



SUSTAINABLE  
FUTURES  
FOR PEOPLE  
AND NATURE



# PEOPLE AND NATURE: OUR PROGRESS

WWF-UK PPA ANNUAL REPORT SUMMARY 2014



**Programme Partnership Arrangements (PPA) are longer-term agreements between the UK government's Department for International Development (DFID) and civil society organisations with global reach and expertise.**

WWF-UK's fourth consecutive PPA started in April 2011. Thanks to a two-year extension, it will run until April 2016. Under this agreement, DFID is providing £3.09m per year to support our work on climate-smart, pro-poor initiatives in eight programmes spread across Africa, Asia and Latin America.

This summary outlines the key achievements and areas of progress over the past three years. First we explain the rationale for the WWF PPA and introduce all eight programmes in the portfolio. Then, in section 2, we present the main results of the programmes and look at the progress we've made towards our main objectives. In section 3 we describe how the PPA integrates learning and innovation into its work, and how this has helped to strengthen the capacity of WWF – both in the UK and in our overseas offices.

You can find more information in our annual report to DFID. It's available on our website, [wwf.org.uk](http://wwf.org.uk)



**209**

CIVIL SOCIETY ORGANISATIONS ARE NOW BETTER ABLE TO MANAGE NATURAL RESOURCES AND/OR RESPOND EFFECTIVELY TO THE IMPACTS OF CLIMATE CHANGE

