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WWF Sweden Civil Society Programme 2014-2016
Final report to Sida CivSam

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List of Abbreviations

ARL – Africa Rift Lakes
CBNRM – Community Based Natural Resource Management
CBO – Community Based Organisation
CSO – Civil Society Organisation
CEA – Coastal East Africa
CFA – Community Forest Association
DRC – Democratic Republic of Congo
ESD – Education for Sustainability
FLEGT – Forest Law Enforcement, Governance and Trade
FSC – Forest Stewardship Council
GEF – Global Environment Facility
HRBA – Human Rights Based Approach
ICCA – Indigenous and Community Conserved Area
LMMA – Locally Managed Marine Areas
NGO – Non-Governmental Organisation
NRM – Natural Resource Management
PES – Payment for Ecosystem Services
PFM – Participatory Forest Management
PPMS – WWF’s Programme Planning and Management System
RBM – Results Based Management
ROA – WWF Regional Office for Africa
RSPO – Roundtable on Sustainable Palm Oil
SD4C – Social Development for Conservation (a community of practice within WWF)
SME – Small and Medium-sized Enterprises
ToC – Theory of Change
UNFCCC – United Nations Framework Convention on Climate Change
VPA – Voluntary Partnership Agreement
WRUA – Water Resources User Association
WWF – Worldwide Fund for Nature
WWF-SE – Världsnaturfonden WWF

1. Introduction

Världsnaturfonden WWF (WWF-SE) is hereby submitting the final report for the Sida CivSam framework agreement for the years 2014-2016.

WWF works with a holistic view of society and its relations with the physical nature and the environment. WWF's mission is to stop the degradation of the planet's natural environment and to build a future in which humans live in harmony with nature. Much of the success of our work depends on the degree to which conservation contributes not only to the maintenance and preservation of biodiversity and ecosystems but also to equitable and sustainable development for the wellbeing of the women and men that rely on them.

Civil society is one of three key agents for change – governments, private sector and civil society – that WWF engages with in order to bring about sustainable development, equitable governance of common public goods and respect for human rights.¹

The WWF Sweden Civil Society Programme aims to strengthen the capacity and voice of civil society organisations and communities to influence policy, planning, decision-making and access to benefits from good governance and sustainable use of natural resources. The ultimate programme outcome reads:

“Peoples in programme areas are effectively controlling decisions and receiving full benefits from natural resources and exercising their responsibility for ensuring that key ecosystems and habitats are sustainably managed”

Although WWF Sweden has been supporting similar interventions for more than a decade, the 2014-2016 programme was the first time that a consistent programme-based approach was implemented. All activities are guided by and designed to contribute to a common results framework with two outcomes in the medium term, of which:

- Medium-term Outcome 1 focuses mainly the development of the relevant CSOs capacities, and of their engagement in policy dialogue and advocacy
- Medium-term Outcome 2 focuses on the rights of communities to natural resources, their role in the management of these, and the generation and equitable distribution of benefits and incomes from sustainable natural resource management.

The programme is based on two cornerstones:

- A CSO partnership approach
- The human rights-based approach (HRBA) – to develop the capacity of right holders to realise their rights and strengthen the ability of as duty-bearers to fulfil their obligations

Eleven interventions make up the programme. They are:

- a. African Rift Lakes (trans-boundary landscapes in DRC, Kenya, Tanzania and Uganda.
- b. Coastal East Africa (parts of Kenya, Mozambique and Tanzania)
- c. Eastern and Southern Africa – Energy (now re-named ROA Energy)
- d. Eastern and Southern Africa - ESD Transition
- e. Greater Mekong
- f. Green Heart of Africa - Cameroon

¹http://wwf.panda.org/what_we_do/how_we_work/people_and_conservation/our_work/civil_society/

- g. Green Heart of Africa - Congo DRC
- h. Heart of Borneo (Indonesia)
- i. Madagascar
- j. Miombo (Botswana, Malawi, Zambia and Zimbabwe)
- k. Indonesia - Energy

During the three years of implementation, the programme has developed substantially and contributed to important results in terms of the strengthening of civil society and its role in decision-making on and the management, protection and sustainable use of natural resources. In short, programme targets have been met or exceeded – and sometimes greatly so – for 34 out of the 36 indicators that have been monitored at the programme-wide level.

2. Internal changes and processes within WWF

2.1 Internal Changes and Policy Development during 2014-2016

The WWF Network and WWF Sweden have undergone changes during the past three-year framework agreement period which are described below.

New Global Conservation Framework and Programme Architecture

The WWF Network has revised the global conservation framework that has been guiding the network, in order for our efforts to become more focused and targeted. The framework consists of six global goals for oceans, forest, water, food, climate & energy and wildlife.

Out of the six goals, five goals incorporate human development dimensions in the goal itself, while in the case of wildlife it is included in one of three targets. To reach these global goals, three drivers have been identified as fundamental to environmental degradation worldwide they can, however, also be positive forces for sustainable development at scale. These drivers, governance, markets and finance, will be addressed as cross-cutting issues in order to achieve the six goals. WWF's engagement with civil society is included in the work on the governance driver, which includes the issues of participation by civil society and communities in policy development, implementation and monitoring. For further information see WWF Sweden's strategy, annex 10.

The structure of the global and regional WWF programmes is currently being transformed to respond to the changes outlined above. The previous structure with Priority Places, Priority Species and Global Initiatives is being replaced by nine global communities of practices – one for each of the six goals and the three drivers. The aim with practices is to be more effective, integrated and focused, as well as to increase the interconnectedness of the global issues and better enable us to convene key players within WWF and in governments, business and civil society. Management of the practices will be decentralised and hosted by national WWF offices, while positions at the network Secretariat in Switzerland are being substantially reduced. This is in line with the efforts to strengthen WWF country offices and to increase the influence of offices in the South and East within the network.

New Strategy for WWF Sweden

WWF Sweden has developed a new overarching organisational strategy for the period 2016 – 2020 (Annex 4). This was signed by the board and is now the basis for WWF Sweden's operations. The strategy is aligned with the WWF network focus areas and prioritises the global goals forest, climate & energy, oceans and species, and the drivers markets and governance. It also reflects a strengthened focus on the social dimensions of conservation and on partnerships with other civil society actors. The focus on partnerships and the work with civil society will be further developed during the coming year. The result of this process will be a civil society strategy, to be adopted in the autumn, as well as strengthened foundation for the next programme phase.

Consequences for the WWF Sweden Civil Society Programme

The new conservation framework and architecture will have some immediate effects on the management of some components of this programme. WWF Sweden currently has contracts with a number of Global Initiatives and other transnational programmes that

will conclude or be modified. This has had different implications for different programme interventions:

- The Coastal East Africa Initiative ended on the 30th of June this year. This initiative has been transferred to the participating offices – WWF Tanzania, WWF Mozambique and WWF Kenya – to continue the work in Sustainable Forests, Sustainable Fisheries and Sustainable Finance, respectively. WWF Sweden has signed new agreements for implementation of agreed programmes directly with WWF country offices of Tanzania and Mozambique for 2017.
- Management of the Africa Energy programme has been transferred from the Regional Office for Africa to the Uganda office. The coordinator from ROA has been embedded at the Uganda office and will continue the implementation of the programme.
- The Miombo programme ended on the 30th of June, 2016. The organisation of the Miombo programme has been maintained, whereby the Zimbabwe office has continued its role to coordinate the work in Zimbabwe and the limited operations in Zambia. This structure will be revised during 2017 to determine the optimal format for the next phase.
- The Greater Mekong programme, which is a global Eco-region, differs from the others in that this one will continue unchanged for now upon request from the involved offices. Therefore there have been no changes to these interventions.
- The Green Heart of Africa initiative also ended on the 30th of June; however, there has been no change since WWF Sweden already had agreements directly with the two offices participating in this programme (Cameroon and the Democratic Republic of Congo).

Revised and Updated Policies and Guidelines

During the programme period WWF Sweden and the WWF Network have developed, improved and adopted a number of policies and guidelines. The Social Development for Conservation (SD4C) community of practice within the global WWF network adopted in 2015 a Guidance Document on WWF's role as a civil society organisation and WWF's engagement with civil society (Annex 5). The paper draws on a similar Commitments and Principles paper that was endorsed by the Nordic WWF offices², and WWF Sweden was the lead author of both papers. The two documents reiterate WWF's commitment to adhere to – and to facilitate the implementation of – the International Framework and Istanbul Principles for CSO Development Effectiveness. In 2017, WWF Sweden will also develop a strategy for its engagement with other parts of civil society.

In 2016, the Social Development for Conservation (SD4C) community of practice within the network³ adopted a set of guidelines on the *Prevention of Restriction of Rights and Involuntary Relocation and Resettlement of Indigenous Peoples and Local Communities*. The guidance addresses the responsibilities of WWF in relation to communities as well as to other stakeholders, and can be seen as a further step in the operationalization of our Conservation Initiative on Human Rights.

As a key means to strengthen the implementation of, and accountability for, WWF's social principles, policies and safeguards, the network launched – also in 2016 – a formal Project Complaints Resolution Process. The mechanism has been set up to receive and

² *Commitments and principles for engagement with civil society*. WWF Nordic+, 2015

³ Social Development for Conservation (SD4C) is a community of practice within the WWF network, with a mandate to support the development and implementation of network policies in the areas of human rights and social development. The coordinators for WWF's support to Heart of Borneo and Greater Mekong are their respective offices' focal points for SD4C.

respond to concerns raised by communities or groups that believe they are – or may become –negatively affected by a failure on the part of WWF to follow its human rights and social policy commitments in the design or implementation of a WWF project activity. Information about the process is posted on WWF international and national websites, and should be communicated to communities in project areas in appropriate ways.

2.2 Programme management and quality assurance

Assessment of partner offices

Following up on its organisational assessment of WWF Sweden in 2013, Sida requested that WWF Sweden should present a plan for how it will work more systematically to assess the organisational capacity of the implementing offices within the programme. The main points in the plan, presented in June 2014, were to work with WWF's International Secretariat to access the organisational assessments that they do of the country offices that report to them, and to share information and coordinate with WWF Nordic+ and other donor offices on assessments and plans for capacity development.

In 2014, the WWF Network started an intensive time-bound process called "Truly Global", with the purpose of strengthening governance in the network, and in particular to country offices. Analyses of all country offices were conducted against six pillars - foundation in local society, clear strategy, strong funding model, advocacy & network expertise, mature leadership & organization, and accountability - first in 2014 and again in 2016. The network pooled resources to help strengthen offices based on the results of these analyses and self-identified needs.

Around the same time, the network also started developing a more long-term, strategic, transformational process of organizational development (OD). A small number of offices started receiving OD support already in 2014, and more have been added since Truly Global has phased out. An OD strategy is developed around areas such as finance, operations and IT, marketing, communications and fundraising, people and organisational development (human resources), conservation, and other capacity building. The vision is for all offices to become strong and empowered, using OD as an approach to facilitate effective and efficient delivery of conservation.

An example of the result of Truly Global support with additional OD support is the Kenya office, which was able to develop from a Country Office and became an independent National Organization in October 2016. Today, an increasing number of country offices are receiving support to develop their own OD strategies, recognizing the individual needs and processes of different offices to deliver impactful conservation (ex, DRC, Myanmar, Vietnam, Zimbabwe, Tanzania, Cambodia).

