¹ This revised indicator was agreed with DFID on 27 April 2010.

² *The Road to Development: Building a Policy case from the Grassroots*, analysis by an external consultant, April 2010.

List any documentary evidence of achievements

The Road to Development: Building a Policy case from the Grassroots' (April 2010).
Stories of Change from the Várzea project in Brazil (summarised by IPAM, May 2010).
Guia Practica del Conversatorio de Accion Ciudadana (A Practical Guide to the 'Conversatorio' for Citizen Action) WWF 2010.

Indicator 2:

At least two exemplar projects of low-carbon development and/or climate change adaptation that generate net benefit for poor people in vulnerable areas implemented.

Progress achieved and challenges faced

Climate change impacts are already being felt in Latin America. It is increasingly recognised that the poorest people are being hit first and hardest. WWF is promoting strategies for low-carbon development and climate change adaptation in Latin America. In Brazil and Peru, we're working to reduce emissions from deforestation and degradation (REDD). In Brazil, we're influencing the government to adopt measures to increase energy efficiency and renewable non conventional energy sources, and strengthening Brazil's role in international climate change negotiations (see self assessment, indicator 2.3). In the Mesoamerican reef, we're developing initiatives with partners to reduce the vulnerability of people and the ecosystem to the impacts of climate change.

Achievements on adaptation from the Mesoamerican reef ecoregion in 2009/10 include:

- The project has **increased community awareness and capacity** to analyse and assess key vulnerabilities and identify tangible local solutions for adaptation.
- Evidence and lessons from the project's community-based project work is **influencing policies and institutions** to improve resilience. For example, annual reef monitoring data collected by the Belize reef monitoring group (supported by WWF) is now utilised by the national fisheries department. Data also informs the policy of the national tourism department.
- There are already several examples where the project is providing **models for replication or scaling up**, including the development of a national coastal zone management plan in Belize, which draws on the lessons learned during the development of a localised coastal development plan. The project has informed learning about adaptation across the WWF network and has been shared with other development NGOs and DFID.

Achievements on REDD from the Brazilian state of Acre in 2009/10 include:

- **Influencing policies and institutions:** we are supporting the state government of Acre to develop a framework policy on REDD. This support has provided critical momentum for developing a framework policy: in only two years the government has developed a draft policy framework, which has been consulted on and is now being finalised. It is also developing legislation for submission to its parliament. An aim of the policy is to provide incentives to a range of different groups of beneficiaries – targeting poor people and groups that are typically more socially excluded.
- **Scaling up and sharing:** we have built on this work with the government of Acre by securing additional funding to undertake a pilot of the REDD policy. Materials are also being developed to share the process by which the Acre REDD policy was developed, with the aim of informing REDD developments elsewhere.

Challenges

- In Belize, the lack of a robust overarching climate change policy at the national level has meant that there are challenges in ensuring consistent approaches across sectors and departments. This will be the subject of future advocacy and engagement work.
- There are limits to the adaptation strategies being developed. In some areas which are extremely low lying, the options are more radical and are potentially outside our remit. For

example, in some cases migration may be the only long-term solution (Belize and Honduras).

- When working closely as a technical adviser to government (as in the case of Brazil) it is difficult to engage and challenge in the way an outside organisation could.

List any documentary evidence of achievements

The Mid-term Evaluation of Project: Building Resilience to Global Climate Change within the Mesoamerican Reef Eco-region, Executive Summary, 15th July 2009.

Climate change: The Impending Threat, WWF 2009.

Indicator 3:

At least one campaign/communication/education initiative is undertaken to inform UK and/or European audiences (public, media, private sector, government) on the links between consumption, environment and poverty.

Progress achieved and challenges faced

In 2009/10, we undertook our first mass-reach educational initiative aimed at UK schoolchildren. This drew on our work in Latin America, to help students build their understanding of the links between poverty, the environment and consumption. The initiative supports teaching on global citizenship, diversity, interdependence, social justice and sustainable development – aligning to DFID’s guidance on developing the global dimension in the school curriculum, and targets on development education. It also contributes to broadening the UK public’s perceptions and understanding of WWF’s role in relation to poverty reduction, environment and consumption. And it contributes to the LAPPA partnership objective of ‘increased effective communication on development in Latin America’.

While it’s too early to report on the impact of this initiative, it is possible to report on the progress made in moving this project forward. Three sets of educational materials have been planned. The first was published in 2010 and disseminated to every school in the country (approximately 31,000 schools) accompanied by a film (accessible by website). There is also a dedicated microsite on our website where further materials are available about WWF’s ‘one planet schools’ work and the links between environment and poverty.

The materials used are from a WWF/PPA project, which aims to influence the financing of infrastructure projects in Latin America (using the example of the Madeira River dams in Brazil) (see self assessment, indicator 3.1). The teaching materials include a film, *The Madeira River: Life Before the Dams*, to illustrate the main issues facing communities in the Madeira River catchment area. This was used in Latin America to draw attention to social and potential impacts of the dam, to influence potential project financiers, and to build capacity building and knowledge sharing with the communities about the dams. This is an excellent example of how advocacy and communications materials produced by PPA-funded programmes in Latin America are being utilised to inform UK audiences on the links between consumption, environment and poverty.