**273**

THE NUMBER OF LOCAL GROUPS IMPLEMENTING NATURAL RESOURCE MANAGEMENT PLANS HAS INCREASED FROM 74 TO 273

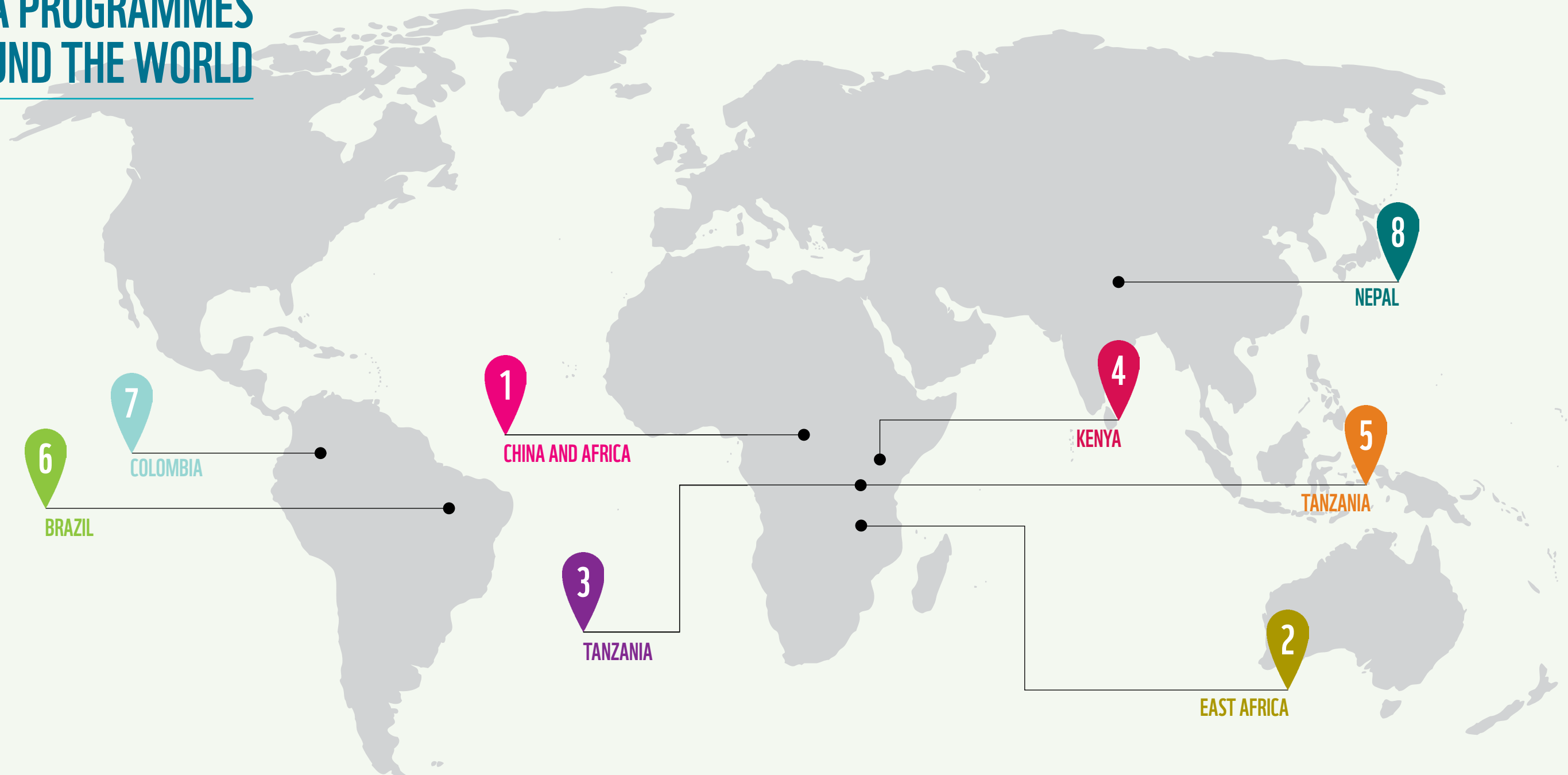
**31**

CHINESE BANKS AND FINANCIAL INSTITUTIONS NOW INCORPORATE CLIMATE-SMART, SOCIAL AND ENVIRONMENTAL BEST PRACTICES IN THEIR POLICIES

**X2**

FARMERS IN COLOMBIA CAN EARN TWICE AS MUCH FROM SILVI-PASTORAL SYSTEMS COMPARED TO CONVENTIONAL CATTLE RANCHING SYSTEMS

# PPA PROGRAMMES AROUND THE WORLD



1

**China and Africa:** Promoting good governance to secure sustainable use of natural resources in Africa

2

**East Africa:** Reducing poverty through effective and sustainable natural resource management in coastal communities in Tanzania, Kenya and Mozambique

3

**Tanzania:** Supporting communities to co-manage sustainable fisheries

4

**Kenya:** Strengthening participatory natural resource management and enhancing livelihoods of indigenous people in the Boni-Dodori coastal forests

5

**Tanzania:** Finding sustainable ways for people to access, use and manage water to restore perennial flows in the Great Ruaha River catchment

6

**Brazil:** Promoting low-carbon development, including climate change adaptation, in key sectors

7

**Colombia:** Building resilience in forest ecosystems to assist sustainable, climate-smart, low-carbon development

8

**Nepal:** Strengthening the climate-resilience of poor and vulnerable communities and the natural resources on which they depend



## OVERVIEW

WWF's PPA is tackling poverty and environmental degradation together.

*"Nature conservation and sustainable development go hand-in-hand. They are not only about preserving biodiversity and wild places, but just as much about safeguarding the future of humanity – our well-being, economy, food security and social stability – indeed, our very survival."*

WWF Living Planet Report 2014

Many of the world's biodiversity hotspots are also home to rural communities and indigenous peoples whose well-being and livelihoods are closely dependent on the natural environment. In many cases, their cultures have evolved alongside that environment. Ecosystem conversion, unsustainable exploitation of resources and climate change threaten their way of life and their future prospects.

Today we face the challenge of effectively and fairly managing competing demands on land, water, soil and habitats – without undermining crucial ecosystem functions and the sources of livelihoods for millions of people. Our PPA with DFID provides more than £3 million per year to help develop eight cutting-edge programmes in seven countries to meet this critical challenge. WWF-UK's PPA-funded programmes work at two levels to address social, political and economic drivers of poverty, environmental degradation and climate change:

1. Supporting men and women in poor communities to strengthen their livelihoods and improve their well-being through conserving and sustainably managing their natural resources.
2. Engaging with private sector companies, governments, civil society and multilateral institutions on issues such as climate change, and investments in infrastructure and natural resource extraction.