In order to assure the quality of the WWF Network's internal management and control systems, and specifically contractual compliance, WWF Sweden has conducted an internal review of one of the offices (WWF Zimbabwe) and assess how WWF-Sweden's systems for management and control are mediated throughout the chain of partner organizations in the field. WWF is planning to do a series of similar reviews with other partner offices as part of the next phase of the programme.

In 2016, WWF Sweden also developed a set of evaluation criteria against which the partner offices will be assessed in the processing of proposals for 2018-2022. These were presented to partners at the initial programme planning workshop in November 2016.

Risk assessment and management

The WWF network Programme Planning and Management System (PPMS) includes risk analysis at both the strategy levels and for specific projects. The network standard project concept note also requires risk analysis of all proposed projects.

The overall results framework for the programme identifies risks at the outcome level, while the proposals that were developed by each of the programme offices include risk assessments and risk management plans in relation to the specific contexts and goals for their respective interventions. The method used in the self-assessments ranks the probability of each risk and multiply this with the potential severity of their consequences. The most significant risks are actively mitigated or managed, while risks with lower scores are mainly monitored.

Anti-corruption

WWF has zero tolerance for fraud and corruption but recognises that this is an ever-present threat to WWF's reputation and a concern of all members of staff and volunteers. As noted in the latest organisational assessment of WWF (SIPU 2013) WWF Sweden has adopted an anti-corruption policy based on WWF International's network standard, and members of staff adhere to these routines. Furthermore, the assessment report states that the cases where irregularities had been identified had also been handled adequately with a high degree of transparency towards Sida.

WWF has developed a process description where the purpose is to clearly understand internally how we report suspicions about corruption and fraud. A second purpose is, in accordance with WWF's policy, to increase the organization's awareness of corruption issues and the ability to prevent and deal with incidences of corruption and fraud effectively. WWF wants to combat corruption and fraud both in its own operations and to help fight corruption and fraud in those countries and in the context of WWF's activities.

WWF has a well-developed routine to handle fraud and corruption cases. During the period of 2014-2016 we have had incidents in Cameroon, Zimbabwe and Tanzania. All these incidents have been reported to Sida and the status of the incidents is that they are all investigated and closed.

Progress on “dialogue issues”

In its decision to provide a grant to the programme, Sida identified five issues for continued dialogue between Sida and WWF during the programme period. The following brief summary highlights the main actions taken within the programme over the past three years.

Implementation of the HRBA, and integration of social aspects

1. How WWF Sweden continues to work with the four HRBA principles together with programme partners, and implement their proposed approach to conservation from a rights-based perspective in the programme
2. How WWF Sweden, together with the implementing offices, works to systematically integrate social aspects in the programme

The work on these two issues is closely inter-linked. HRBA and the social dimensions of conservation were among the priority issues that were covered and discussed at the series of inception meeting that were held in each of for each of the regional/country programmes in the spring of 2014. Since June 2014, WWF Sweden employs an advisor with the main responsibility to support programme staff, in Sweden as well as in the partner offices, on HRBA and the social aspects of conservation. The special capacity building support that has been provided to the implementing offices has in many cases

been used to support capacity building on HRBA among staff as well as CSO partners (see section 2.2), and five members of WWF Sweden's programme team attended an HRBA training at Sida SPF.

The programme has also encouraged and supported the involvement of staff from the programme offices in WWF's global Social Development for Conservation (SD4C) community of practice. Seven of them are currently the focal points for the community within their respective offices, while three are also members of the global SD4C Steering Groups that develops and promotes the integration of social policies across the WWF network. Prominent among initiatives in the implementing offices is the development by the Coastal East Africa programme of a Social Policy Compliance Monitoring tool, which has been used in the programme and also shared at a training for the African SD4C community.

Target group analysis, diversification of methods for social and business aspects

3. How WWF Sweden, together with the implementing offices for all interventions, makes efforts to systematically develop their work with target group analyses and to apply diversified methods that are well adapted to each target group, at the policy and strategy level as well as in the implementation of policies and strategies, – with particular focus on social and business aspects

Target group analyses and the adaptation of methods to address the diverse needs of different target groups mainly take place in the local context, and are driven by the programme offices in collaboration with their respective CSO partners and affected communities.

Over the past three years, the programme has invested some 25 mSEK in improving the business and entrepreneurship capacities of community-based organisations, and to develop improved business models based on context-specific analyses of value chains. The output in terms of capacity strengthening has greatly exceeded target. The numbers of value chain analyses and business models that have been developed are below what was expected, but the outcomes in terms of increased and more equitably distributed benefits generally met or exceeded targets. For details, see Short-term Outcome 2.2 in section 3.3 below.

Exit Strategies

How WWF Sweden works to develop exit strategies for their partnerships.

In line with what was outlined in the programme proposal, during the three year from 2014 to 2016 WWF Sweden has implemented and concluded an exit strategy for the Eastern and Southern Africa - ESD Transition programme (which was initially funded through Sida's special appropriation for children and youth). The strategy has been based on two approaches: transitioning of responsibilities for some components to other institutions, and the integration of some components into other WWF programmes. External partners that have taken on and will continue work on certain programme components include universities, ESD Regional Centres of Excellence, the Lake Victoria Basin Commission, the Kenya National Environment Trust Fund, Wildlife Clubs and local government institutions. Within WWF, ESD and youth activities have been integrated into a new Africa Youth Transformational Leadership Programme, which is to be supported from a range of different sources.

In Madagascar, WWF has developed a responsible exit strategy for the landscape COFAV in which civil society is now ready to work towards a sustainable future for the environment and towards alleviating poverty for local communities.

As this programme has now only run for three years, it seems premature to phase out entire programmes from the portfolio. Nevertheless, when defining (in late 2016) the criteria for assessment of proposals and decisions on budget allocations for the next

phase, WWF Sweden has outlined an approach to projects that may come to be phased out due to insufficient strength or relevance to the core programme objectives. Detailed strategies will be developed for each case (if any).

Aid Effectiveness

4. How WWF Sweden, together with the implementing offices, continues to develop their work on aid effectiveness, in particular with regard to the reporting of programmes to different donors.

The progress that WWF Sweden has made in this area is presented and discussed in section 4.4 of this report.

Capacity development within WWF

During the past phase, a methods development expert (largely also serving as overall programme coordinator) as well as an additional controller support were hired to provide technical, financial and operational support to WWF Sweden's programme coordinators. With the extension proposal in 2016, for the bridge year 2017, WWF Sweden's staff capacity in these fields was further strengthened, and the positions of a full time programme coordinator and an additional full-time methods development expert were added.

The start-up phase of the programme included a series of processes and activities that were aimed to ensure that the implementing offices had relevant and adequate capacity to properly implement the programme, with a special focus on those aspects of the programme that were introduced or strengthened in the 2014-2016 proposal. Inception meetings were held in all regions, and included training and exercises on the programme's civil society partnership approach, HRBA and the new tools that were introduced to assess CSO capacity and the results of CSO advocacy. To follow up on the tools, a series of webinars were organised with groups of offices or one-on-one.

Capacity support grants

In addition to the general capacity strengthening and development that follows from the staffing and implementation of the programmes, WWF Sweden has provided annual grants for capacity support to all implementing offices. Each office has prioritised whether to use this to employ specialised staff, carry out tailored internal capacity development programmes, or, in some cases, for contracting of external experts to support the offices on specific issues.

The main focus in most programmes has been to further develop internal capacity on M&E, HRBA and financial management. More specific areas of support have included English language skills (for staff to be able to better access literature and engage with international stakeholders), training on laws and regulations related to the programmes areas of intervention, methodologies for socio-economic surveys, training of WWF staff to support and coach CBOs and CSO grant recipients on financial management, administration and reporting, etc.

In **Eastern and Southern Africa**, three regional programmes (Energy, ARL and ESD) pooled their allocated resources to jointly strengthen institutional and technical capacity of WWF teams as well as CSO partners. This helped improve the integration of the teams from six countries and the Regional Office for Africa (ROA). An integrated work plan was developed for M&E, HRBA and communications, aiming to finalise the M&E systems and enhance capacity of WWF staff and partners in the application of a rights-based approach to conservation. Examples of specific results include:

- Training at the Ms-TCDC⁴ in Tanzania greatly enhanced the capacity of WWF and partners to apply the rights-based approach in sustainable energy solutions.
- Two workshops helped WWF offices and CSO partners to better understand and internalize results-based and rights based management approaches, identify areas of future programme design and improvement, and to improve lesson learning and reporting of results. A community of practice on civil society work was set up to engage the teams across the programmes.
- The three programmes jointly developed a 68-page publication, nine video documentaries and a joint web site than documents stories of change in seven countries.⁵

The **Heart of Borneo** programme used part of the dedicated funds for capacity development initiatives on HRBA that also targeted other WWF offices in the region, especially from the Greater Mekong area, via two Asia-Pacific SD4C hub meetings and other training sessions.

The **Greater Mekong** programme, with support and collaboration also with the Asia-Pacific SD4C network and WWF Denmark, organized successfully a three-day training-of-trainers on WWF social policies and HRBA mainstreaming into conservation strategies, programmes, and projects GM countries are now preparing Country Social Development strategy and action plans for mainstreaming social development in strategic plan, as well as rolling-out capacity building to GM CSO partners in coming years.

The programme has also supported staff from partner offices to participate in trainings and exchanges organised by the African hub of the SD4C community of practice, as well as a training course on outcome mapping at the Sida Partnership Forum. In order to facilitate the exchange of experiences at the global programme level, WWF Sweden has built a Civil Society Programme site on the WWF intranet, and a public civil society portal in English on the [WWF Sweden web site](#). The site builds on articles in a brochure in Swedish, produced with support from the Sida information and communications grant (Annex 6).

2.3 Monitoring and evaluation

M&E system

The programme has been implemented under the umbrella of a global results framework with aggregated targets and streamlined indicators at the Medium-term Outcome, Short-term Outcome and Outputs levels. Key indicators – on CSO capacity development, CSO engagement in advocacy, and responses to/results of such advocacy – have been monitored through the use of three specific planning/monitoring tools that were initially developed by WWF UK.⁶ The same tools have since been adopted by civil society programmes supported by WWF Denmark and WWF Finland, thus ensuring a degree of harmonisation of procedures amongst WWF Nordic+ offices.

Assessment using these tools has only been required in the beginning and towards the end of the programme period, but some offices have found it useful to do assessment more frequently in order to monitor progress and adapt strategies when needed.

In many of the interventions, the tools have been adapted to local conditions, and/or for the use with different categories of partner CSOs, while maintaining the basic structure

⁴ The MS Training Centre for Development Cooperation, supported by ActionAid Denmark

⁵ A beta version of the web site is posted [here](#)

⁶ The three tools – CSO Capacity Assessment Tool, Level of Engagement Tool, and Level of Commitment and Action Tool – are presented in Annexes 8b-d in the Programme Proposal.

that allow for results to be aggregated. Individual offices have also developed and shared additional resources to meet their specific needs, such as an on-line CBO assessment tool that is used in the Greater Mekong programme.

While a rather substantial investment is required for WWF staff to learn how to use the tools, both staff and CSO partners have given testimony on the benefits of their implementation. In a survey undertaken after the first round of CSO capacity assessments, CSO partners said the exercise was useful for helping them understand their own organisations better and identify needs for development. One of the regional programmes in Africa noted that the tools that measure CSO engagement in advocacy and its results was the first systematic way to monitor whether their advocacy helps them progress towards their conservation aims, and that the tools enable their project teams to approach policy work on key conservation issues in new and better ways.

