



WWF® *for a living planet*®

WWF-UK
PPA Self-Assessment
Review: 2008-2009



WWF-UK PPA Self-Assessment Review: Reporting Year 2008-2009

Table of contents

Section A – Basic information	1
Section B – Progress against PPA Strategic Objectives	4
Section C – Lessons learned	20
Section D – Partnership with DFID.....	21
Section E – Corporate governance and organisational change	23

Section A – Basic information

	WWF-UK
	2008-2009

	<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>
--	--

	£2.55m	£3.56m	£3.56m	£3.56m	£4.62m ¹	£4.28m	£4.39m
	15.90%	12.00%	13.16%	11.99%	9.98%	N/A	N/A

	£0	£0	£60,182	£117,403	£165,036	N/A	N/A

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

List of Acronyms

AOSIS – Alliance of Small Island States
APO – Associate Professional Officer
BOND – British Overseas NGOs for Development
BRICS – Brazil, Russia, India, China, South Africa
CAN – Climate Action Network
CBNRM – Community Based Natural Resource Management
CCICED – China Council for International Cooperation on Environment and Development
CDM – Clean Development Mechanism
CIFs – Climate Investment Funds
COP – Conference of Parties
CSO – Civil Society Organisation
DEG – Development Environment Group of BOND
DFID – Department for International Development
ETF – Environmental Transformation Fund
EXIM – Export-Import Bank of China
GCCA – Global Campaign for Climate Action
IDB – Inter-American Development Bank
IDC – International Development Committee
IIED – International Institute for Environment and Development
IPAM – Instituto de Pesquisa Ambiental da Amazonia
IRDNC – Integrated Rural Development and Nature Conservation
LDCs – Least Developed Countries
LICs – Low Income Countries
M&E – Monitoring and Evaluation
MICs – Middle Income Countries
NAPAs – National Adaptation Plans
NDRC – China’s National Development and Reform Commission
NR – Natural Resources
NRM – Natural Resource Management
ODA – Overseas Development Administration
PAE – Agro Extractive Settlement (translation from Portuguese, Projecto Assentamento Agroextrativista)
PPA – Partnership Programme Arrangement
PRSP – Poverty Reduction Strategy Papers
REDD – Reduced Emissions from Deforestation and Degradation
SFA – State Forestry Agency China
SIDS – Small Island Developing States
SoS – Secretary of State
UNDP – United Nations Development Programme
UNFCCC – United Nations Framework Convention on Climate Change

Summary of partnership with DFID and other DFID funding

An evolving partnership

The partnership between WWF and DFID has continued to evolve since the Joint Funding Scheme in 1986. Under the PPA a more balanced partnership has been achieved where, as well as delivering our programmatic commitments, we increasingly engage together on substantive policy dialogue, for example around climate change.

Joint work

WWF and DFID have exchanged staff on three occasions, with notable benefits to each organisation.² Currently WWF-UK has a part-time secondee in DFID's Climate-Environment Team undertaking a piece of joint work on the role of natural systems in helping the poor adapt to climate change.

DFID Tanzania (2006): DFID and WWF worked together to mainstream the environment into the Tanzanian PRSP. DFID had a secondee in UNDP who supported the vice-president's office on the PRS process. WWF facilitated the engagement of Tanzanian civil society in this national policy process. The two roles worked in tandem to deliver a successful policy outcome.

DFID China (2008): WWF and DFID share similar objectives to positively influence Chinese aid, trade and investment flows to support African sustainable development. WWF and DFID are working together to engage with financial institutions and government ministries in China that are responsible for investments in Africa, to develop environmental and social screening and investment guidelines.

DFID Climate-Environment Group (2008): WWF-UK developed a 'Climate SMART' methodology to support organisations to screen their policies and programmes with regard to climate mitigation and adaptation. DFID has adopted the terminology of this approach and is testing how it adapts the methodology to its work.

Other DFID funding to WWF-UK (2007-2009)³

£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 transboundary water resource management.

£284,621 to date (Total £372,598, 2009-2011): Working with producers in China to demonstrate best practices in the responsible procurement of products containing wood or pulp from illegal logging hotspots.

² Two DFID APOs worked in the WWF Nepal and WWF South Pacific offices, helping to develop their capacity to work on rural livelihoods. WWF-UK seconded its environmental economist into DFID's Environment Group for six months during which he contributed to the development of DFID policy papers on strategic environmental assessment and environmental wealth accounting.

Approximate % of total organisational expenditure allocated by sector or theme

From July 2008-June 2009, WWF-UK's programmatic expenditure was:

Programmatic theme	£ millions	% of total
Climate change ⁴	1.07 m	3.95
Sustainable consumption	3.03 m	11.18
Freshwater	6.41 m	23.63
Forestry	4.45 m	16.41
Species	2.46 m	9.08
Marine	1.89 m	6.97
Devolved UK programme	1.95 m	7.17
Other programmes	5.86 m	21.61
Total programmatic spend	27.12 m	100.00

Section B – Progress against PPA Strategic Objectives

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

WWF defines environmental governance in terms of the political processes and outcomes associated with decision-making and resource allocation relating to the environment and its goods and services. Through our projects and programmes, WWF has long recognised the detrimental impacts of poor environmental governance at different levels on people and the environment.

This report reflects the diversity of WWF's governance work. For example, under Objective 1 (*strengthening the role of civil society in environmental governance and NRM*) some programmes focus on improving natural resource management at the local level. Others link the local to the national level, aiming to strengthen national-level institutions and improving policy and legal frameworks with a view to scaling-up and extending impact. More recently WWF has developed a role facilitating civil society in holding government and the private sector to account. This latter approach depends on the status of civil society in country and involves new ways of working for WWF – which is an incremental process.

Building the voice of civil society through networks and coalitions, particularly in vulnerable countries, is a key approach in our climate change work - Objective 2. Climate change is a critical governance issue, with international negotiations focusing on the allocation of resources, responsibility and accountability. WWF works on climate change issues at a range of levels, from the local level (e.g. pilot projects on REDD and adaptation), to

³ £250,000 (2009-2011):Facilitating Dialogue and Engagement for Sustainable Trade and Investment between China and East Africa. This will be reported for the year 2009/2010.