We want communities to be better equipped to look after the ecosystems they depend on. At the same time, we want governments, the private sector and multilateral institutions such as development banks to adopt climate-smart, environmentally sustainable and socially responsible policies and practices.



**CLIMATE-SMART** = *Understanding and preparing for current and future changes in the Earth's climate, with the aim of building the resilience of human and natural systems.*

PPA funding can be used flexibly, which gives us the freedom to try new and different approaches to our conservation work. These include delivering targeted programmes, supporting partnerships, learning and research, and strengthening our own organisational effectiveness.

## PROGRESS

From working with communities to influencing public and private sector policies, the PPA has had a marked impact.

### WE'RE IMPROVING THE WELL-BEING OF WOMEN AND MEN LIVING IN POVERTY THROUGH CLIMATE-SMART PRO-POOR APPROACHES TO CONSERVATION

Over the past three years we've made considerable progress towards our overall goal of improving the well-being of women and men living in poverty through climate-smart pro-poor approaches to conservation. Programmes have been particularly successful at working with communities. They've built the capacity of local people to manage natural resources, either independently or in collaboration with others. Engaging with governments, the private sector and multilateral institutions has been a more varied challenge, where success often depends on external political and economic factors.

PRO-POOR = *Conservation that promotes equitable solutions for poor people and the environment*

**21%**  
INCREASE IN ENVIRONMENTALLY FRIENDLY ACTIVITIES

### Supporting communities to manage their natural resources

Through PPA programmes, we've supported communities to move away from economic activities that degrade the environment, by encouraging them to diversify their livelihoods. Although progress in this area has been slower than we'd anticipated, we've seen a 21% increase in the number of environmentally friendly livelihood activities among PPA-supported communities since 2011.

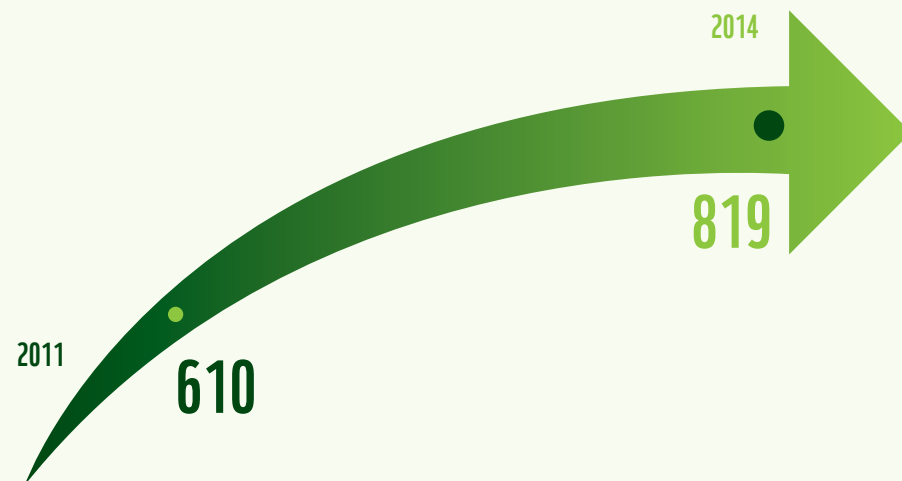
Through the PPA, we've delivered more than 1,200 training sessions to community groups on:

- pro-poor adaptive ecosystem management
- speaking up and speaking out – advocacy and watchdog functions relating to pro-poor environmental sustainability.

**209**  
CIVIL SOCIETY ORGANISATIONS BETTER MANAGING NATURAL RESOURCES

As a result of the training and guidance, 209 civil society organisations are now better able to manage natural resources and/or respond effectively to the impacts of climate change. The number of local groups implementing natural resource management plans has increased from 74 to 273. We've also seen a 49% increase in the number of policies and plans that specifically aim to improve community-level natural resource management.

Figure 1: Number of civil society organisations with strengthened capacity and greater engagement in sustainable management of natural resources



**Case study: Reducing human-wildlife conflict in Kenya**

In five Aweer villages in northern Kenya, buffalo, hippos and baboons are destroying villagers’ crops. We consulted 60 people in the area to assess the problem, and held a series of sessions with community members and Kenya Wildlife Service to draft a strategy to curb human-wildlife conflict, and a protocol for reporting cases of such conflict. We’re now piloting strategies that have been successful elsewhere in Kenya, such as digging moats around fields, which have resulted in significantly lower levels of crop destruction and increased agricultural yields.