The standard Technical Progress Report (TPR) format of the WWF network has been used as the basis for partner offices' reporting to WWF Sweden, in an effort to align with partners' systems. A few additional sub-headings were introduced in order to ensure sufficient and consistent reporting on the application HRBA and aid effectiveness principles.

Mid-term workshop 2015

In late 2014, WWF Sweden engaged a consultant to undertake a review of models and approaches to civil society engagement and support that the implementing offices had been applying to date, and to provide recommendations on ways forward.⁷ Coming, as it did, between the inception phase and the mid-term review of the programme, the report served as a needs assessment for the overall programme as such, and served as input to the mid-term review later in 2015.

A Mid-term workshop in November 2015 was attended by 54 participants, including three representatives from each of the eleven programme components. One of the original aims of the workshop was to make a joint assessment of progress, performance and experiences so far. This was based on the assumption that Sida would already have carried out an external evaluation of the programme. However, Sida's procurement process was delayed, with the effect that the evaluation was expected to commence soon after the MTR. For this reason, the workshop focused less on making an assessment and instead allowed more time for sharing and discussing experiences, identifying ways to improve implementation and strengthen project management, and initiating a discussion on directions for the next phase of the programme. Particular attention was paid to the further development and sharing of experiences around the two cornerstones of the programme: CSO partnerships, and working with rights-based approaches. The workshop also explored ideas for more effective communications of experiences and results, to meet both WWF Sweden's and partners' needs.

External evaluation 2016

The Sida's external evaluation was finally commissioned in March 2016, and concluded with the presentation of the evaluation team's final report in October.⁸ The evaluation focused on the following aspects:

⁷ *Mapping of WWF's civil society models and approaches: Capturing experiences and distilling lessons learned to guide the way forward.* Agneta Gunnarsson, 2015.

⁸ *Evaluation of WWF-Sweden Framework Programme 2013-2016.* Final Report, 7 October 2016. Cecilia M Ljungman, Gonçalo Carneiro. NIRAS Indevalop.

1. Capacity development of CSO partners
2. Phase-out and integration of ESD
3. Strengthening of WWF country offices as national CSOs
4. WWF's capacity in conflict sensitivity and HRBA

In addition to carrying out desk studies and interviews in Sweden, the evaluation team visited the Africa Energy, Africa Rift Lakes (ARL) and Education for Sustainable Development (ESD) programmes in Kenya and Uganda.

The report concludes that WWF Sweden is playing a pivotal role in raising the standing of civil society within WWF's work, and in shaping its CSO policy. The support that is provided is building capacity in line with Swedish government's civil society strategy among a range of CSOs at different levels, who are themselves producing results.

The evaluation team found the programme to be relevant in that it provides multi-faceted support to civil society; contributes to strengthening CSOs organisationally, technically, as forums for democratic participation, and as voices for rights-holders, and also contributes to pluralism within civil society through a diversified mix of organisations within the fields of natural resources management and conservation. The report identifies specific contributions and achievements in the areas of CSO capacity development, poverty reduction, human rights and gender equality, and documents a series of results in income, education and civil society strengthening at the micro, meso and macro levels.

In terms of limitations and challenges, the report points to modest integration of ESD into other programmes; insufficient conceptual clarity, guidance/tools and leadership for the full integration of HRBA; and a need for more and better guidance on conflict management.

The evaluation team concludes that the WWF programme provides added value to other CSOs and CBOs not only by facilitating access to funds, but also through WWF's strong technical resources and competence, strong presence in local, national and international networks, and its capacity to engage a wide range of different stakeholders.

The evaluation team recommends that WWF should:

1. Continue, with further support from Sida, building capacity of CSOs, extending their networks and strengthening their platforms.
2. Ensure that future programme encompasses CSO partners that consist of, include and/or meaningfully engage with children less than 18 years of age.
3. Step up its HRBA efforts, and top management should take the lead and demonstrate commitment.
4. Systematically strengthen conflict management and mediation capacity of WWF staff and partners.
5. Develop concerted strategies that actively consider how ESD dimensions best can enhance the effectiveness of programmes.
6. Design a clear strategy for the institutionalisation processes of the ESD methodology into the school system – this work should, however, be detached from Civil Society Framework Programme.

The report was presented by WWF Sweden at a programme planning workshop in Tammsvik outside Stockholm in November 2016.⁹ Almost 30 programme partners (including 12 Conservation Directors) from WWF offices in 14 countries in Africa and Asia participated, as well as colleagues from WWF Denmark's Danida-funded "sister" programme.

The workshop discussed the observations and recommendations of the evaluation team in parallel with participants' own assessment of experiences, achievements and challenges.

⁹ *Leading the Change – Civil Society, Rights & Environment*. Programme planning workshop, Tammsvik, Sweden, 14-18 November 2016

Conclusions and suggested actions will be addressed in the development of the proposal for the next phase of the programme 2018-2022.

WWF Sweden and the WWF programme offices propose to address the recommendations from the evaluation as follows:

1. This will continue to be the main focus of the next 5-year phase of the programme .
2. The extent and methods by which the next phase of the programme will specifically engage with children under 18 will depend on the theories of change and programme strategies that each participating office is developing in consultation with their CSO partners. In addition to that, we expect to support a hub under WWF ROA that will help facilitate and coordinate work with youth in Africa.
3. The next 5-year phase of the programme will further develop and strengthen the work with HRBA. Through WWF Sweden's engagement at the Network level, we are also contributing to the understanding of, and promoting a stronger commitment to, HRBA at all management levels.
4. The next 5-year phase of the programme will continue to develop and support capacity for conflict sensitivity and conflict management
5. The programme will work to further integrate ESD dimensions into conservation programmes where this is part of our partner offices' strategies
6. This recommendation falls outside of the remit of the WWF Sweden Civil Society Programme. Nevertheless, WWF Sweden will continue to support this work to the extent that other sources of funding are available

Evaluations in the regions

In addition to external evaluation and other assessments at the level of the global level, a number of evaluations have taken place in the programme intervention areas. Some of the most important ones which are directly linked to, or otherwise very relevant for, this programme include reviews of the gender, livelihood and human rights aspects of the Coastal East Africa initiative and of the Uganda country office; a participatory training and evaluation of the Baka (indigenous people) component of the Cameroon programme; a livelihoods impact assessment of WWF Projects in Vietnam; evaluations of ESD programmes in the Lake Victoria Catchment and the Heart of Borneo initiative; a mid-term evaluation of the civil society energy project in Kenya, and a final evaluation of the Coastal East Africa initiative.

Examples of how experiences and outputs from these evaluations have come to use include the Social Policy Compliance Assessment Tool that was developed as part of the gender, livelihoods and human rights reviews, and was promoted at the Mid-term review of the WWF Sweden programme as well as in HRBA trainings in Africa and in the Greater Mekong.

3. Summary and analysis of outcomes

3.1 The programme-wide results framework

The programme has been implemented on the basis of a global results framework, with the same structure down to output level

The ultimate outcome of the programme reads:

“Peoples in programme areas are effectively controlling decisions and receiving full benefits from natural resources and exercising their responsibility for ensuring that key ecosystems and habitats are sustainably managed”

The results framework has two outcomes at the medium term level, of which:

- Medium-term Outcome 1 focuses mainly the development of the relevant CSOs capacities, and of their engagement in policy dialogue and advocacy
- Medium-term Outcome 2 focuses on the rights of communities to natural resources, their role in the management of these, and the generation and equitable distribution of benefits and incomes from sustainable natural resource management.

Generally speaking, interventions that address Medium-term Outcome 1 tend to mainly be targeted towards and driven by the relatively stronger and more formalised CSOs, while the main actors in addressing Medium-term Objective 2 tend to be community-based organisations (CBO) that are sometimes rather small and/or informal.

Due to the nature of the issues, where management of natural resources at the local level are linked to policies and actions at higher levels, and the diversity and inter-connectedness of CSO engagement in policy advocacy, networking and implementation on the ground, there are significant overlaps between the two medium-term outcomes.

There are also many instances where strategies and outputs contribute towards the realisation of several – or even all – of the five short-term outcomes. For example, one single intervention to promote community management of forests may involve all of the following, and more: policy advocacy and dialogue with government ministries or agencies (to get appropriate legislation, regulations and guidelines for implementation in place); formation of and capacity development for community forest associations; creation of spaces for dialogue between local authorities/agencies and communities/CBOs (enabling environment/civic space); establishment of benefit sharing mechanisms; and, not least, community involvement and feedback of local experiences to further advocacy efforts at the higher levels.

3.2 Overall strategies and interventions

Capacity development of CSOs and communities is a prominent component of the strategies for achieving all five short-term outcomes. A second cross-cutting strategy is the promotion of civil society coordination, information sharing and joint action through the formation and/or strengthening of coalitions, networks and platforms. Both these approaches contribute to strengthen the ability and voice of civil society organisations and communities to influence policy, planning, decision-making and access to benefits from good governance and sustainable use of natural resources.

This section presents the programme’s overall approach to CSO capacity development and coordination. Specific results in relation to each of the medium and short-term outcomes are presented in section 3.3 below.

The programme's general approach to capacity development has been to undertake participatory capacity assessments of partner CSOs, through the use of an assessment tool

that is applied – with modifications as appropriate – across all programmes (see section 2.3). The initial assessments not only provide baselines against which progress can be monitored. More importantly, they help the organisations to identify their own capacity gaps, needs and aspirations, and serve as a starting point for the elaboration of tailored capacity development plans.

Institutional and technical capacity development

In order to achieve specific outcomes the programme places capacity development for CSOs and CBOs at the heart of all its interventions. Capacity development is, in most cases, based on participatory need assessments at the beginning of the programme, followed by the identification of priority areas the development of plans for capacity support.

Different programmes have addressed a wide range of institutional capacity issues such as organisational development, financial management and leadership – or, in the case of some CBOs, even literacy. These interventions aim to increase the efficiency and effectiveness of organisations, promote broader participation of their constituencies, and strengthen internal and external accountability and transparency.

Technical capacity areas that have been addressed include various aspects of environment and conservation policies and practices, understanding of and tools for the application of gender and human rights based approaches, and skills for advocacy, negotiation and communication.

Capacity development support comes in many different forms such as formal training courses and exchange visits, on-the-job training and training-of-trainers among CSO and CBO practitioners, mentoring/coaching and supervision/backstopping by WWF or other CSO peers, as well as the development and demonstration of pilot models and approaches. Skills sharing among CBOs and community groups from different geographic areas and sectors have not only proven to be effective in terms of technical knowledge-transfer, but are beneficial also in terms of building new networks and contacts. Several of the participating programmes have developed their own training materials on a range of topics, including conflict analysis and management (DRC) and a manual for community forest enterprises (Greater Mekong).

Facilitating the engagement of partners in CSO networks, coalitions and learning platforms also contributes to capacity development, through the exchange of experiences with other participating organisations, as well as through the engagement in joint activities (learning by doing). The direct disbursement of grants to CSOs is another strategy for building capacity in financial and programme management, in that it strengthens the CSO's ability to plan for, manage and administer funds, thereby also helping them attract funding from other sources.