⁴ Our work on climate change cuts across other programmatic themes and campaigns and communications, the figure cited here is for our climate change team who are mainly focused on policy.

influencing the international architecture for climate change financing, as well as engaging with national policy in developed and developing countries.

Exciting work under Objective 3 demonstrates how WWF is engaging with key private and public sector actors in China, Africa and Latin America to improve environmental governance, often with international consequences. WWF is also working to improve international environmental governance structures through its work with DFID and the World Bank.

The PPA portfolio is contributing to improved environmental governance in different ways and at different levels, with direct and indirect links back to poverty reduction. Case studies of WWF's work are being undertaken to better identify and share the key lessons and established good practice on good environmental governance.

Please explain the choice of indicators reported on below

Selection of the 8 of our 16 indicators has been based on a mixture of current relevance and programme progress. By way of illustration:

Objective 1: we have selected Indicator 1.1. The programmes reporting to this indicator are at the heart of performance under this objective. It is one of our most challenging indicators (due to the number of programmes, complexity and challenges with M&E information) and as a result we will report on other relevant programmes not covered this year in subsequent self-assessments. Indicator 1.2 demonstrates progress in working with civil society networks.

Objective 2: Indicators 2.2 and 2.3a have been selected as climate change policy is centre stage within DFID and WWF in the run-up to the COP 15 meeting in Copenhagen in December 2009.

Objective 3: we are reporting on those indicators that reflect areas that DFID has shown a particular interest in over the previous year, notably our work on China where we have had some great 'successes' over the previous year (Indicators 3.2 and 3.3).

Objective 4: a key focus for the PPA team at WWF this year has been developing our M&E systems, we are therefore reporting on the key indicator linked to the design and implementation of these systems (Indicator 4.1).

Role of civil society strengthened to ensure good governance and management of natural resources at local and national level in at least 3 countries
1.1 Improved natural resource (NR) management approaches (e.g. community based natural resource management, joint forest management, improved agricultural practice) benefiting at least 1 million poor people's lives developed across at least four locations / ecosystems
<p>Overall progress: WWF is working to bring improved NR management approaches across huge geographical areas by supporting development of local institutions and bringing benefits to local people.⁵ This part of the report covers four examples, which are currently collectively reaching over 380,000 people.</p> <p>Overall challenges: One reporting challenge is how to consolidate 'benefits to people' given the variability in programmes and the diversity of circumstances even within country landscapes (see Section C). With this in mind we have reported on four country programmes. We will report on others in the following year.</p> <p>Nepal forests: 239,000 people (<i>Estimated from 40,691 households subject to 237 community forest user groups granting legal rights to use forest resources</i>)</p> <p><i>Progress:</i> Since 2007, in nine buffer zones/corridor areas in the Terai, the programme has consolidated and strengthened community forestry institutions for sustainability and good governance. Mechanisms to reduce prevalence and costs of conflict between people and wildlife and deliver livelihood benefits (notably alternative energy and income-generating opportunities) have been extended. Regeneration of forest and grassland in well-established programme areas has led to increased wildlife presence and recharging of the water table. The environment, livelihoods and governance benefits are illustrated by the Lamahi case study in the Nepal self-assessment report (see evidence of achievements below).</p> <p>Challenges:</p> <ul style="list-style-type: none"> • Ongoing socio-political instability in Terai. • Encroachment of landless people into forest lands. • Limited opportunities for new community forests to be declared. • Implications of new constitution and federalisation for natural resource governance.

⁵ Four of the programmes reporting to indicator 1.1 collectively cover a hectare area of 5,635,107ha (made up of Nepal 26,970 ha; Namibia 4,390,500 ha; Brazil Varzea 217,637 ha; and Colombia 1,000,000 ha)

Namibia conservancies: 80,000 people⁶ (based on people becoming members of a community conservancy)

Progress: Since 2007, WWF/IRDNC⁷ have provided continued support to 24 potential and existing conservancies⁸ – designated areas where members are entitled to benefits from management of wildlife resources. Conservancy income has continued to increase through revenue from trophy hunting and tourism, schemes which have also created local jobs in an area of high unemployment. Additional livelihood opportunities for women and the elderly have been piloted in seven conservancies through support for two plant harvesting associations. Evidence indicates enhanced management has led to increased wildlife populations⁹, indicative of an improved ecosystem. The next phase of work will focus on strengthening conservancy governance systems, accelerating financial sustainability and benefits to households.

Challenges:

- Unclear how costs and benefits are distributed among the wider community beyond conservancy membership. Each conservancy has a different benefit-sharing system.
- A simple local-level monitoring system will be developed to improve analysis of benefits to communities and downward accountability.

Brazil, Varzea floodplain: 21,550 people (Estimated from 4,312 families living within 14 PAEs and covering 217,637 ha)

Progress: Since 2007, WWF and IPAM¹⁰ have assisted the Brazilian land reform agency, INCRA to bring de-facto land rights to floodplain communities through land utilisation and development plans (necessary to formally gain these rights). WWF and IPAM have sought to influence the institutional process by applying previous experience in developing informal floodplain NRM systems. Currently 14 utilization plans and five development plans have been finalised for each relevant administrative area (a PAE).¹¹ This is the first step to substantial community benefits in the nature of political empowerment and livelihood stability.

Challenges:

- Responses need to be developed to manage potential conflicts that may arise as large-scale economic interests are excluded.
- Approaches that are appropriate to the specific ecological and socio-economic context of each PAE need to be developed.
- Long-term institution building remains a challenge.

⁶ This figure is based on 23 registered conservancies since figures are not available for 24th conservancy, it does not include members of unregistered potential conservancies.

⁷ In Namibia, WWF works through a local partner NGO Integrated Rural Development and Nature Conservation (IRDNC).

⁸ 22 registered conservancies were in existence as at 2006, and 24 recorded in 2008. Support is provided for nine potential conservancies.

⁹ For most recent progress report see: NASCO, 2008, Namibia's communal conservancies – a review of progress and challenges in 2007.

¹⁰ WWF-Brazil works through its partner NGO, Instituto de Pesquisa Ambiental da Amazonia (IPAM) on the Varzea programme.

¹¹ Each administrative area is called a PAE (an Agro Extractive Settlement) and covers 217,637 hectares. The PAE system provides communities within the administrative area with de-facto land rights and an embryonic legal mechanism to exclude external fishing operators and large-scale ranchers by undertaking their own management. It also provides community members with an access route to state decision-making through new institutions and to state extension services, including credit.