**Case study: Forestry and grazing in Colombia**

In Colombia, we’ve supported communities to implement 59 farm management plans. At the same time, we’re testing a technique known as the intensive silvi-pastoral system, which combines forestry and livestock grazing. A recent participatory socio-economic analysis suggests farmers can earn twice as much from silvi-pastoral systems compared to conventional cattle ranching systems. And rather than expanding into forests, they’re actually helping to restore them, which is benefiting both the climate and wildlife. So far, local communities have renovated silvo-pastures, restored and enriched riverine forest, and planted living fences. We’ve also set up two water treatment plants and 35 organic fertiliser production systems.

59



farm management plans implemented

**WE’VE INFLUENCED THE ESTABLISHMENT OF A GLOBAL MECHANISM TO ADDRESS LOSS AND DAMAGE**

**Influencing policy and practice**

With PPA funding, we’ve helped ensure governments develop climate change mitigation and adaptation strategies that support poverty reduction. Since 2011 we’ve successfully engaged civil society groups and key decision-makers, including government, to advocate for:

- Climate-smart, environmentally sustainable adaptation policies and practices.
- A results-based payments mechanism through REDD+ (the UN-supported scheme that compensates developing countries for reducing emissions from deforestation and forest degradation).
- Low-carbon development.
- Compensation for losses and damages that are associated with climate change impacts in developing countries.

**Case study: Climate engagement in Brazil**

We’ve set in motion the process for the Brazilian government to develop an effective, efficient and equitable national adaptation plan. We held meetings with the environment ministry, and advocated the need for broad discussion with civil society organisations and the private sector.

Working through networks including the Brazilian Forum on Climate Change, the Climate Observatory, and the Climate Change, Poverty and Adaptation Working Group, WWF-Brazil has helped to drive the consultation process. In response, the government has launched four climate-smart plans for the transport, industry, mining and health sectors and a review of its national climate change plan.

**WE’VE ENSURED PRO-POOR, CLIMATE-SMART POLICIES IN PLANNING, TRADE AND INVESTMENT STRATEGIES**

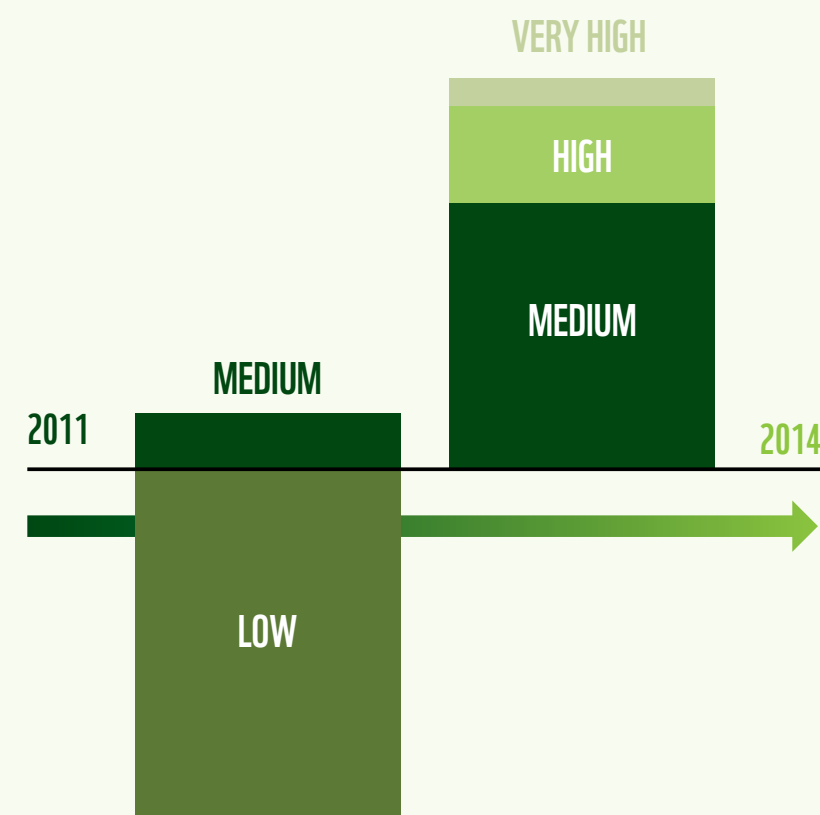
Alongside our advocacy work on climate change mitigation and adaptation, we’ve successfully persuaded governments to integrate pro-poor, climate-smart policies and practices in their development planning, trade and investment strategies. In Tanzania, Kenya, Mozambique, Nepal and China, governments are now committed to making policies more socially and environmentally responsive. Although progress is slower than we’d like, we’ve seen positive developments in areas such as timber trade, shrimp production and land-use planning.