Formation and strengthening of coalitions, networks and platforms

CSOs come together in coalitions, networks and platforms at multiple levels, in order to meet specific needs and strengthen their collective voice. The diversity of structures reflects the need to be relevant in a wide range of different roles and contexts. Some are established as organisations in their own right – maybe legally registered, with elected officials, employed staff, extensive budgets and programmes of their own – while others are more informal structures for information sharing, joint analysis, development of shared positions, and/or coordinated action and voice.

The programme has contributed to developing and strengthening existing CSO coalitions, networks and platforms, and in several cases also initiated new structures where CSOs can address specific issues based on common interest. As with the individual CSO partners,

the programme has provided support for capacity development (of the platforms themselves as well as their CSO members), and sometimes also for coordination and programme implementation. In some instances, coalitions have been contracted as intermediaries for the disbursement of grants and provision of other types of support to their constituent CSOS and CBOs.

The national/country WWF offices are often active members of these CSO structures, and may provide substantial “in kind” support through the allocation of staff time for coordination, expertise in areas related to anything from environmental sustainability to advocacy and communication, facilitation of contacts with public and private sector decision makers and donors, and other contributions and joint activities. In their roles as coordinators of the country programmes, WWF offices also help facilitate vertical links between CSOs and CSO platforms at different levels.

A trans-border indigenous peoples’ community

The Alliance of the Indigenous Peoples of the Highlands of Borneo (FORMADAT) is one of the key CSO partners in the Heart of Borneo programme. FORMADAT was established in 2004 with the aims to integrate conservation and development, and to ensure that the development of the highlands respects the environmental and social characteristics of the area and its communities.

The alliance builds on the shared historical and cultural bonds among the Lundayeh/Lun Bawang, Kelabit, and Sa’ban indigenous peoples living in the highlands of Borneo, on both sides of the international border between Indonesia and Malaysia. “FORMADAT is an international community, not a local community”, explains the Head of the Indonesian branch.

The highlands include among the largest surviving intact forested and traditionally farmed catchment areas on the island of Borneo. Farmers have developed a traditional wet rice farming system that is unique in the interior of Borneo, where most farmers practice rotational agriculture. FORMADAT works with local farmers to prioritize native rice varieties and to preserve local fruit trees. FORMADAT promotes organic agriculture with the support of the local government, and is engaged in the Slow Food movement.

In its advocacy work, FORMADAT engages with the trilateral Heart of Borneo initiative of the three states that share the island: Indonesia, Malaysia and Brunei, as well as with national and local governments and institutions.

The initiative has inspired other communities along the international border between Indonesia and Malaysia. The Forum Iban is now an emerging platform to strengthen cultural ties and forge economic cooperation among Iban groups along the border between Sarawak and West Kalimantan.

FORMADAT was one of the 21 outstanding local and indigenous community initiatives that were awarded the [Equator Prize](#) in 2015.

3.3 Results by outcome

This section presents and discusses the main results that the programme has contributed to during the programme period. Achievements against outcome and output indicators are briefly summarised in the introduction to each of the outcomes – for details, see Arrex 1.¹⁰

¹⁰ Baselines were set, and the indicative targets in the programme proposal were adjusted, during the inception phase in 2014. In the RBM matrix that is attached for our 2017 proposal, data was taken from the end of August 2014, when this process was expected to have been concluded.

Medium-term Outcome 1: Civil society are key actors in influencing planning, decision-making, and good governance of natural resources

The programme aims to strengthen the voices of civil society in relation to both the public and private sectors and to engage with decision makers to influence them in a direction towards sustainable management of natural resources, conservation of biodiversity, and a sustainable development path that has the potential to alleviate poverty in all its dimensions.

For this to happen civil society must have the capacity to act and engage with policy and decision makers at all levels, have an understanding of their rights and responsibilities, have access to inclusive policy and decision-making processes, and be supported by enabling legal frameworks that ensure the rights of and security for those who engage to claim their rights and make change happen.

Progress towards Medium-term Outcome 1 has been measured against two indicators. Assessments at the end of 2016 show that achievements during the programme period has almost met the target for the first indicator, and exceeded the target for the second:

- **Indicator 1:** The number of CSOs within the programme, who have been engaged in influencing decision-making and policy making processes, has increased from 104 to 287. The target for 2016 was 213.

More detail about the engagement of CSOs – with public and private sector decision makers, on natural resource management and for enabling conditions for civil society – is provided under Short-term Outcomes 1.1 to 1.3 below.

- **Indicator 2:** The percentage of targeted government or other key decision makers where levels of commitment and action has increased significantly (at least 1 level or equivalent)¹¹ has met or exceeded targets in eight out of eleven programmes, fallen short of targets in two; and not yet been assessed in one case.

In five of the ten programmes where assessments have been made, 50 percent or more of the targeted decision makers have increased their commitment and action in response to CSO engagement. The highest scores, 80-100 percent, were noted in three interventions where the programme has contributed to building or strengthening CSOs coalitions or platforms through which a number of CSOs can jointly engage with decision makers.

Only one programme reports that the positive responses by decision makers to CSO efforts have been rather negligible so far. However, this programme has been very successful in building strong national civil society platforms on sustainable energy issues, and expects to see substantial results of their engagement with decision makers in the near future.

It should also be noted that the even where the level of commitment and action by decision-makers has increased, it is often from a very low level (and sometimes from the score 0, passive). And even in cases where the level of commitment has reached more advanced levels, policy development processes usually takes considerable time before they lead to actual decisions and implementation. CSOs may also experience setbacks due to factors that are unrelated to their efforts, such as when changes of personnel in the agencies or the election of new officials mean that they have to start their engagement all

However, further revisions occurred during the last months of 2014, due to the more specific definition of areas of intervention and identification of CSO partners. The baseline and target values in Annex 1 are based on the programme's annual reports for 2014, when the inception process had been concluded.

¹¹ This indicator was monitored through the use of the *Level of Commitment and Action* tool, which assesses the response by decision makers to demands raised by CSOs through their engagement in advocacy and dialogue. The level is graded from 0 (Passive, no real interest in dialogue) to 5 (Impact, long term changes in policy and practice as well as evidence of secondary impacts).

over again. This has implications for the results that can be expected in terms of actual changes in policies, regulations and practices that benefit community development and sustainable natural resource management.

As with Indicator 1, more detail on the responses to and results of CSO engagement is provided under Short-term Outcomes 1.1 to 1.3.

Short-term Outcome 1.1: Civil society is engaging more effectively in policy dialogues regarding the management of natural resources

- **Outcome indicators:** Since the inception in 2014, the programme has seen a six-fold increase in the number of organisations that are engaged in policy dialogue regarding the management of natural resources. This final score of 396 organisations is 80% higher than the target. 188 of these organisations had raised their level of engagement by at least one step¹² by the end of the programme period (target: 111).
- **Output indicators:** The results of both institutional and organisational capacity building exceeded targets significantly. 217 CSOs were assessed to have raised their institutional capacity (target 128), while 343 had raised their technical capacity (target 183).¹³ The programme has engaged with 25 existing CSO coalitions and platforms that were already involved in influencing planning, decision-making and governance of natural resources, and contributed to the formation of 71 more. This output is considerably above the target (61 in total).

The strategies for enabling civil society to engage more effectively in policy dialogues and advocacy regarding the management of natural resources focus on strengthening the organisational and technical capacities and voice of CSOs, and supporting them to form and strengthen coalitions, networks and other joint platforms.

Closely linked to this are the efforts, by CSOs themselves and other partners, to promote and contribute to an enabling environment and spaces for civil society to engage in. The process of engaging in dialogue can in itself be part of such efforts, and contribute to opening up or expanding civic space. The results and experiences in this section will thus inevitably also touch on this issue, while the results of interventions that focus more directly on engaging with policy makers to improve the enabling conditions for CSO involvement and influence are covered under Short-term Outcome 1.3

Civil society organisations play an important role in enabling communities to know their legal rights and obligations, to understand and be able to engage in processes for dialogue and participation in planning and decision-making, and in promoting systems and techniques and developing skills in areas such as improved land and water resource management. By facilitating communication between government authorities and natural resources users they can help the authorities to better understand the issues, challenges and opportunities that the local communities are facing.

¹² This indicator was monitored through the use of the *Level of Engagement* tool, which assesses the level of CSO engagement in dialogue and advocacy. Assessment is based on advocacy initiatives, rather than individual CSOs. The level is graded from 0 (Start of the influencing process) to 5 (Policy/practice issue gains firm position on political/corporate agenda).

¹³ Most programmes have used WWF's CSO Capacity Assessment tool for monitoring changes in CSO capacity. The tool allows for selective monitoring of capacities in seven different fields and against 30 parameters. One WWF office was already using other similar tools in their other programmes, and have applied the same to this programme.

Capacity development support has included targeted trainings and learning visits to promote sharing of lessons on tools and methods, as well as “learning by doing” through CSO participation in meetings among CSOs and with decision-makers in local and national governments and institutions, participation in monitoring activities, etc.

The programme has contributed to strengthening and/or establishing CSO coalitions and platforms that operate at all levels from the local landscapes to sub-national to national. Initiatives that go beyond the national level include a trans-boundary platform between Uganda and DRC that was established with contributions from the ARL programme. The ROA Energy programme has strengthened a global network of international and national CSOs involved in ACCESS coalition for sustainable energy access, and been key in mobilizing Africa’s CSOs into that platform.

The combination of enhanced skills, organisations and platforms is creating better conditions for civil society voices to be heard and have an influence. Where it has been possible to build effective partnership and networking with CSOs and central and local governments, this has further accelerated progress towards results. The **Coastal East Africa** programme has contributed to the establishment and/or strengthening of eleven CSO forums and networks on fisheries, forestry and CBNRM. These themes are largely aligned with thematic priorities of the governments in the participating countries, particularly towards regulating trade in forest products as well as promoting sustainable fisheries practices. As a result, there has been a lot of buy-in from most related departments and ministries. In this region alone CSOs have – individually as well as through their various coalitions and platforms – increasingly being invited and productively contributed to national and regional dialogues on key natural resources policies, strategies, acts and regulations. With the support of this programme, civil society has contributed to the development/review of 19 natural resources policies and strategies in the region.

The following outlines the results and experiences gained by engaging with the public sector on some of the programme’s focus issues.

Energy policy and access to sustainable energy solutions

In the energy sector, the programme has contributed to more structured and integrated efforts within civil society to influence energy policy and investments. Broad national platforms on sustainable energy and energy access, which have been formed in Indonesia, Kenya and Tanzania, are having an impact on energy access and sustainability.

The **Ring of Fire** programme in Indonesia has established civil society platforms in three provinces in Sumatra, which allow for CSOs and communities in areas that are of interest for the development of geothermal energy resources to come together, learn, develop positions and participate in influencing decisions on policies and investments.

As the capacity of the CSOs and CBOs has increased, the civil society platforms have become engaged in communication, dialogues and consultations with the public and private sector, both on policy issues that relate to geothermal and in consultations on specific projects. The programme has also facilitated a national event to introduce these platforms to a wider public. This has provided them with opportunities to make their achievement and views on geothermal development known to the stakeholders nationally.

In Aceh province, the CSOs have been involved in the development of regulations and policies on geothermal energy at the both regency and provincial level: They have also facilitated the mapping and registration by eight traditional local government institutions (*mukim*) of their communities’ natural resource assets and management systems, as a means for safeguarding their rights to access and manage their natural resources.