- Workable participative processes must be developed to ensure that community voices are represented and heard at each level of state decision making.

Colombia forests (including cross-border areas covering Ecuador): 47,883 people

(Calculated as the number of people represented by our partner organisations we are working with to strengthen and assist¹²)

Progress: Since 2007, WWF-Colombia has strengthened the voice and collective bargaining capacity of 19 indigenous and Afro-Colombian institutions to effectively secure land and forest resources within their territories and to manage forests in four landscapes.¹³ Examples below are drawn from two of the four ecoregions.¹⁴

Strengthening territorial governance systems

- Illegal timber extraction rates have been reduced through developing a more direct relationship between local communities and wood buyers, and strengthening community management systems.¹⁵
- Federations representing Awá indigenous people successfully achieved the reversal of a pronouncement by the Government of Ecuador which would have ceded rights over 17,493 ha of their territories to non-resident Afro-Ecuadorian communities.¹⁶
- A study was completed to understand the drivers of illegal deforestation and define possible solutions around establishing local territorial control of land and resources to inform future policy.¹⁷

Strengthening local natural resource management

- Three indigenous community forest enterprises were established, and the existing one was expanded.¹⁸

Challenges:

- The illegal forest trade is used to finance conflict activities. Pressure on indigenous and Afro-Colombian communities to leave their land leads to displacement and destruction of forests for plantation of illicit crops or palm oil. The level of conflict is variable within each of the four areas, but the ongoing threat of instability makes programming for results highly challenging.
- Given the complexity of the conflict in Colombia, and the deep-rooted suspicions within the political arena, NGOs such as WWF need to tread carefully in how they publicise their involvement in politically sensitive areas such as human rights and building capacity at the grass-roots. This is to ensure protection for the work they do, and for their staff, partners and communities with whom they work.

¹² Partner organisations consist of 19 indigenous and Afro-Colombian institutions/organisations.

¹³ (1) Bi-national Southern Choco region (covers both Colombia and Ecuador), (2) Uraba Darien, Choco Ecoregion, (3) Coffee Growing Region, Northern Andes Ecoregion, and (4) Amazon Piedmont, Amazon Biome.

¹⁴ (1) Bi-national Southern Choco region (covers both Colombia and Ecuador) and (2) Uraba Darien, Choco Ecoregion.

¹⁵ This has reached 33 communities (5 directly and 28 indirectly (4,500 people in total: 3,500 indirectly and 1,000 directly).

¹⁶ Affected 3,500 people across 17,000ha of land. The indigenous Awa federation (FCAE, Awá Center Federation of Ecuador) argued that behind Afro-Ecuadorian land claims were commercial interests which wanted to use the land for palm oil and timber extraction.

¹⁷ Future forest development regional plans are estimated to affect 500,000 inhabitants over 11 municipalities and 2,600,000ha.

¹⁸ Existing enterprise works with five communities (approx 1,000 people); three new enterprises work with six communities over 430,000 ha (approx 3,500 people). Analysis of direct livelihood benefits will occur as we develop more nuanced M&E systems (see Objective 4 and Section 4 post for more on this).

- WWF (2009) *Improved Natural Resource Management Approaches: Nepal Terai Arc Landscape Self-Assessment and Lamahi Case study* (attached)
- WWF (2009) *Varzea Self-Assessment Report* (attached)
- Suich, H. (2009) *Compilation of meta-analysis of livelihood impacts of communal area conservancies and related CBNRM activities in IRDNC target areas in the Kunene and Caprivi regions, Namibia*
- WWF (2009) *Colombia Self-Assessment Report*

1.2 At least two national coalitions on key environmental governance issues built and/or strengthened in at least two countries, using the convening power of WWF's trusted brand

Development and Environment Group (DEG) of BOND

WWF co-chaired DEG for the second time from January 2008 to May 2009. The governance structure of BOND DEG has been strengthened, with a formalised Steering Group and currently four sub-groups that focus on specific strategic priorities.¹⁹

DEG has engaged with the UK government on ETF and CIFs, and WWF-UK contributed to three papers supporting DEG engagement on these issues. In the recent ETF Board meeting with DEG CEOs, DFID acknowledged the contribution of DEG to the learning exchange between government and civil society.

Challenges:

- DEG sub-groups have proved useful for issue-specific climate change interests but may prove limiting when engaging members in broader env-dev issues.
- civil society organisations have observed an occasional selectiveness by government, in terms of which CSOs or individual representatives they chose to engage with.
- Coordination and chairing of DEG is a time-consuming commitment that requires administrative support. The DEG role is additional to members' main jobs and resources have not been secured for a full-time coordinator.

India civil society platforms

In 2007, a steering group of eight civil society organisations (national and regional) was established to strengthen the *Future of Conservation Network* and other CSO networks to influence key conservation and development policies.²⁰ WWF has driven the process of group formation and coordination. WWF's reputation as a 'middle path' conservation organisation has encouraged partners and the government to engage with the CSO process. A group self-assessment (attached) captures progress on group strengthening and external influence. Highlights include:

- *Collective working:* Joint work plans and collective prioritisation of issues within four

¹⁹ The sub groups are on UNFCCC COP, Climate Finance, REDD, Bangladesh Climate

²⁰ Future of Conservation is a network of social and environmental organisations in India. The group's objective is to foster dialogue and engagement in complex conservation issues, and help tackle the increasing threats that both biodiversity and people's livelihoods face. This includes joint action on areas of agreement, and attempts at evolving common understanding on issues. The platform evolved from two national workshops on issues of conservation and livelihoods, held in 2006 and 2007.

legislation areas; organisations working to each other's strengths; improved access to different parts of government and other networks based on relationships held by group members.

- *Institutional assimilation*: Organisations (including WWF) integrating new knowledge and perspectives into their thinking and analysis.
- *Credibility*: Wide acceptance of published reports, which are perceived to be unbiased; willingness of state and national government to continue to engage with the group.
- *Policy Influence*: Evidence of government responding to advocacy initiatives; willingness to exchange information; increased awareness of policy issues; creating space for ongoing dialogue over policy implementation.