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Mozambique's revised Fisheries Act recognises the rights of local fishing communities and gives them more power to manage their natural resources

Figure 2: Levels of commitment and action by governments to ensure that climate-smart, social and environmental standards are integrated into development planning, trade and investment strategies



**Case study: Pro-poor fisheries policy in Mozambique**

Mozambique's revised Fisheries Act recognises the rights of local fishing communities and gives them more power to manage their natural resources. We played a key role in making this happen, through a series of meetings, getting involved in consultation on the draft legislation, and supporting others working towards sustainable fisheries to have their say.

PPA funding is also enabling us to work with multilateral financial institutions, banks and corporations to ensure that investments in infrastructure and the extraction and use of natural resources are pro-poor, climate-smart and environmentally sustainable. Our China-Africa programme has successfully lobbied 31 banks and financial institutions to incorporate climate-smart, social and environmental best practices in their policies. Our work with the private sector has resulted in 40 companies and three industry associations making improvements to their environmental and social standards. In particular, we've seen progress within the sustainable shrimp fishing, forest, and extractive industries in Kenya and Tanzania.





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Our PPA funding has enabled us to increase our capacity to deliver more effective pro-poor, climate-smart conservation, with increased benefits for people and nature.

## LEARNING, INNOVATION AND INSTITUTIONAL STRENGTHENING

PPA funding is helping us to work more effectively – and to share our learning with others.

The flexibility of the PPA funding enables us to innovate and to learn, both within programmes and across the WWF Network. We're able to respond and adapt as we work towards our strategic goals and DFID's development priorities. That's allowed us to increase our capacity to deliver pro-poor, climate-smart solutions, making our conservation work more effective – and delivering increased benefits for people and nature.