List any documentary evidence of achievements

Website (described in learning section) showcasing how PPA work contributes to poverty reduction at wwf.org.uk/dfid

Part II – Progress against LAPPA Partnership Objectives

Partnership with DFID: progress, challenges and lessons

The partnership between DFID and the Latin America PPA agencies has been an important mechanism for furthering engagement with DFID. Specific progress has been made against the partnership objectives of enhanced lesson learning and knowledge sharing; increased communication on development in Latin America; and increased influence and voice on UK development policy.

- The joint work programme of the LAPPA steering committee has enabled regular and structured dialogue between LAPPA agencies and DFID. WWF has been an active member of the LAPPA steering committee from June 2009 to June 2010. Having a DFID representative on the steering committee has been key to the partnership, as it has helped to ensure synergies and opportunities for joint working are identified.
- Collaborative learning events have provided opportunities for engagement with a range of DFID staff on issues related to development in Latin America. WWF actively contributed to the organisation of events in DFID and the Latin America and the Caribbean (LAC) region on climate change and social exclusion, which showcased the learning of LAPPA agencies from their work in the region. As a contribution to the UK event on climate change, we presented progress and lessons from our work on piloting adaptation strategies with local communities in the Mesoamerican ecoregion (see indicator 2 below), and showed a 'Climate Witness' film of the effects of climate change on a community in Brazil. At the Peru climate change event, we presented on REDD work in Peru and on a national climate change adaptation framework in Brazil, both supported by LAPPA funding. A challenge of this work has been that the impact of the policy dialogues has not been measured. This could be an area for future work.
- We've contributed towards high level policy meetings on both the financial crisis in LAC and on social exclusions, held in DFID as part of the LAPPA objectives
- Increased communication on development in Latin American has also been achieved through the production of joint publications. WWF contributed to two joint publications with DFID and LAPPA agencies: *Working in Partnership in Latin America*, published to coincide with the LAPPA launch, and *A Latin America Perspective on Climate Change*, published after the UK climate change event.
- The LAPPA agencies have undertaken specific activities with the aim of influencing UK development policy (see section below).

While the LAPPA has provided opportunity for increased dialogue and engagement, a key challenge has been the gradual dissolution of the LAC Division in DFID and the resulting reduction of DFID capacity to meet the needs of the LAPPA objectives. The DFID representative has done an excellent and highly appreciated job, but it is clear that with one person in DFID the potential to leverage the LAPPA's influence within DFID and with other actors is not being fully realised, and may be an obstacle to realising the jointly agreed LAPPA objectives.

Partnership with other LAPPA agencies: progress, challenges and lessons

The LAPPA has greatly increased the potential for collaboration with other LAPPA agencies, furthering the quality and depth of relationships. In addition, working with DFID to increase knowledge sharing and communication on development in Latin America, the LAPPA agencies have undertaken specific activities with the aim of influencing UK development policy, including:

- A joint input to the 2009 DFID White Paper consultation, pressing for explicit mention of Latin American issues and place in the global development framework.
- Two joint LAPPA communications with the IDB: the first, a letter to the bank's president in 2008; the second, a submission in July 2009 on the 9th General Capital Increase (GCI-9), emphasising the need for transparency, accountability and robust environmental policies. Four agencies, including WWF, contributed substantially to the text, and all LAPPA agencies were signatories.

- A joint LAPPAs response to the Conservative Green Paper on Development.
- Briefings by representatives of the LAPPAs group (including WWF) for MPs visiting the LAC region, facilitated through DFID's LAC policy adviser, which increases dialogue with other parts of government

The diverse nature of LAPPAs agencies can present challenges in trying to reach common positions. The lesson from the group's joint work on the IBD has been that it is more effective to reflect the diversity of positions and responses than to seek a common position which, in the process, can become diluted to common principles. This approach can yield a product that is not a comprehensive response and can have some surprising juxtapositions of positions (for example, specific messages on climate change combined with specific messages on HIV/AIDS), but this reflects the nature of the mixed group.

The LAPPAs has also contributed to a strengthening of formal and informal bilateral relationships between LAPPAs agencies. For example:

- WWF, Cafod, ABColombia and Amnesty organised a joint event on UK government policy in Colombia (with a focus on human rights and environmental rights) at the Conservative Party conference in October 2009.
- WWF and Oxfam submitted a joint concept to the EC to work on forests and forest communities in Colombia, and were successful in accessing a three-year grant in 2009. This relationship grew out of an increased dialogue with Oxfam, created in part due to their mutual recognition as 'LAPPAs agencies'.
- WWF and Christian Aid are currently working on a joint proposal to collaborate on a programme working with indigenous people and on natural resource management in Bolivia.

A key challenge is that the partnership focuses mostly on UK branches of NGOs. It is difficult to use the partnership to stimulate the same types of links and dialogue in country – although this has been achieved in some cases.