Challenges:

- Refine and strengthen collective planning and working
- Step up group advocacy with targeted audience-specific government departments, media, and judiciary.
- Step up policy monitoring at the grassroots level and linking local analysis into national advocacy.
- Explore group's involvement in analysis of macro-economic policy instruments.

DEG

- WWF-UK (2008) *The World Bank and its carbon footprint: Why the World Bank is still far from being an environment bank* wwf.org.uk/filelibrary/pdf/world_bank_report.pdf
- Bird, N. (2008) *Environmental sustainability within the new development agenda: opportunities and challenges for civil society*. ODI, 2008 www.odi.org.uk/ccef/resources/reports/s0188_preliminary-report.pdf
- Bretton Woods Project (2009) *Are we nearly there? Bridging UK-supported funds and a post-2012 climate architecture*.

India Civil Society Platforms

- WWF (2009) *Self-assessment report for India Civil Society Platforms* (attached)
- www.wwfindia.org/about_wwf/what_we_do/livelihood/projects/civil_society_/
www.kalpavriksh.org/f1/f1.2

Strategies for low carbon development pathways and climate change adaptation developed and implemented in selected LICs BRICS MICs

2.2 Effective multi-stakeholder networks and coalitions for advocacy on climate change

²¹ Note that for indicator 1.1, given the challenge of monitoring exact number of people we are suggesting a rating of 3 for this indicator but 2 for the overall objective.

established and/or strengthened, and linked in to international networks, in at least one country by 2009 and one further country by 2011

Global deal networks and coalitions

A WWF scoping study of climate change civil society networks in LDCs and SIDS has shown that, in the past, networks have been fragmented and uncoordinated, with limited capacity to engage with international processes. WWF has mapped key 'strategic partners' in Brazil, China, India, South Africa and selected LDCs and SIDS. During 2009, WWF is providing legal and technical support to AOSIS (the Alliance of Small Island States) and building capacity in the Forum of Environmental NGOs in Brazil, as well as working with the GCCA (Global Campaign for Climate Action)²² partners to build capacity in the LDC and African networks to participate more effectively in the run up to Copenhagen and beyond.²³ By building capacity and increasing representation in international meetings, WWF is seeking to ensure that the voices of the most vulnerable are represented and that a global climate deal is reached that is fair and equitable.

Supporting the Climate Action Network (CAN)

WWF has supported CAN with capacity, technical expertise and funding, to develop joint NGO policy positions to feed into the UNFCCC process with an emphasis on adaptation policy – especially governance and financing options. WWF has funded a co-chair to ensure the group functions well and has access to timely information and a strategic approach to lobbying and engaging in the UNFCCC process. WWF has played a key role in supporting the coordination of developing country and NGO demands and in developing proactive policy options for the draft negotiating text. There are several current examples of the CAN adaptation group's "asks" being reflected in the main negotiating text. Developing a coordinated civil society voice has provided an effective channel to integrate civil society positions into the UNFCCC process. Going forward, WWF has identified the need to provide increased support to the voice of vulnerable countries within coalitions such as CAN.²⁴

Challenges:

- Limited capacity for capacity for climate change advocacy and negotiation in vulnerable countries (i.e. SIDS/LDCs/Africa). Building capacity and identifying appropriate partnerships takes time, which is a major constraint given the pace of climate change negotiations.
- Vulnerable countries are geographically and politically diverse. Time is required for wide consultation with in-country partners and to utilise a variety of approaches.
- Vulnerable countries also lack resources and political will.

²² WWF also played a key role in the formation of GCCA.

²³ There are strong links to PPA Indicator 2.4, which focuses on capacity building. Lack of capacity is a major constraint against vulnerable countries becoming involved in the UNFCCC process. WWF is therefore working to build capacity in key regions.

²⁴ Most vulnerable countries include SIDS (Small Island Developing States) African Countries and Least Developed Countries (LDCs), note that some of these are overlapping categories, eg many African Countries are also LDCs see

<http://www.gm.undp.org/Reports/100%20nations%20most%20vulnerable%20to%20climate%20change.pdf>

<ul style="list-style-type: none"> - WWF (2009) <i>Progress Report from the Global Deal Network Initiative</i> - WWF (2009) <i>GDMI Stakeholder Mapping and Scoping Report</i> <p>CAN reports – see www.climatenetwork.org for CAN policy positions for example:</p> <p>CAN International on adaptation, 30 September 2009 http://unfccc.int/essential_background/library/items/3599.php?rec=j&preref=500004797#beg</p> <p>CAN submission on Bali Action Plan elements, 6 December 2009 http://unfccc.int/resource/docs/2008/smsn/ngo/061.pdf http://unfccc.int/resource/docs/2008/smsn/ngo/068.pdf</p> <p>An Adaptation Action Framework. Submission from 24 April 2009 http://unfccc.int/resource/docs/2009/smsn/ngo/128.pdf</p> <ul style="list-style-type: none"> - Draft UNFCCC negotiating text
<p>2.3 a) At least two national or international climate change strategies (e.g. NAPAs, UNFCCC, Global deal, REDD mechanisms, CDM, national energy visions) improved by evidence and/or new knowledge provided by WWF and its partners</p>
<p>Overview: This section reports on four main areas of work, two at an international level and two at a national level. There are already clear impacts and successes in some of these areas, particularly focusing on the UNFCCC. The others areas are gaining momentum and building an evidence base for policy advocacy.</p> <p>International level</p> <p><i>Adaptation policy</i></p> <ul style="list-style-type: none"> - The WWF-UK report <i>Beyond Adaptation</i>²⁵ provides robust analysis of the legal context around the negotiations and informed discussions at COP 14. It continues to influence the UNFCCC negotiations, with elements being used by parties for the recent Bonn negotiations. The work has also been used by a number of parties including SIDS-AOSIS and a number of LDC parties to strengthen and inform in their submissions to the UNFCCC on the need for a restitution and compensation type mechanism. - WWF’s continued support to the CAN adaptation group has enabled the development of joint NGO submissions and policy documents for the UNFCCC (see Indicator 2.2 above). <p><i>Finance options for the UNFCCC</i></p> <p>In collaboration with partners, WWF’s Global Deal team has developed positions and papers on climate change financing that have been used for lobbying and advocacy at international climate change negotiations.²⁶ Collectively, these discuss how finance for climate change should be raised and distributed, and the institutional architecture and principles required to oversee these funds. Developing these options and convening momentum around them is a key contribution towards influencing the negotiations.</p>

²⁵ This report looks at the legal duty of high-emitting countries to pay compensation for climate change damage. It was launched in December 2008 at the Poznan UNFCCC climate negotiations.