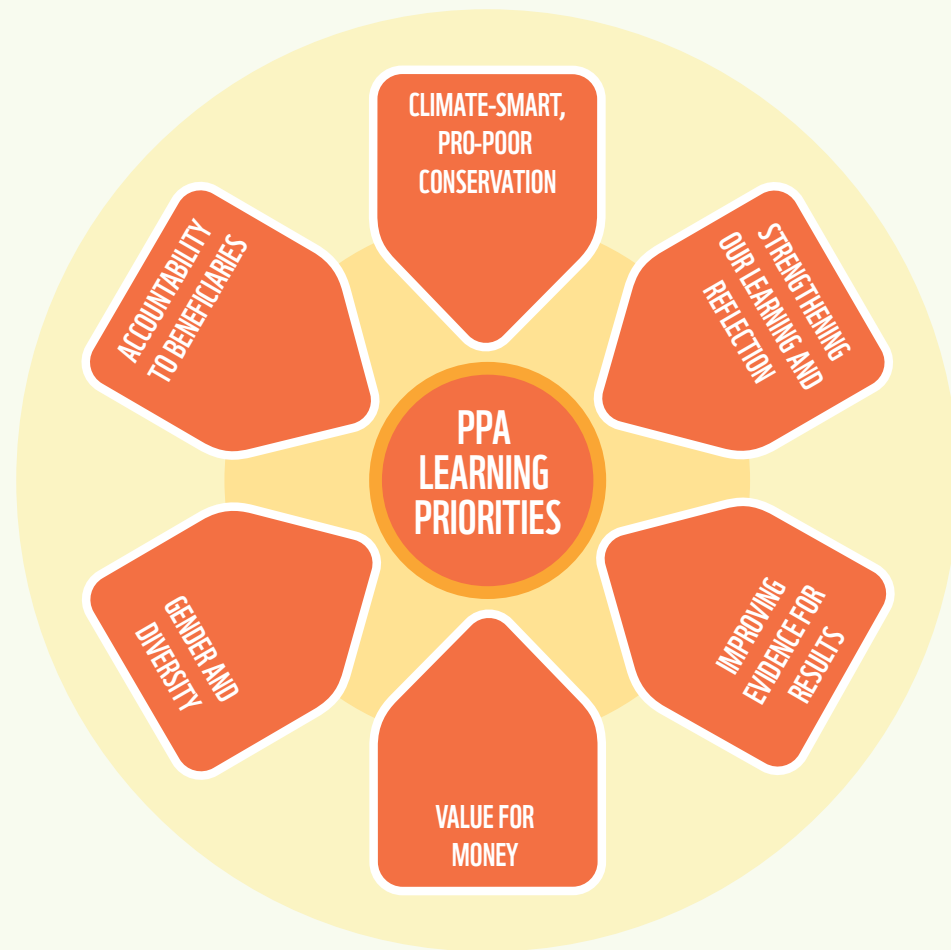
With PPA funds, we're able to develop new approaches and ways of working, and to share and apply what we've learned. At the portfolio level the PPA team participates actively in DFID's thematic learning groups, which provide opportunities to share and learn with others from across the development sector. We also share this knowledge more widely with WWF-UK programme staff and the rest of the WWF Network.

The innovative ideas and approaches that our country offices have introduced have been adopted more widely. In Colombia, for example, the PPA team has developed a tool to assess climate vulnerability and risk that's now being used by regional environmental authorities, national parks and the ministry of environment. Similarly, we've supported a number of Chinese banks to adopt green credit policies through our engagement with the China Banking Regulatory Commission. That's enabled us to leverage more funds from DFID and the private sector to undertake similar work in Africa and south-east Asia.

WE RESPOND AND  
ADAPT THROUGH  
LEARNING TO CREATE  
BETTER OUTCOMES  
AND PRIORITIES

### PPA learning priorities

Importantly, we've been able to use PPA funds to improve learning and share good practice with others. In the last year we've committed to increase our capacity in the following six thematic areas:



Under the PPA arrangement, DFID requires us to demonstrate our progress in three priority areas: 'value for money', 'gender', and 'accountability to beneficiaries'. Indeed, DFID encourages agencies receiving PPA funding to invest in improving their effectiveness in these areas.

### Value for money

Over the last year we've made considerable progress in adopting policies and frameworks to ensure value for money. We've supported revisions to the WWF Network Programme Standards – which will provide an approach for monitoring goals, objectives and outputs against expenditure of programmes throughout the WWF Network. Examples of how programmes are using value for money include:

- In Nepal, we've developed unit costs for most goods and services, giving us useful benchmarks when we plan new activities.
- In Colombia, a value for money assessment in Putumayo and Caqueta has enabled us to demonstrate the added value of our interventions in these two departments. Thanks to this, WWF-Colombia has been granted US\$2.25 million to continue its work around assessing vulnerability to climate change and delivering climate-smart initiatives.

### Accountability to beneficiaries

Our commitment to engaging with the concerns, priorities and values of local women and men is enshrined in the WWF Network's policy on poverty and conservation. Through the PPA we aim to engage systematically with people living in the areas where we work. We can't design and run successful programmes without them.

We've adopted various methods to engage with beneficiaries:

- Participatory situational analysis – for example, running workshops and interviews to understand the problems, people's attitudes and possible strategies.
- Participatory evaluation.
- Real-time feedback to make sure our working practices are inclusive, open, transparent and collaborative.
- Surveys of the perceptions of beneficiaries and partners.

Such methods have enabled PPA-funded programmes to become more accountable to their stakeholders, better designed and implemented, and more rigorous in monitoring and evaluation.