Conflicts over natural resource management has come to the fore in Jambi province, where the CSO platform has played a key role in resolving a conflict concerning some villages in an area with potential for developing geothermal energy. The dialogue has

changed the perspectives of both the government and the geothermal developer. Both the government and the developer now accept that that involvement of the local community (including indigenous people) and the implementation of *Free and Prior Informed Consent* (FPIC) is necessary for ensuring the social acceptance and sustainability of the development.

The **ROA Energy** programme has strengthened the capacity and voice of civil society organisations and communities to influence sustainable energy policy, planning, decision-making and access to benefits from good governance and sustainable use of energy resources in East and Southern Africa.

Platforms such as SEAF-Kenya and SEF Tanzania, have facilitated more multi-stakeholder engagement and coordination on sustainable energy issues at the national level. The ROA Energy programme notes that forming new CSO platforms and coalitions is a complex, time-consuming and unpredictable process. They conclude that rather than starting new multi-stakeholder initiatives, one should always first and foremost seek to build around existing ones.

The programme has invested heavily in the development and multiplication of model initiatives for sustainable energy access, including successful business models for affordable solar energy solutions. These examples have played an important role in influencing policy at the national level, as they were able to demonstrate that sustainable energy solutions can be feasible if there are appropriate policy and institutional frameworks at the national and district/county/local government levels in place.

Being a regional programme, ROA Energy has also contributed to better coordination on sustainable energy matters amongst African countries. In 2014 there was limited coordination on sustainable energy issues even amongst WWF country offices in Africa. Through this programme, and coupled with an oil and gas programme supported by WWF Norway (with Norad funding), regional collaboration and coordination with civil society, governments and the private sector has been strengthened, and the sharing of lessons and experiences between countries has increased. For example the ROA Energy programme has on several occasions supported, on request, the Department of Energy in Zambia to learn from other countries in the region where WWF has supported the Sustainable Energy for All Action Agenda (SE4A).

The energy programme itself has benefitted from international exchanges, such as a training in Tanzania for programme staff and CSOs from six countries on the application of human rights based approaches to sustainable energy and an online training together with The Energy and Resources Institute (TERI) in India.

Natural resource management

Partner CSOs and their platforms have influenced planning, decision-making and implementation of policies and natural resource governance at all levels, from the local to trans-national. Interventions in this area are in many cases closely linked to, build on and overlap with the work to strengthen the role of communities in natural resource management – more results of that work is presented under Short-term Outcome 2.1.

CSOs in the region around the Northern Mozambique Channel have had success in influencing the parties to the Nairobi convention on marine and coastal environment in the Western Indian Ocean, who have adopted a decision urging all partners “to support projects on the Northern Mozambique Channel as a good example of integrated ocean management approach” and “to develop and implement new trans-boundary initiatives for management of shared resources”.

CSOs in **DRC** have made significant progress in advancing and contributing to better protected area planning, governance and management of the Itombwe Protected Area. Following a lengthy participatory process to delimit the outer boundaries, efforts have been concluded with the signing by the Provincial Governor of a decree on the delineation

of the Reserve. Through advocacy and engagement with the local government in Greater Virunga Landscape in **Uganda**, a strengthened CSO has successfully halted the conversion of the Buniga high conservation value forest to agricultural land, and recommended that eco-tourism be developed in that forest.

A rapidly growing CSO platform for the Eastern Plains landscape in **Cambodia** has become part of the provincial Accountability and Consultative Working Group, where they can raise concerns on land use conflict and other related issues through monthly meetings with government officials. Representatives of all NGOs in the area have also been invited to provide comments on proposed Commune Investment Plans.

The programme in **Cameroon** has invested much effort in developing CSO and CBO policy advocacy capacity for CSOs and communities to be able to make their voices heard and to influence policy, planning, decision-making and access to benefits from good governance and sustainable use of natural resources. Targeted CSOs are today demonstrating these capacities to a reasonable extent. The programme has collated information on the legal user rights of communities in and around national parks, as well as on the rights to own land, existence, compensation, information, participation, to be plaintiff, to forest and wildlife resources, and to the life and integrity of persons vis-a-vis park rangers. This data provides the basis for an awareness raising campaign with view to strengthen the opportunities for communities to access these rights. In areas that are inhabited by Baka indigenous communities the CSO promote, through participation of the local people, their participation in protected area management through an effective collaborative management approach.

Infrastructure and participatory land use planning

The plans to build a road between a projected new port in Dawei, Myanmar and Bangkok in Thailand poses a considerable threat to the Dawna Tenassarim Landscape and its intact ecosystem with protected and connected habitats for wildlife. Besides of the Dawei project, the forest is threatened by the construction of dams and other infrastructure, illegal logging and the expansion of mono-cropping. The Greater Mekong programme has supported Satthapat, a local CSO and the key coordinator among local communities and networks in the province where the Dawei road will cut through Thailand. Satthapat works to bring the concerns of local communities about on the project to the government's attention and to strengthen local people's capacity to participate in decision-making for sustainable development.

Satthapat has successfully reached and mobilised the voices of indigenous communities, community forest networks, local NGO and local authorities. With the support of the programme, Satthapat has trained community members on basic GIS and GPS methodologies, with the aim to conduct land use mapping and participatory land use planning, and to monitor the changes that the Dawei project will cause. The Provincial People Council is now also working to integrate participatory land use planning into the province's policy.

Forests and sustainable forestry

Programme partners have influenced decision-making in the forest sector at all levels from national to local (for work on implementation, see under Outcome 2). In order to leverage action at the national level, several initiatives have also linked their interventions to international frameworks.

One component of the **Greater Mekong** programme has focused on the processes for the implementation of the EU's *Forest Law Enforcement, Governance and Trade* (FLEGT) Action Plan through the development of Voluntary Partnerships Agreements (VPA) in Laos and Vietnam. FLEGT aims to reduce illegal logging by strengthening

sustainable and legal forest management, improving governance and promoting trade in legally produced timber.

The programme in Vietnam has supported and strengthened the existing Vietnam NGO FLEGT network, by providing technical support and related information to the 26 network members that are engaged in the VPA dialogue process between the government and EU delegation. The programme has also established a network for CBOs in seven provinces in the Central and North Central parts of Vietnam, and strengthened the knowledge and understanding of participating CBOs with regard to improved forest law enforcement, governance and trade-related problems for legally-sourced timber products.

The strong technical capacity and negotiation skills of the FLEGT CSO network member is highly appreciated by Government agencies, and the network became a key actor in negotiation process. The negotiations on Vietnam's VPA are now complete, and the agreement is scheduled to be signed during 2017. The influence of CSO engagement can be seen in areas such as Vietnam's timber legality definition and assurance framework.

In **Cameroon** the programme has produced a study to inform the development of a pilot REDD+ project, demonstrating how recently developed national guidelines for *Free, prior and informed consent* (FPIC) are translated into practice and can support Cameroon's compliance with the social and environmental safeguards of the climate change conventions (UNFCCC). The programme has mapped and collated information on community rights in and around national parks (the rights to own land, existence, compensation, information, participation, to be plaintiff, to forest and wildlife resources, and to life and integrity of persons vis-a-vis eco-guards) according to Cameroonian legislations. The data is used for raising awareness with the view to enable communities to claim these rights.

Education for Sustainable Development (ESD)

Education for Sustainable Development (ESD) has been the focus of a separate programme in East Africa, as well as a component in the programmes in Cameroon, Indonesia and Madagascar. In terms of influencing the decisions of governments and public authorities, the programmes have made several significant achievements.

The policy dialogue and advocacy by WWF and partners in the **East Africa ESD** programme led to the adoption of a statement on ESD by the Council of Ministers of the East African Community (EAC). The Council directed all partner states (Kenya, Uganda, Tanzania, Rwanda and Burundi) to ensure ESD is mainstreamed in their school curricula, all education policy documents, and in the curriculum harmonisation process that is part of the regional integration process. At the national level, the programme fully participated in the preparation of the new programme in Rwanda called "Competence Based Curriculum". Environment, climate change and sustainability concerns were mainstreamed in the revised curriculum.

The Minister of Secondary Education in **Cameroon** approved the mainstreaming of ESD into the national curriculum of Secondary, Technical and Teachers Training institutions and began testing action competence on the subject in official school exams, This was possible through training and coaching in ESD, and provision of support materials and ESD-oriented curriculums by the GHoA Cameroon programme. Within the education theme, the partner CSO have also advocated for a national education strategy for indigenous people, building on earlier work that focused on education for the Baka.

Integrating ESD into the education system in Madagascar

WWF has been the pioneer in the implementation of Education for Sustainable Development (ESD) in Madagascar in 2012. Experiments with ESD approaches and methods began in 5 model schools, and were extended to 12 schools during the next years. The positive results from this work attracted the interest of education policy makers and other stakeholders, and helped to start an advocacy program to integrate ESD into the national education system. In December 2013, the advocacy actions led to the creation of an ESD committee within the Ministry of Education.

WWF has worked with the CSO EDEMA (Education for Development in Madagascar), whose capacity has been reinforced to support the ESD committee to sustain its actions. EDEMA has conducted an assessment of ESD best practices from key stakeholders, as well as of any ESD forms and content that is already practiced in the education system. This assessment has led to identify gaps and areas for strengthening the integration of ESD in the education system.

In 2016, ESD committee has analyzed ongoing policies, and have used the result EDEMA's assessment to propose strategic orientations for a curriculum reform and for the integration of ESD in the Sector Plan for Education 2017-2021. At an official ceremony to present the strategic orientation to integrate ESD into the plan, in October 2016, the General Secretary of the Ministry of Education highlighted the importance of ESD for promoting sustainability, improving the quality of education, and for fostering youth leaders. These announcements have created interest, enthusiasm and requests for support also from private and vocational schools.

Examples, experiences and results of ESD that have been developed in the programme are important assets for being used to influence policies on ESD. In **Uganda**, a number of ESD villages, youth groups and schools approached their respective local governments, who have recognised the importance of ESD villages in sensitising communities on environmental matters. One of the local governments has invited the ESD villages to participate in community development planning sessions of the district.

Short-term Outcome 1.2: Civil society is engaging more effectively influencing private sector decision-making and practices regarding the management of natural resources

- **Outcome indicators:** The number of CSOs that have engaged with private sector decision-making and practices has increased from 17 to 157, which is slightly above the target. The number among them who have increased their level of engagement significantly (at least one step on the scale of the Level of Engagement tool) was four times higher than the target.
- **Output indicators:** The results of both institutional and organisational capacity building exceeded targets significantly. 125 CSOs were assessed to have raised their institutional capacity (target 39), while 204 had raised their technical capacity (target 115). The programme has engaged with 11 existing CSO coalitions and platforms that were already involved in influencing private sector decision-making and practices regarding the management of natural resources, and contributed to the formation of 68 more. This is considerably more than the target (a total of 45). Significant capacity improvements were recorded for 61 of these structures.

As with Outcome 1.1, the strategies for enabling civil society to engage more effectively in influencing private sector decision-making and practices focus on the strengthening of organisational and technical capacities of CSOs, and supporting them to form and further develop coalitions, networks and other joint platforms. In addition to the financial

support it provides, WWF adds value to this work through its extensive experience and contacts for engaging with the private sector and connecting local producers with global, as well for influencing consumer markets and leveraging pressure on companies.