²⁶ Key deliverables included the Copenhagen joint NGO Treaty paper, WWF’s Copenhagen Expectations paper, CAN (Climate Action Network) Finance papers.

Challenges:

- The international policy debate in the run up to Copenhagen is fast moving; reports are out-of-date soon after they are published and the evidence base is constantly changing.
- The political nature of climate change negotiations means countries are cautious about revealing their policy positions and providing information, thereby impeding civil society engagement.

National level

Nepal climate change policy, WWF-Nepal has:

- been instrumental in drafting a new climate change policy for the government of Nepal.
- helped to coordinate consultation sessions with civil society and other stakeholders to ensure transparency.
- been selected as an adviser to the Nepal Constitutional Assembly and is playing a key role in providing proposals for the new constitution that promotes linkages between livelihoods, environmental sustainability and climate change.

Asia energy visions for a low-carbon future

Energy Visions reports are being developed for Indonesia, China and the Philippines. These reports articulate an achievable vision and pathway for a low-carbon energy sector in each country and provide a basis for advocacy and engagement with government.²⁷

Brazil climate change policy

WWF-Brazil aims to influence the development of a national low-carbon development strategy through building up the national knowledge base on climate change issues and supporting the international climate change negotiators with technical studies (studies are identified and overseen by a multi-stakeholder consulting committee). Studies include reviews of the electricity, building, transport, charcoal/wood and agricultural sectors.

Challenges:

- At the national level, many LICs and MICs suffer from a lack of capacity in climate change expertise.
- The absence of reliable data and climate scenarios impedes analysis and advocacy.

International level

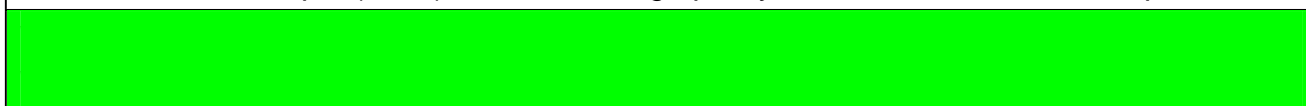
- WWF-UK (2008) *Beyond Adaptation: The legal duty to pay compensation for climate change damage* http://assets.panda.org/downloads/beyond_adaptation_lowres.pdf

²⁷ *Indonesia:* A multi-stakeholder process has produced a first draft report which will now go out for wider consultation. *China:* A report is being developed in close cooperation with the Energy Research Institute of the NDRC. A Low-carbon Economy Forum is being organised for later in 2009, with support from DFID. *Philippines:* The report feeds into a multi-stakeholder process that has been in existence since 2003, and provides a roadmap for the implementation of the Renewable Energy Act which has, through the efforts of WWF-Philippines and its partners, just become law. This act sets a target of 50% of energy coming from renewable sources by 2020.

- NGOs (2009) *A Copenhagen Climate Treaty: A Proposal for a Copenhagen Agreement by Members of the NGO Community*
http://assets.panda.org/downloads/copenhagen_climate_treaty_060609_1.pdf
- WWF (2008) *Finance and Investment from Developed to Developing Countries: A Global Financial Architecture for Climate Change*
http://assets.panda.org/downloads/wwf_finance_paper_web.pdf
- Joint Germanwatch WWF discussion paper (2008) *Climate change adaptation in developing countries – what the G8 has to deliver*
<http://www.germanwatch.org/klima/g8adapt08.pdf>
- WWF (2009) WWF Expectations for the Copenhagen Climate Deal 2009
<http://www.worldwildlife.org/climate/Publications/WWFBinaryitem12417.pdf>

National level

- National Energy Visions Reports for China, Indonesia and the Philippines, due July 2009
- Review of the Electricity, Building, Transport and Charcoal/Wood sectors in Brazil (forthcoming)
- Government of Nepal (2009) Climate Change policy for the Government of Nepal



Production, trade and consumption in selected countries or sectors transformed to be more environmentally sustainable and equitable

Production, trade and consumption in selected countries or sectors transformed to be more environmentally sustainable and equitable

3.2 At least one LIC government supported in international trade and investment negotiations relating to natural resources

Overview: China and Tanzania are the countries we are focusing on to deliver this indicator. WWF has reached key milestones in supporting the relationship and understanding between these two countries regarding natural resource trade and investment.

WWF staff have increased their knowledge, skills and understanding of how to engage with Chinese actors on the forestry sector through visits to China, meetings with Chinese government agencies and wood processing companies. They are sharing these insights with African government officials in east Africa.

Relationships and trust further strengthened between the Chinese State Forestry Agency (SFA) and Tanzanian Ministry of Forestry and Beekeeping, with WWF facilitating visits in both directions laying the foundations for future dialogue and interaction. Specific outcomes include the identification of the following future areas for collaboration between the two countries:

- Sharing of information on China's overseas investment guidelines, Tanzanian forest policy, investment opportunities and operating practices.
- Awareness-raising among Chinese operators of local policies, guidelines and approaches to sustainable management of forests.

- Further visits in both directions to further develop understanding of forest trade and identify opportunities for collaboration.
- Exploring the potential for Chinese aid to Tanzania to support sustainable forest management.

Ministry of Forestry and Beekeeping, Tanzania has asked WWF to continue to facilitate discussions with SFA to help take these ideas forward. SFA has stated its interest in WWF continuing to facilitate sharing and discussion of Tanzanian forestry and investment regulations to feed into its guidelines.

China's Ministry of Commerce (MOFCOM) strengthened the content of environmental protection and resources conservation in its new *Guidance for Outward Investment* (April 2009) written by the same staff who visited Tanzania and Gabon in a study trip facilitated by WWF. Content demonstrates the increased understanding of trade issues between Tanzania/Gabon and China and local environmental policies gained during the study visit.

In east Africa, WWF is building up an evidence base of investments in the region and their potential impact. We are exploring how best to share this information with civil society and how civil society can best engage with government and the private sector to promote investment that is supportive of sustainable development.