OUR VALUE FOR MONEY ASSESSMENT LED TO A GRANT OF US\$2.25 MILLION TO WWF-COLOMBIA TO DELIVER CLIMATE-SMART INITIATIVES



PEOPLE-POWERED DEVELOPMENT SHAPES OUR PROGRAMMES AROUND THE WORLD



### Case study: Engaging the Aweer community in the design of the Boni-Dodori forest programme

The Aweer's culture and livelihoods have co-evolved with the forest – their knowledge and understanding is therefore unique. The Boni-Dodori forest programme conducted a participatory situational analysis with 12 men and 17 women of all ages from a community of 76 households, as well as five community 'facilitators' and representatives from 13 other organisations involved in the programme. This helped us to advance the exploration of mutually agreed livelihood strategies, and to develop relationships with and between new and existing organisations. Subsequently, representatives of the indigenous Aweer community and coalition organisations participated in a workshop to develop ways to indicate progress when monitoring, evaluating and learning from the programme.

### Gender

Women (and girls) are often good environmental stewards. But they are also more vulnerable to the impacts of resource scarcity, environmental degradation, natural disasters and climate change. So it's vital that we promote gender mainstreaming in all our work. The PPA proactively supports the implementation of the WWF Network's gender policy through its programmes, with the aim of improving the lives and well-being of girls and women along with the effectiveness of our conservation work.

**GENDER MAINSTREAMING** = *Making sure women's as well as men's concerns and experiences are integral to all our work – programmes, policies and practices – with the ultimate goal of achieving gender equality.*

In 2013, WWF-UK and WWF-Colombia undertook a gender mapping exercise. This involved a review of structures, policies and approaches to the way that gender is (or isn't) mainstreamed into working practice. As a result, we updated the WWF-UK policy on diversity and inclusion, and we changed our recruitment processes and ran diversity awareness training. We'll also be responding to diversity-related issues that were identified within our programmes.

Inevitably, progress towards gender equality across the PPA-funded programmes has been mixed: levels of success have depended on external circumstances as well as WWF's efforts. In Tanzania and Nepal, where programme partners have successfully engaged women in the design and implementation of activities, we've seen larger numbers of women in the community participating actively in conservation work.

**WE PROMOTE GENDER MAINSTREAMING TO IMPROVE THE LIVES AND WELL-BEING OF GIRLS AND WOMEN FACED WITH SERIOUS ENVIRONMENTAL CHALLENGES**

**WE'RE PROMOTING WOMEN'S PARTICIPATION, GIVING THEM A VOICE AND DECISION-MAKING INFLUENCE IN THEIR COMMUNITIES**

### Case study: Women taking a lead in the conservation of Tanzania's coastal ecosystems

In Tanzania, we run a programme that supports collaborative management of fisheries. This aims to increase the food security and well-being of women and men in fishing communities by protecting fishing livelihoods, securing fish stocks, and supporting people to diversify their livelihoods. Traditionally, men occupy positions of leadership within these communities. But we've been promoting women's inclusion in all our programme activities, ensuring they have a voice and a say in decision-making. Through our working relationships, male and female WWF staff have helped to raise awareness of the need for greater representation of women. The programme has been successful in encouraging women to gain positions on the executive committees of beach management units and village community banks – local institutions that are instrumental in our conservation efforts along the coast of southern Tanzania.

### Institutional strengthening

In July 2012 the WWF Network began an initiative to be 'truly global' in our impact. We aim to multiply the effect our conservation programmes have by working together with one voice and building influential offices in priority countries. By bringing together and distilling the experiences of the portfolio of programmes, the PPA has enhanced WWF-UK's contribution to Truly Global in the following ways:

**1. Clear conservation strategy: integrating social dimensions, equity and climate into conservation programming, and focusing more on results.**

Better stakeholder analysis and vulnerability assessments have improved our understanding of the needs of poor, vulnerable and marginalised women and men. Also, by supporting programmes to better integrate climate dimensions into conservation planning, we've seen improved governance of national parks and other natural resource management structures. The PPA programmes in Nepal and Colombia have been particularly successful in bringing climate-smart thinking into the strategy of the WWF offices in those countries, as well as local environmental bodies.