Engagement with the private sector can be characterised by collaboration, negotiation or conflict – and sometimes a combination of all of the above. Whatever the relation, communities and CSOs are often powerless and vulnerable when they act alone, especially in cases where they depend on private sector actors for jobs, supplies or access to markets for their produce. With few exceptions, successful engagement with the private sector is based on coordination, capacitation and joint action by community/CSO through coalitions and alliances. In addition to providing strength in numbers, these structures make it possible to link local CBOs' experiences and expertise with the national level CSO advocacy capacity and networks to establish partnerships for change.

Strategies that have been employed include advocating for transparency (access to information on planning and allocation processes, or to prospecting and inventory results, etc.); taking part in consultation processes, influencing decisions and promoting the principle of *Free and prior informed consent* (FPIC) for large land-investments, forest concessions and logging operations that affect community land rights and resources; negotiating agreements for communities to receive a fair share of incomes and based on their customary and legal rights to resources; and promoting corporate social responsibility (i.e. through engagement in the development and adoption of industry standards and certification systems); and developing community based management schemes.

The following outlines some of the results and experiences gained by engaging with the private sector in different economic areas.

Fisheries

Interventions that address marine decision-making and policy in the fisheries sector have mostly been implemented in the countries that border the Northern Mozambique Channel.

The **Coastal East Africa** initiative has engaged extensively with private sector actors in the tuna fisheries sector in Kenya, Mozambique and Tanzania. CSOs both at the national and regional level are actively involved and influencing the fisheries policy processes.

The programme has worked with a range of community, artisanal fisheries and CSOs forums, unions and alliances to engage with commercial fisheries, processing and exporting organisations as well as public institutions, and contributed to the establishment of joint CSO/private sector platforms the national and regional levels.

The TUNA alliance in Tanzania and the Tuna Fisheries Alliance of Kenya (TUFAC) have worked with private sector actors to strengthen fisheries management and participate in reforms related to fisheries in Tanzania and Kenya respectively. The Kenya Association of Fish Processors and Exporters was specifically established to facilitate engagement with the private sector. In Mozambique, a Union of Artisanal Fisher Associations was created. This will significantly contribute for empowerment of fishing communities into the shallow water shrimp fishery management, and also for increased transparency, inclusiveness, accountability and ownership of the fisheries management processes, hopefully with impacts for the sustainability of the fisheries and increased equity in benefit sharing.

TUFAC is now widely recognized, and attracts funding from different donors to support tuna related work. The regional CSO/private sector platform, TUFAC and the TUNA alliance have also established a taskforce to spearhead the process for forming a national CSO/private sector tuna platform in Seychelles.

Geothermal energy

The programme has contributed to promoting the development of geothermal energy as a source of sustainable power generation, while at the same time safeguarding the rights of local communities and conservation interests.

In Indonesia, the **Ring of Fire** programme is engaging with local communities and CSOs in areas in Sumatra, Indonesia, where there are advanced plans for developing geothermal power plants. Geothermal energy has a great potential for generating renewable and climate-friendly electricity, but many of the most interesting areas overlap with community lands as well as with very rich and sensitive ecosystems – including national parks and other protected areas. The programme has contributed to the establishment of community/CSO alliances and forums in three affected provinces. These structures serve both to educate members and the public about the benefits as well as the risks that are associated with geothermal energy development, to facilitate joint engagement with private sector developers, and to collectively influence public authorities and legislators to develop and implement appropriate regulations for the benefit of both communities and the environment. The strategies that are applied differ between the three regions, due to local differences: In Aceh, it is more related to ensure the utilization of geothermal energy for community benefits, while in Jambi it is more related to conflict resolution between communities and the developer related to indigenous land rights. In Lampung, the CSO coalition is involved in discussion on private sector support to communities around the geothermal development area through assisting and facilitating coffee, cacao and rice farmers groups, as well as a ecotourism management group.

Rattan and bamboo

Sustainable harvesting of rattan and bamboo has a great potential for combining the development of local economies with the protection of natural forests.

The **Greater Mekong** programme has succeeded in strengthening civil society engagement with the private sector in a project for sustainable management, certification and marketing of rattan. The project has contributed to generating additional income and distributing benefits to local communities while also protecting the forests. With joint funding from the civil society programme and IKEA, 15,114 ha of rattan forest are in the process of being FSC certified, while another 70,000 ha of rattan and bamboo forest are under sustainable management in Laos, Cambodia and Vietnam. Links have been built and agreements signed between communities, local SMEs and IKEA suppliers in Laos, Cambodia and Vietnam, and the successful business models in rattan sector have also been replicated in other sectors such as bamboo processing.

Making these ventures sustainable requires sufficient and effective collaboration and commitment from relevant stakeholders, such as local communities, the private sector, government agencies and development organizations. The project started with the market/demand side as first priority to enhance private sector buy-in before identification and selection of CBOs for capacity building. The CBOs can then be linked to green SMEs or other buyers. In the case of one CBO rattan project in Vietnam, the fact that their nursery supplies seedlings to a local government program and a community forest was a factor in the bank's decision to provide loans to the CBOs, and a contract for reforestation monitoring is creating additional and regular income for CBO members.

Other sectors and initiatives

CSOs in **Cameroon** have engaged with two large-scale producers and six smallholder palm oil producer cooperatives towards establishing a win-win partnership for improved earnings and reduction of the sector's ecological footprint through adoption of best practices like the Roundtable on Sustainable Palm Oil (RSPO) principles and criteria.

CSOs in **DRC** have held a series of meetings, following the training provided through the programme, for influencing a large-scale mining company to reduce the impact of the mining exploitation on biodiversity and the Itombwe protected area. A commission was constituted for follow-up and mediation between company and the communities in and around the protected area. At a mediation workshop between the customary chiefs and the company, held under the leadership of the local civil society coordination group, the company representative committed to respect the limits of the protected area during its prospecting and exploitation of minerals in the region.

The **KABAYO** youth network, with support from the **ESD** programme in Uganda, has developed the capacity of youth groups to engage in advocacy the private sector. The groups can now confidently and ably take part in Environmental Impact Assessments (EIAs) and Strategic Environmental Assessments (SEAs) related to proposed investment projects, and also work with public authorities to ensure that such projects to first go through these assessment processes before they are approved.

CSOs and communities sometimes also experience difficulties and setbacks encountered in establishing partnership with private sector. One example is an initiative to strengthen the value chain of vanilla for promoting the sustainability and increase in community income in Moheli Island, the Comoros. The objective was to engage a local company that supplies a Swiss fragrance and flavouring manufacturer, but it proved impossible for the time being to find sufficient common ground for a partnership. The project continues to provide capacity support for the local community on sustainable natural resources management.

Short-term Outcome 1.3: CSOs are engaging with policy makers to improve the enabling conditions for CSO involvement and influence in policy and decision-making

- **Outcome indicators:** Since the inception in 2014, the programme has seen an increase by a factor 13 in the number of organisations that are engaged with policy makers to improve the enabling conditions for CSO involvement and influence in policy and decision-making. This final score of 272 organisations exceeds the target by 200 %. 132 organisations raised their level of engagement by at least one step¹⁴ by the end of the programme period. The target for this indicator was 66.
- **Output indicators:** The programme has contributed to the formation of 71 CSO coalitions and platforms that have become engaged with policy makers to improve the enabling conditions for civil society. This is more than four times higher target of 16 new coalitions/platforms. Significant capacity improvements were recorded in across all coalitions and platforms. A total of 55 different information materials (target 38) have been produced and disseminated to help raise awareness amongst the general public and specific stakeholders on the role and opportunities of a vibrant civil society and the need for enabling conditions.

Good governance is built on the active participation by the people – as individuals as well as through the organisations of their choice – in openly shaping the policies and practices of their governments and public authorities. This requires respect for human rights and democratic principles such as the freedom of speech, the freedom of association and assembly, and the principle of non-discrimination, as well as the existence and processes

¹⁴ This indicator was monitored through the use of the *Level of Engagement* tool, which assesses the level of CSO engagement in dialogue and advocacy. Assessment is based on advocacy initiatives, rather than individual CSOs. The level is graded from 0 (Start of the influencing process) to 5 (Policy/practice issue gains firm position on political/corporate agenda).

that allow for civic engagement in consultations, dialogue and influence in decision-making processes. It also presumes that people – in particular vulnerable, marginalised and disadvantaged groups – have access to the information, resources and opportunity that they need in order to be able to engage.

Developing the capacity and strength of CSOs and their networks, which is part of the strategy across all components of this programme, is a general contribution to enabling civic participation in decision-making on issues that affect their interests and wellbeing. However, the role of civil society in public policy dialogue and development is either weakly articulated or restricted in many of the contexts where the programme operates. Structural conditions that hamper the active involvement and voice of civil society include laws that restrict CSO activities, but also the unwillingness, reluctance or failure of public authorities and agencies to promote civil society involvement planning and decision-making processes.

To promote the development of civic space and an enabling environment, around half of the CSOs within the programme are engaged in advocating for improved legislation, regulations, institutional arrangements and practices that allow for civil society to act independently, and to be invited to participate in policy development and decision-making. They also contribute to increasing public awareness by producing and disseminating information to the general public and to specific stakeholder groups about their rights, their opportunities for engaging, the importance of sustainable environment and natural resource management, and the role of civil society organisations in giving voice to and representing their constituencies.

Taking advantage of opportunities to expand civic space in Laos

The space for civil society in Laos to advocate and influence decision-making on important policy issues is very restricted. But the FLEGT process has opened doors for local CSOs to have equal voice in a dialogue with the government and the private sector on good governance in the forestry sector.

EU's *Forest Law Enforcement, Governance and Trade* (FLEGT) Action Plan aims to reduce illegal logging by strengthening sustainable and legal forest management, improving governance and promoting trade in legally produced timber. An important step in the process is the development of Voluntary Partnerships Agreements (VPA) with exporting countries that want access to European markets.

The engagement of relevant groups those will potentially be impacted by the VPA/FLEGT is a requirement for the negotiation process is. The Lao government has acknowledged this, and established a multi-stakeholder process. The programme in Laos has facilitated and supported civil society engagement and participation. Members of the Lao CSOs FLEGT platform are now represented in a committees and working groups as high up as on the ministerial and Director General's levels, and are given opportunities to engage on a regular basis officials and private sector entities in a series of multi-stakeholder projects.

CSO engagement in this process has served as a platform in which the CSOs are not only trained, but also gain a practical experiences and understanding of how to engage in policy dialogue. Furthermore, it has established a practice whereby the government invites to and supports the participation of CSOs, and where CSOs' opinions are listened to and respected.

Engagement and coordination

Effective promotion of an enabling environment for civil society can be hampered by the state of development civil society itself, particularly in contexts where civic space is already constrained or where the community of CSOs is young.

CSO partners in the **Greater Mekong** region have been insufficiently coordinated, weakening their effective engagement. Governments in the Mekong region still generally follow top-down approaches and often fail to conduct effective multi-stakeholder processes in policy and decision-making, and rarely accept CSOs' views. Government officials and CSOs also seldom collaborate, contributing to low levels of trust, transparency and accountability to natural resource management and governance. Therefore, CSOs and CBOs engaging with policy makers and decision makers to improve the enabling conditions for CSO involvement and influence in policy and decision making on rights to natural resources and CBNRM are still limited in this first phase programme. Government permission to get project implemented in countries such as Laos takes time. Experience has shown that adaptive management needs to be applied wisely in such cases; for example, the Laos FLEGT programme has (i) revised some wordings which are sensitive to Laos context in the project document to be in conformity with Laos Law and regulations, (ii) conducted regular meetings with and provided necessary information to Department of Forest Inspection whenever needed to clarify to Laos Government, and (iii) worked with provincial relevant agencies in the project pilot provinces to voice their needs to central government.