Challenges:

- Supporting dialogue and negotiations between China and Africa is a relatively new area of work for WWF, and there is a lot to learn about how to do this effectively across cultures.
- It takes a long time to build relationships and trust between Chinese and African actors. As a result, tangible outputs may take some time.

- WWF (2009) *Progress report from WWF's China for a Global Shift Network Initiative* (attached)

3.3 Partners (i.e. DFID, PPA agencies, governments, businesses) report use of evidence provided by WWF (e.g. on trade, development, environment links) in internal and external policy deliberations by 2011

Overview: We have exceeded our expectations in terms of achievements on this indicator this year; our work with Chinese partners is a particular highlight. Other partners using evidence provided by WWF include DFID, the World Bank and IDB.

Working with DFID

- Early indications are that the DFID 2009 White Paper will reflect WWF messages on climate change and valuing ecosystems.²⁸

²⁸ Note that the White Paper is not launched until after the date of this self-assessment. However, initial indications are that the environment and climate change will form core messages in the White Paper. Attributing influence directly to WWF is sensitive but we were key partners for DFID in the White Paper process, particularly on climate and environment topics.

- DFID recorded WWF as a major influence on its adoption of a 'Climate Smart' approach to its portfolio.
- A joint WWF and DFID project to assess options for improving the international architecture for managing transboundary waters is a key input to DFID policy in this area.
- WWF provided evidence for the IDC evidence session on Sustainable Development in a Changing Climate; analysis shows close alignment between WWF evidence and the IDC findings presented in its report, which formed the IDC contribution to DFID's White Paper.

The World Bank

- In 2008, WWF published a key report on the carbon footprint of the World Bank. An external review (attached) concluded that the report was credible and timely; that it gained a momentum of its own within NGO networks; and that it has been disseminated widely and used for advocacy in different forms and forums.
- The World Bank asked WWF for support in developing internal guidance on climate change adaptation and water management. A first draft has been submitted to the World Bank. We are currently putting together an extensive guidance note on these issues.

Chinese government and Chinese banking sector

WWF's work with Chinese partners has contributed to several achievements. These are documented in the report attached. Three highlights are:

- A joint WWF-EXIM bank²⁹ study on best practice in environmental screening generated interest from senior EXIM bank officials in how the organization can increase its capacity to implement environmental standards. This lays the groundwork for the EXIM bank to develop its own environmental lending policy which would potentially be applied across its whole investment portfolio.
- First Chinese Bank adopted the Equator Principles³⁰ after WWF delivered training, thus setting an example for other banks in China.
- The China Council for International Cooperation on Environment and Development (CCICED) published the first public document on ecological footprint jointly with WWF.

Environmental safeguards in the Inter-American Development Bank (IDB)

The IDB is piloting a Decision Support System³¹, designed and promoted by a consortium of NGOs including WWF. The system will strengthen the IDB's capacity to identify and address environmental issues. The tool is being successfully trialed on infrastructure and hydropower projects in five countries.³²

Challenges:

Attributing change to WWF is challenging in the work showcased above. See Section C, where we discuss the challenge of monitoring working on fast-paced policy areas.

²⁹ The Export-Import Bank of China (China Exim Bank) is the official export credit agency of the Chinese government. The Bank was founded in 1994, and has already become the world's largest export credit agency. Its services include export credits, guarantees, and concessional loans which are an important part of China's foreign aid.

³⁰ The only current international best practice for banks.

³¹ Technical system, incorporating multiple layers of information and mapping of: biodiversity, representation of species, vulnerable areas, protected areas, etc.

³² Bolivia, Costa Rica, Paraguay, Panama and Dominican Republic.

List any documentary evidence of achievements

Working with DFID

- WWF-UK (2009) *WWF submission to the White Paper on International Development*
- Email from DFID on DFID using the WWF 'Climate Smart' approach
- DFID report using a 'Climate Smart' approach
www.dfid.gov.uk/Documents/publications/degrees-of-separation.pdf
- IDC (2009) *Sustainable Development in a Changing Climate: Fifth Report of Session 2008-09* www.publications.parliament.uk/pa/cm200809/cmselect/cmintdev/177/177i.pdf
- WWF (2009) *Analysis of links between WWF evidence and IDC report*
- DFID/WWF (2009) project on the international architecture for transboundary water resources management key outputs: 1) Part I: Summary Baseline Assessment; and 2) Part II: Opportunities Report.

The World Bank

- WWF-UK (2008) *The World Bank and its carbon footprint: Why the World Bank is still far from being an environment bank* www.wwf.org.uk/filelibrary/pdf/world_bank_report.pdf
- Turrall, S (2009) *An Impact Assessment of WWF advocacy report: 'The World Bank and its Carbon Footprint: Why the World Bank is Still Far from Being an Environment Bank'*
- Matthews, J. and Le Quesne, T. (2009) *Adapting Water Management: A primer on coping with climate change* http://assets.wwf.org.uk/downloads/water_management.pdf

IDB

- Progress report from the Amazon Infrastructure Programme (attached)

China

- WWF (2009) *Progress report from WWF's China for a Global Shift Network Initiative* (attached)
- CCICED and WWF (2008) *joint report on ecological footprint*
- Joint Research Task Force by Chinese Academy of International Trade and Economic Cooperation and World Wide Fund for Nature (2009) *China's Trade & Cross-border Investment in Forest Products: A Case Study on China's Role in Triangular Relations Model*
- Heike Baumüller (2009) *Completing the Triangle: Piloting a new approach to dialogue among political and economic actors in the global supply chain, DRAFT*
- NDRC-WWF (2009) *Joint study on five-year plan formulation process and environmental and sustainable development policy issues* (in Chinese)
- Joint EXIM bank-WWF (2007) *study on exploring best practice in environmental screening* (in Chinese)

³³ Note that the objectives and associated indicators are very likely to be achieved, however given the pace of change in this area it is possible that the composite projects and programmes that we provided baselines for in December 2008 will change or be substituted. We will ensure we supply new baselines for any work we report against in this (and all) objectives.