We've developed stronger evidence and greater rigour in monitoring and reporting. For example, PPA funding has been used to improve the quality of monitoring and evaluation of WWF's policy work. In addition, the requirements of PPA reporting have led us to include evidence assessments in our other reporting templates.



**PPA FUNDING IS USED TO IMPROVE MONITORING AND EVALUATION ACROSS WWF'S POLICY WORK**

**2. Mature leadership and organisation: building technical capacity, and improving our capacity to learn across the organisation and within programmes.**

PPA funding has allowed WWF to invest significantly in the development of programme management systems and strategies, including our approaches to design and theory of change. As a result, our programmes are much better equipped to draw up realistic targets and impact pathways that outline what they need to do to achieve the desired results. While there is a growing understanding of the theory of change approach to conceptualising what we want to do in a programme, it's important to reinforce the need to review and test assumptions.

Building capacity for improved learning and innovation – translating learning into action – has been a strong feature of this PPA. There have been significant developments across most programmes, leading to the adoption of a wide range of learning practices. We've also seen improved adaptive management across all WWF-UK programmes.

**3. Accountability: driving improvements in value for money, transparency, and monitoring and evaluation.**

The PPA funds have enabled us to develop an organisational position on value for money. In collaboration with the New Economics Foundation, we've produced *Value for Money Guidance for WWF Offices*, and we've started to integrate value for money guidance into our programme standards.

On transparency, the PPA has catalysed the development of our Open Information Policy. In 2013, WWF-UK joined the International Aid Transparency Initiative in an effort to make information about our spending more accessible to the general public.

Our efforts to streamline monitoring and evaluation systems across WWF programmes have been variable, as they often depend on the capacity of the country office. Increasing the capacity of all programmes to use monitoring and evaluation plans more effectively as a means to learn, make decisions and adapt – rather than as a reporting ritual – will be an important feature of future PPA work.

**TRANSLATING  
LEARNING INTO  
ACTION DEFINES PPA**



**OUR PPA PROMOTES  
TRANSPARENCY AT WWF.  
WE'VE BEEN A PARTNER OF  
THE INTERNATIONAL AID  
TRANSPARENCY INITIATIVE  
SINCE 2012**

## NEXT STEPS

We have the opportunity to capitalise on what we've achieved so far.

Thanks to our achievements so far, we've secured an extension to our PPA with DFID until April 2016. This will allow us to build on our achievements to date, incorporating everything we've learned.

Here's what we're going to do in the year ahead.

By June 2016 we aim to:

**1  
CONSOLIDATE,  
EXTEND AND DEEPEN  
THE RESULTS OF OUR  
PROGRAMME WORK**

- support 930 local communities to become fair and sustainable stewards of their environments
- favourably influence 30 public/private sector decision-makers to improve their policies and practices so that they better integrate climate, environmental and social considerations.

**2  
FURTHER  
ENHANCE OUR  
ORGANISATIONAL  
EFFECTIVENESS**

We're looking at ways to use the tools and approaches we've developed to make PPA programmes and other WWF programmes more effective and efficient. In particular, we'll aim to multiply our impact by designing successful pilot projects and making sure these can be scaled up.

**3  
TURN LEARNING  
INTO ACTION AT  
ALL LEVELS**

We'll continue to generate, use and share new knowledge on delivering climate-smart, pro-poor conservation. As well as using this to strengthen WWF's own work, we'll use this knowledge to influence wider debates and the practices of other NGOs, governments and private sector companies.



# WWF's PPA: Sustainable futures for people and nature

## PROTECTING

We're safeguarding forests, fisheries, and wildlife. We aim to reduce threats to 45,000 sq km of biodiverse landscape

## EMPOWERING

We're empowering communities to better manage natural resources on which they and others depend. This will directly benefit 800,000 poor men and women




## IMPROVING

We're enhancing learning, innovation and adaptive management in our programmes through capacity building

## ENGAGING

We're supporting governments and private sector actors to incorporate climate smart, social and environmental good practice into their policies and practices

	<p>Why we are here To stop the degradation of the planet's natural environment and to build a future in which humans live in harmony with nature.</p> <p><a href="http://wwf.org.uk">wwf.org.uk</a></p>
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