At the local level, and particularly in rural contexts such as in the **Heart of Borneo** where the civil society scene is dominated by traditional and village-level community organizations, promoting civic space also means strengthening those traditional institutions that have been in charge of the sustainable management of natural resources in their communities.

Public awareness

In several of the programmes, **youth and youth networks** play a vital role in creating awareness on environmental issues, and on the importance of civic engagement for sustainable solutions. Youth leaders in Madagascar have been trained to enable them to communicate on problems related to environmental degradation in general and mangroves in particular in one region; while a youth Consortium in another region is broadcasting radio programs, organising public debates and conducting exchanges between young people to raise awareness. Youth groups in Uganda are using Wikipedia as platform for threatening awareness and sharing lessons. Entries are published both in English and in Luganda, one of the widely spoken local languages.

Medium-term Outcome 2: Communities influence policy and decision-making processes for improved rights to and management of natural resources and optimise the benefits that derive from those resources in a sustainable way

This outcome is the result of efforts to influence decision makers to facilitate the process of establishing community based natural resources management schemes. The parallel aims are to secure the rights of – and provide the necessary capacity and tools for – communities to become stewards of natural resources in their local areas, and to develop community business ventures based on the sustainable management of natural resources. Progress towards Medium-term Outcome 2 has been measured against four indicators. Assessments at the end of 2016 show that achievements during the programme period have met or exceeded the target for all indicators but one, for which 80 % of the target was reached.

- **Indicator 1:** The percentage of targeted government/other key decision makers where levels of commitment and action taken towards policy frameworks and practices related to sustainable natural resource management has increased

significantly (at least 1 level or equivalent) has met or exceeded targets in nine out of 11 interventions, fallen short of the target in one, and not been assessed in one case.

- **Indicator 2:** The number of functional community managed schemes in place in the project areas was quadrupled, from 49 to 196 (target of 93).
- **Indicator 3:** The land area under community-based natural resources management arrangements doubled from some 785 000 ha in 2014 to over 1,535,000 2016. The increase was almost twice as high as projected.
- **Indicator 4:** The number of community managed schemes generating additional benefits for communities increased by 124, exceeding the target by 60%.

Results of the engagement by communities and CBOs to influence public and private sector decision makers (related to indicators 1 and 3) are described under Short-term Outcomes 2.1, while community management schemes and their benefits are covered under Short-term Outcome 2.2.

Short-term Outcome 2.1: Communities engage with policy makers and decision makers related to improved rights to natural resources and establishment of community-based natural resource management schemes

- **Outcome indicators:** The number of organizations within the programme that are engaged in dialogue with policy makers and decision makers related to improved rights to natural resources has increased from 45 to 195 (target 150). The number of CSOs that have raised their level of engagement at least one step or equivalent greatly exceeds the target, with a total score of 238 (target 145)
- **Output indicators:** The number of communities with increased capacity to understand, analyse and advocate for improved rights and understanding of responsibilities greatly exceeded expectations: 321, against a target of 128.
- The area of land within the programme area that is covered by resource management plans and asset valuation has increased from some 675,000 ha in 2014 to 1,592,961 ha at the end of 2016. This exceeds the target by more than 400,000 ha.
- The number of innovative solutions in the programme areas that have been developed into models that test and demonstrate sustainable natural resource management increased from 44 to 186, more than 100 above the target. Experiences from these models were shared with at least 5400 stakeholders, 2,5 times higher than the target.
- 377 CSOs and CBOs strengthened their capacity in the field of natural resource management, thus greatly exceeding the target of 119.

The main strategies for enabling communities to engage more effectively in policy dialogues and advocacy regarding their rights to and active participation in the management of natural resources –strengthening the organisational and technical capacities and voice of CBOs, and supporting them to form and strengthen coalitions, networks and other joint platforms – is very similar to what was describes in relation to CSOs under outcome 1.1.

The dominant patterns of development, with an ever increasing demand for natural resources, tend to further marginalise many people that are already living in poverty, and limit their access to resources that they depend on – either directly, as when land and resources are allocated to be exploited by external actors, or indirectly as the result of accelerating environmental degradation. Finding ways to facilitate the inclusion and participation of local communities in the management of the resources through

community management or co-management arrangements has proven to be an effective way of maintaining and/or developing new models for sustainable use and conservation. The programme has contributed to increasing the area of land under resource management plans by over 900,00 ha, of which some 750,000 ha are now under community-based natural resources management arrangements. The largest gains have been seen in East Africa, where management plans for forest reserves covering 442,700 ha in northern Kenya have been developed and later approved by Kenya Wildlife Services. In Tanzania, almost 100,000 ha of new land was transferred to community managed schemes.

Partnerships for participatory forest management

The Tanzanian government has developed a legal and policy framework that provides rural communities with well-defined rights to own, manage and benefit from forest and woodland resources on their village lands through the establishment of village forest reserves

Participatory Forest Management (PFM) was introduced in Tanzania as the forest sector's contribution to improve rural livelihoods and help reduce poverty while protecting the environment and promote gender-equality and democracy. The approach provides livelihood options to the local communities through their effective engagement and participation in forest conservation and sustainable utilization.

In the Ruvuma Landscape in southern Tanzania, the Coastal East Africa programme has partnered with the CSOs and local authorities in order to ensure that the implementation of PMF promotes participatory and sustainable management of village forests through the establishment of village land forest reserves, which were expected to bring substantive benefits to dependent communities (see the section on Output 2.2).

The partnership builds on expertise and experience of the CSO Mpingo Conservation and Development Initiative (MCDI) in promoting innovative business models for PFM, Another CSO, MJUMITA, empowers local communities on financial management and forest governance, and on how to claim their rights and defend their forests based on Tanzanian laws.

The scaling up and adoption of the PFM can move very quickly. In Tunduru district it took only one year for local communities to achieve legal ownership of their Village Land Forest Reserve and secure buyers for timber. "This was possible because of the Consortium approach, lessons from Kilwa, local government support and skills of field staff", says the Chief Executive Officer of MCDI.

The scheme has increased the influence of communities in decision-making processes for improved rights to manage forest and optimize the benefits derived from forest resources in a sustainable way, and empowered women to become leaders in village councils. Decisions on the use of revenues collected the sales of timber from the reserves are presented in the village assemblies for discussion and approval of proposed expenditures.

In the famous Mau Mara-Serengeti landscape, which spans across the border between the two countries, the **Africa Rift Lakes** programme has contributed to the protection of over 60,000 ha of land through co-management arrangements, landscape restoration and reforestation of degraded areas and stream bank. On the Kenyan side, the Mara Conservation Community and Livelihoods Network and three landscape-based CSO platforms were formed and strengthened, and continued advocacy resulted in a considerable break-through for CFAs and Community Wildlife Conservancies. Similarly, a regional CSO advocacy network was formed in the Serengeti landscape linked to a national network.

The co-management of forests between communities and forest management authorities has led to notable reduction in encroachment into forest reserves and improved surveillance by forest adjacent communities. New revenue sharing arrangements between CFAs and the Kenya forest authorities have been developed, with the positive side effect

that revenue collection increased significantly in a pilot project. In addition to benefiting the communities, these schemes also provide much needed resources for the CFAs to run their basic operations sustainably. The pilot initiative and further civil society advocacy work has influenced the replication of the model in other forests.

Similarly in the Greater Virunga Landscape in Uganda, advocacy initiatives of two community forest groups living adjacent to a forest reserve resulted in the forest authority granting the communities access rights to 70% of the resources that they requested, and draft agreements and plans for accessing the forest resources were developed.

The programme in in **Madagascar** has contributed to putting 30,000 ha under community management. An additional 60,000 ha have been covered by municipal resource management plans, which allow communities to influence decisions with their perspectives.

CSOs have successfully engaged with communities to obtain and implement natural resources management transfer contracts, which can cover both terrestrial and marine resources. Management plans that define the forms of resource use, regulations, the responsibilities of stakeholders have been developed for each of the sites. The development of new management tools adapted to their conditions have helped improve the capacity of communities to manage the resources, and some communities have also benefited from literacy classes to help them use these tools. A wood energy project has strengthened community commitment to sustainable forest management

After the transfer of forest management to communities, seven CBO unions and federations have established forest patrol systems that have contributed greatly to the preservation of about 200 000 hectares of moist forests. CBOs have also carried out forest restoration (with indigenous species) and reforestation programmes (including with perennial crops), using 350,000 seedlings that were produced in their nurseries.

By facilitating networking and collective engagement with other stakeholders, the programme has contributed to strengthening the voice of communities in policy dialogues and decision-making processes. Malagasy CBOs who manage mangrove forests have been linked to MIHARI, the national network of communities managing marine and coastal areas, and regional CSOs have been assigned to accompany CBNRM and LMMA (locally managed marine areas) managers. CBOs in two regions have participated as members of regional committees for integrated management of coastal or in the integrated management of mangroves. Currently, a community representative has also become a member of the National Committee for the Integrated Management of Mangroves, where he brings the voice of communities into decision-making processes regarding the management of mangroves.

Similar initiatives and processes in all other programmes (except ROA Energy, which does not engage in this area) have contributed to over 100,000 ha under management plans, with the largest gains in the **Greater Mekong** and **Indonesia**.

However, the effective engagement of communities requires time, capacity, and resources. In two chiefdoms in **DRC**, the programme has been engaging with communities in a lengthy participatory process using the FPIC approach, and involving 41 Local Development Committees in participatory cartography in order to prevent conflicts that may arise between bordering forest communities users. This has now resulted in eight community forest concession agreements. But while 70 communities have expressed interest in participating in managing 188 577 ha of forests, they will need further support in order to develop the necessary arrangements and management plans.

Short-term outcome 2.2: Communities have increased and equitably distributed benefits from sustainable management/use of natural resources

- **Outcome indicators:** The percentage of target households that perceive an increased benefit from sustainable business ventures generally met or exceeded

targets, the main exception being DRC where the development of business ventures only started in 2016. The share of targets households who perceived that benefits were more equitably distributed followed a similar pattern.

- **Output indicators:** 63 value chains were analysed (target 56) and 56 were also strengthened (target 29).
- 99 improved business models were developed (target 83), and 61 of the developed models were shared (target 35).
- 208 CBOs strengthened their business/entrepreneurship capacity, exceeding the target by almost 100 percent.

This outcome aims to strengthen the sustainable management of natural resources that communities depend on, while also increasing and distributing more equitably the incomes and other benefits – such as food, materials for construction and crafts, access to clean water – that communities and households can derive from sustainable use.

Experience from our previous work indicate that for this to happen, communities need to i) understand market systems better, ii) have access to market information, iii) be able to enter value chains at the right levels, iv) upgrade their production through e.g. value addition and processing, and v) have capacity to develop their own businesses.

Strategies focus on the local level and include capacity building, analysis and strengthening of value chains from a poverty alleviating and rights-based perspective, development of sustainable community-based management and business models, and building favourable links between producers and the market.

The programmes have developed, in consultation with CBOs and communities, a broad range of natural resource based business models and economic activities in areas such as farming and horticulture (irrigated rice, vegetables, avocado, cacao, coffee, cloves, pepper), animal husbandry (livestock, dairy and poultry farming), aquaculture and fisheries (improved management of fish stocks, fish farming, shrimp), forestry (community timber production, agroforestry, tree nurseries), sustainable harvesting of non-timber forest products (rattan, bamboo, resin, honey), and more.