Strategic Objective 4:	
Integrated systems for monitoring and evaluation, communication and lesson learning developed and implemented across the PPA portfolio, and shared with DFID and other partners	
4.1 WWF and local partners extending and replicating M&E systems to develop their policies and programmes: at least three examples by 2011; and by 2011 WWF committed to scaling up this approach organisation wide	
<p>During 2009, WWF-UK has undertaken capacity analyses of existing M&E systems and practices within seven of the PPA portfolio programmes³⁴, in order to evaluate and strengthen current approaches to M&E and learning. We are also trialling systems for improving monitoring of our advocacy and policy work.</p> <p>Projects and programmes are being supported to extend or upgrade M&E systems to:</p> <ol style="list-style-type: none"> 1. Effectively capture social and ecological outcomes for an integrated understanding of change. 2. Incorporate learning for adaptive management and better reporting. 3. Where relevant, integrate M&E into the structures and systems of partner organisations at national and community level. 4. Where relevant, use participatory approaches to understand costs and benefits from a community or household perspective. <p>Table 1 presents examples of how four programmes are responding to these M&E challenges.</p>	
Programme	Current status of M&E system
Brazil, Varzea	<ul style="list-style-type: none"> - A recent analysis with the help of expert M&E support has highlighted the need for systems to track this programme's institutional and influencing work as well as environmental and livelihoods changes as a result of WWF/IPAM's change of focus in working with the new land reform process. - It has started to collect basic household and community infrastructure baseline information with the state authorities relevant to land reform and is looking at how to develop systems that work with IBAMA and incorporate the views of the local communities.
China for a Global Shift	<ul style="list-style-type: none"> - This programme has the challenge of developing a system that can work across different countries and very different cultures. - Significant progress has been made in establishing strengthened capacity and tools/methods for monitoring policy work and integrating a reflective learning approach across a multi-country team.
Nepal	<ul style="list-style-type: none"> - The programme has identified the need to improve the monitoring of livelihoods and governance impacts and is planning to roll out a pilot system involving Community Forest Coordination Committees.
Colombia forests	<p>Capacity building is under way to:</p> <ul style="list-style-type: none"> - Consolidate and standardise M&E systems and processes to improve programme reflection/learning and better reporting. - Integrate with Oxfam M&E systems in areas of programmatic overlap. - Improve M&E processes of partners at the field-level.
To support these efforts, WWF-UK is coordinating direct technical support to five	

programmes that are 'test beds' for good M&E (see Section C). Lessons from these experiences will be captured and shared to institutionalise good practice. To date, WWF network guidance on advocacy monitoring has been completed and is currently being piloted, and guidance on capturing changes in people's lives and livelihoods is in development.

Challenges:

- Monitoring and evaluation for impact requires a change in mindset, from monitoring activities and outputs to tracking outcomes and impact. This shift requires substantial capacity building. It requires a long-term incremental approach, and for some programmes this may take longer than this PPA timeframe to reach a high standard of functionality.
- Some areas of work require significant timescales to demonstrate impact. For example, embedding NRM systems and establishing their impacts on livelihoods. In a three-year time span, progress may be limited to reaching certain milestones.
- 'Buy-in' can be challenging when programmes are juggling other substantial demands such as financial cuts, new technical demands from new areas of work, developing and implanting work in a fast-paced policy environment, and responding to different donor reporting requirements.
- It is not desirable to establish a separate PPA M&E system. A challenge has therefore been to retrofit existing programmes to PPA indicators where there was not always compatibility between the monitoring systems of a programme and those of the PPA.

Capacity analysis of M&E for priority PPA programmes, consultants reports and monitoring plans – available on request
- WWF (2008) *Monitoring Advocacy Work*, Written by: Jennifer Chapman and Antonella Mancini

Section C – Lessons learned

Monitoring and evaluation

To respond to the challenge of strengthening our M&E systems (see Section B indicator 4.1) we are developing a capacity-building approach based on the lessons learned over the last 18 months. Key lessons are:

- As far as possible build M&E into programme design.
- Focus on developing an M&E system that is tailored to work for the programme (taking account its goals, project systems and capacities) and the information needs of different stakeholders, rather than imposing a fixed model.
- Provide hands-on support to facilitate project learning and to mentor WWF staff to ensure maximum programme ownership and understanding.

We have developed a stepwise approach to strengthening M&E systems³⁵. We are keen to share lessons and experience on M&E with other PPA agencies and with DFID, and are part of an informal peer support group of other NGOs.

Measuring benefits

Identifying and monitoring the benefits to local people of improved environmental governance is a challenge, as benefits are diverse and change over time. Measuring 'benefits' presents a range of challenges – for example, how to quantify benefits from ecosystem services³⁶, environmental systems as safety nets³⁷, and other less tangible impacts such as increases in social capital and political empowerment. Communities are not homogenous and any intervention inevitably has 'winners' and 'losers', or those who 'win' more than others. How benefits get allocated is complex, and is often negotiated through local institutions. Additionally, benefits can vary within programmes according to the differing ecological and socio-economic aspects present within large landscapes making global quantification highly challenging.

In light of these challenges, WWF is working with partners to try and understand what type of 'benefits' are derived in different contexts and how these are allocated. We are encouraging programmes to undertake more thorough analysis of the links between conservation and poverty and better identify relevant benefits to people. A number of programmes are already providing significant lessons in this area. For example in Nepal, programme teams have identified key drivers of forest degradation that involve local people and are promoting responses that recognise the needs of these people to manage their own resources and have access to livelihood opportunities that reduce stress on forest areas.³⁸

Changing WWF – adopting pro-poor conservation policy

The PPA has both inspired and facilitated WWF-UK staff, working in conjunction with like-minded colleagues across the network, to develop and promote a clear pro-poor conservation position, which was adopted as WWF network policy in March 2009. A joint network team is moving this work on by devising an implementation strategy and elaborating more explicit pro-poor conservation ideas across WWF's whole portfolio. Examples from the PPA portfolio are providing lessons to be shared across the network. The challenge to this work not only relates to maintaining the political will but also to overcoming technical difficulties. Conservation and poverty reduction projects typically

have different aims; complementarity can only be attained if their respective strengths and weaknesses and the trade-offs inherent in integrating them, are understood and respected.

Working on fast-paced policy areas

Many of the areas that WWF works on, such as climate change, are extremely fast moving. The climate change sector in particular changes on a weekly basis with new science being published and negotiations taking place. This means that WWF's approach has to be reactive as well as proactive if we are to stay ahead of the curve. The PPA is enabling us to put systems in place for monitoring and tracking our policy and advocacy work to ensure we stay as relevant as possible. The fast-paced nature of this work means it can be difficult to put in place long-term plans, indicators and objectives. It also makes it difficult to establish fixed baselines for some of our work as the context of our work can move very quickly.

Section D – Partnership with DFID

Engagement with DFID

WWF has had regular meetings with DFID on diverse topics including fresh water, climate change, the links between China and Africa and Latin America. During the White Paper process, WWF has had several high-level meetings at SoS level and we are keen to continue with this broad reaching engagement. Having an account manager in the civil society team is working well for WWF, giving us a first point of call for any questions or issues. For example, the account manager has facilitated links between the WWF PPA communications manager and the broader communications team in DFID. Similarly having a formal contact person in the Climate and Environment Group has proved useful for WWF.

Secondment to DFID

The WWF PPA manager is currently seconded to DFID on a part-time basis for six months. This has been valuable for both WWF and DFID. Specifically, the secondment is to look at 'the role of ecosystem services in supporting the poor to adapt to climate change'. However, the secondee has also contributed to the Environment Advisors' Retreat, and has increased DFID's internal capacity on environment issues. This work has enabled WWF to get a more detailed understanding of how DFID works and the types of information DFID needs to make informed policy decisions.

Working with DFID at a country level

In-country links between WWF and DFID could be strengthened, to build on synergies between the complementary strengths and interests of both organizations in-country. WWF has identified five priority countries where we would like to develop our links with DFID: Pakistan, China, Nepal, Tanzania and South Africa. We are also keen to pursue closer links with DFID in other countries and regions. Latin America is a region in which we would like closer links. However, since DFID no longer has offices in the region, WWF is keen for DFID to facilitate closer relationships with the FCO (particularly on climate change and low-carbon development).

Latin America partnership

We consider the partnership between DFID and the 12 Latin America PPA agencies to be particularly productive – for example in developing the joint report *Working in Partnership in Latin America*³⁹. The Latin America PPA partnership has enabled us to have a quality and detailed dialogue with DFID (for example, on the impacts of the global economic downturn on development objectives in Latin America). We also value the quality and depth of the relationship we have with the other Latin America PPA agencies. This close engagement between selected PPA agencies and DFID on a specific topic/region may be a good model to expand to other areas or themes, such as climate change, good governance and economic growth.

Broadening our communications reach

In this phase of the PPA, WWF is working on raising awareness among its supporters and the wider UK public about the issues covered by the DFID partnership. WWF has developed a new page on its website highlighting the partnership with DFID: www.wwf.org.uk/what_we_do/working_with_government_and_parliament/wwf_and_dfid_natural_partners and we have promoted the public consultations as part of DFID's White Paper Process on the home page of our website. We have also supplied short videos for use on the DFID website, and liaised with the DFID press team to work on two articles for *Developments* magazine. Going forward, we hope to establish closer working relationships with the thematic communications teams, such as climate change.

PPA climate change campaign funds

WWF is one of three PPA agencies to have received extra funds to raise the voices of vulnerable countries in the climate change negotiations and build public and political momentum in the run up to Copenhagen. We are working closely with Oxfam and IIED to coordinate our efforts linked to these new funds.

Suggestions for the future

We welcomed the opportunity to work with DFID's civil society team to identify areas for building closer links. The follow up from this work should provide a platform to develop the partnership further, both in the UK and at a country level. WWF is keen to have a more substantial engagement with DFID on M&E – for example, through access to DFID evaluation teams for strategic input and advice. We are also keen to use our close relationship with DFID as a lever to achieve change in other UK government departments, and work towards policy coherence for sustainable development.

Section E – Corporate governance and organisational change

WWF-UK policy and good practice

WWF-UK is committed to the principle of equal opportunity in employment and has specific Equal Opportunities, Disability and HIV and AIDS policies in line with legislation on disability, gender and child protection. WWF-UK has Criminal Record Bureau Policy and Procedure and requires checks for any employees that may come into contact with children as part of their work.

Environmental policies

WWF's mission is to stop the degradation of the planet's natural environment and build a future in which humans live in harmony with nature. To achieve this on a global scale it is inevitable that we have an impact on the environment. However, we are dedicated to reducing this impact to a minimum. To help us achieve this, WWF-UK has an environmental policy and an environmental management system. In particular, we monitor energy consumption, water, waste, staff business travel and purchasing. In 2008, WWF-UK achieved certification to ISO14001 the internationally-recognised environmental standard (renewed June 2009). To the best of the certification body's knowledge, we are the first NGO to be so accredited.

- Sustainable travel policy

WWF is committed to managing the organisation's travel, so that the need for travel and its related ecological footprint is minimised, and where travel does take place it is by the safest and least environmentally damaging means.

- Energy procurement and management policy

WWF-UK is committed to supporting the growth of renewable energy within the UK by sourcing new green energy wherever this is possible, and exploring the use of alternative renewable technologies for the larger offices. Employees have a responsibility to help WWF-UK minimise use of energy by turning off meeting room lights after use, turning off their monitors when they leave their desks, turning off their PCs and monitors if they are away from their desks for longer than an hour and not leaving any equipment on stand-by overnight or over the weekend.

- WWF purchasing policy

We aim to both support and encourage our partners/suppliers to produce environmentally-responsible products and to reduce the environmental impact of these during the production and logistical phases. We therefore aim to engage with our suppliers to improve the environmental performance across WWF-UK's supply chain. We have a corporate environmental procurement policy and a set of environmental and ethical product selection criteria to implement this policy. We capture information about products WWF may wish to procure and the information provided is assessed against our eco-standards. We also have a policy on responsible timber, paper and board purchasing.

Influencing WWF Network policies

In 2007/08, WWF developed its new Global Strategy, which commits WWF to follow its guiding principles including *involving local communities and indigenous peoples in the*

planning of its field-based programmes, respecting cultural and economic needs and building partnerships to this end.

In 2008, WWF revised its Statement of Principles concerning Indigenous Peoples and Conservation and more recently, with significant leadership from WWF-UK, in line with our PPA objectives, developed a specific policy on Poverty and Conservation.

WWF-UK will support the WWF Network in developing a suite of new and revised social policies, and by the end of 2009 we will have updated our policy on gender.