Other economic activities and models that provide income opportunities and/or savings include marketing of clean cooking and clean lighting solutions, and the production and marketing of fuel-efficient cook stoves and other energy-saving technologies. These activities also deliver direct benefits in education, health, energy access and other aspects of human wellbeing.

The applied methods are equally varied, ranging from traditional savings and credit/revolving funds and “cascade” small livestock schemes, targeted training and extension services, and improved market information and access, to more advanced and innovative value chain analyses, community products marketing schemes and payment for ecosystem services (PES) programmes. The promotion of community-based natural resource management arrangements, which are described under Outcome 2.1, has contributed to creating new opportunities and improved conditions for many of these ventures.

In the **Heart of Borneo**, a common initiative of 22 CSOs and CBOs was formed to promote community economy and products and develop a strong business framework. Promising field models include a fisher folks association and a local trade network in Central Kailmantan, organic cacao farmers in East Kalimantan, and farmers groups in West Kalimantan that started business operations to supply produce and eggs to a timber company. One important lesson learned about creating economic benefits, or building the capacity of producer groups to enjoy the benefits of sustainably managed resources like river and lake fisheries, is that there is not necessarily a positively linear correlation between the financial investment in the form of sub-grants and material resources, and the success of the economic enterprise. From the experience of river fisheries in Central

Kalimantan, success in building economic resilience is higher when minimal material support is provided and more attention and investment is placed into trust-building, relations, building local ownership and shared interests.

Through many of these initiatives, households in food-deficit areas have shortened the lean season, while improved incomes in the communities can also promote their access to health services and education. Finally, there is ample evidence that improvements in living conditions can strengthen the motivation of local people to take ownership of biodiversity conservation and stewardship of their local ecosystems.

Community livelihoods can also be improved by reducing damage and losses. In the **Miombo**, communities bordering protected areas bear the brunt of crop losses and livestock predation from wildlife. In Tsholotsho District in Zimbabwe, elephants and other large herbivores have caused significant damage to crops and infrastructure as they stray from a park nearby in search of water and forage. The destructive tendency of elephants has a knock-on effect on locals' attitude towards wildlife and conservation efforts, who sometimes resort to retaliatory killing of the 'problem' animals. Through a partnership with a national CSO, the local communities and district council have collaborated to reduce local people's vulnerability. The identification of priority locations and the design of measures were done through participatory processes, and benefitted immensely from locals' knowledge of elephant movements and behaviour. "We are happy that our children who used to skip lessons to guard fields now attend school regularly", says one local village head.

Sustainable forestry

The establishment and development of community forestry schemes has not only provided conditions that allow communities to generate income, but also to attract funding for investments in sustainable enterprises.

The **Coastal East Africa** programme facilitated the assessment of value chains, for timber in the Ruvuma landscape in Tanzania and for shrimp in Mozambique. These value chains are expected to promote sustainability of these resources as well as increase in community income.

The Ruvuma initiative has facilitated the establishment of ten additional community managed forest reserves/village forests. These villages have finalized their land use plans, a key step for securing tenure on land, forest and ultimately creating a conducive enabling environment of business and financial investments. The local communities have been supported through a partnership between local organisations, WWF and District councils to scale up Participatory Forestry Management business models and support, and to strengthen community forest enterprises. This consortium was established in order to empower local communities to have strong institutional base in order to manage and benefit from forestry resources through technical and financial support, and has been reported to have huge impact in ensuring timely implementation and maximizing human resources.

The villages involved have generated around SEK 2 million from sustainable harvesting and sale of timber, most of which is invested in development projects in the villages. With technical and financial support from the programme, more villages have established Village Natural Resource Committees (VNRC), in which at least one-third of the members are women.

The programme in the **Greater Mekong** has developed a Community Forestry Enterprise Manual that is used to build CSO capacity projects in Cambodia, Laos and Vietnam. As a result, two new CBOs of rattan project have become legally recognised, and have been receiving strong commitments and finance and technical support from Government agencies, banks (for loan to set up native and rattan species nursery), and other developers.

Beekeeping for poverty alleviation and Miombo forest conservation

The buzzing noise of bees in the Miombo forests brings hope of economical emancipation. Idah Katemba, a widow who lives in poverty with her 6 children.

Traditionally, beekeeping in Bangweulu has been a predominantly male occupation. The programme is promoting beekeeping as part of an incentive based conservation initiative, which has opened opportunities for increased honey production and women's participation in poverty reduction while also sustaining nature conservation goals.

"I started engaging in beekeeping in 2011 hoping to sustain my family", Idah remembers. "Unfortunately, for almost four years I never harvested anything, because I lacked the knowhow."

Idah has since joined a group of bee producers and received technical support.

"For the first time in December 2014, I managed harvest 60 Kg of comb honey. The money I got was enough to buy school requisites and pay school fees for these 3 children you see."

The programme, in partnership with Caritas, also supports business development and better financial management, and has facilitated the formation of savings and internal lending communities. Idah Katemba has been able to save some money, and now wants to borrow to start other businesses and invest more in beekeeping.

"Bee keeping is a real business opportunity that any person can do, and is important in conserving forests as the trees provide bee forage. We have abundant trees here."

The capacity building efforts have been a major source of new confidence in the communities, and the appreciation of the importance of trees has led five CBOs in Bangweulu to identify 3,200 ha of forest for which they want to develop management plans.

Sustainable energy and energy access

Improved access to reliable, affordable and safe sources of energy is an important aspect of human well-being.

The **ROA Energy** programme has contributed to expanding access to sustainable energy solutions through model energy access initiatives. Building on experiences and models from the Kasese Clean Energy Champion District in Uganda, eight new sustainable energy projects have been established across Eastern and Southern Africa. The promoted solutions focus on clean cooking and clean lighting, but also include a solar powered irrigation system. Multi-stakeholder approaches have been applied in developing, testing and demonstrating the innovative solutions, and governments have been engaged in developing innovative policy options (such as tax incentives and disincentives) to encourage private sector investments and discourage unsustainable energy practices. We also cooperated with private sector in promoting community awareness of solutions as well as facilitating last mile distribution of the key solutions.

In order to facilitate a long-term market development that can continue to thrive long after the project, the programme has supported market-based approaches whereby communities have to make significant financial contributions to access the solutions. Where this was not deemed to be possible, solutions have been demonstrated in public institutions such as schools to build awareness and stimulate future market demand. These model initiatives have played an important role to influence at the national level, as they demonstrate that sustainable energy solutions are feasible when the right policy and institutional frameworks are in place.

Two rapidly growing CSO networks in **DRC**, with a large majority of women in the local associations, have to date produced and marketed of almost 6,000 fuel-efficient cook stoves. This work has been linked to well-coordinated value chains that enable these

networks to benefit from trade opportunities. Business plans for sustainably produced charcoal have also been developed, which has helped the cooperatives to better manage their forest plantations.

Youth

Youth are important drivers of change, which the programme has successfully mobilised to stimulate business development in local communities.

Applying a holistic approach to learning by linking ecological, social and economic aspects of people's daily lives, the **ESD East Africa** programme has been working with various youth groups and schools to engage youth and community members in environmentally friendly livelihood enterprises. Youth enterprises have also started to put together and distribute to others price lists and other market information for the different commodities that their community produces, to ensure that the communities can optimise revenues from their produce.

Capacity building, coupled with support for sustainable entrepreneurship, has proven to not only contribute to income generation, but it is also a source of motivation and inspiration for youth groups to engage in conservation. Because of this, many youth and community CBOs have sprung up in and beyond the programme areas, wanting to be included in the youth development initiatives in the ESD processes.

Payment for ecosystem services

Provided that they are properly designed, systems that provide payment for the maintenance and protection of ecosystem services can serve as mechanisms that can contribute to increasing and equitably distributing community benefits – economic, physical and socio-cultural – from sustainable management/use of natural resources among communities, while also supporting the delivery of biodiversity conservation outcomes. The CarBi component in **Greater Mekong** (where the civil society support is linked to a larger programme funded mainly by KfW) includes one such mechanism that rewards local resource users, organized in community committees, for supporting the delivery of biodiversity conservation outcomes in villages around the Xesap National Biodiversity Conservation Area in Laos.

The **Africa Rift Lakes** is exploring opportunities to design a PES system whereby private sector entities would compensate community-based associations in the Mara river basin for protecting the watershed. The project is responding to this challenge through a process of developing a business case for PES in order to convince the private sector partners. WWF Kenya has already developed and implemented a similar system in which commercial flower farms around Lake Naivasha pay compensation to upland farmers for maintaining water quality and water flows.

3.3 Cost Effectiveness

The cost effectiveness of the programme can only be described as high, given that targets have been met, exceeded or greatly surpassed for 14 out of 16 medium-term and short-term outcome indicators, and for all 20 output indicators. Results for two short-term outcome indicators scored only slightly below targets.

The programme has benefitted from being linked to, and being able to draw on synergies with, other WWF interventions which are funded by WWF Sweden or other sources. Examples include the close link between the rattan components in the Greater Mekong, which has been implemented within the framework of a larger program that is funded through WWF Sweden's partnership with IKEA, and the Coastal East Africa programme that has also been supported by the WWF offices in Denmark, Finland and Norway.

In addition to the results that can be monitored within the programme framework, the programme has also contributed to the development of tools, guidelines and approaches that are integrated and applied by other parts of the global WWF network – and benefited from those that have flown in the opposite direction (such as three of the main monitoring tools that are used in the programme, which were developed by WWF UK). WWF Sweden’s strong engagement in the WWF Nordic+ group, and with several of the programme partners in the global SD4C community of practice, are the main avenues for such exchanges.

Similarly the result of capacity building, through approaches such as training-of-trainers in particular, is likely to spread and multiply beyond the sphere of programme monitoring.

4. Approaches and methods

4.1 Civil society and partnerships approach

It is widely felt across the WWF network that the most effective way to achieve the vision of people and nature living in harmony is to work in partnership with other actors in society to help implement and advocate for a more sustainable use of natural resources. WWF works to promote the development of a vibrant and democratic civil society that strengthens the ability of people living in a state of poverty or marginalization to improve their quality of life. The programme aims to develop strategic long-term partnerships and coalitions with and among civil society actors at different levels to strengthen them in their role as key actors in policy and decision-making and in sustainable natural resource management.

Partnerships are facilitated based on the relevance, mandate, objectives and roles of each partner. The principles for and ways in which WWF engages in partnerships with other CSOs is described in the Guidance Document that the SD4C network has developed and adopted, with very substantial input from WWF Sweden and its Nordic+ colleagues (Annex 5).

How these approaches are implemented depend to a very large degree on the specific contexts in which the different interventions are implemented, the particular problems that the programmes aim to address, and state of civil society organisations in the programme areas.

An analysis done by the **Heart of Borneo** programme illustrates how the distribution of support to different categories of CSOs/CBOs can reflect their respective roles in the programmes. In North Kalimantan, fairly large shares of the funds have been allocated to two indigenous peoples' networks at the local level, and to two national level CSO networks. This reflects a focus on institutional and capacity building locally, and support from the national level for marketing of community products. In the case of Central Kalimantan, the top recipient of funds was a local indigenous peoples network that was entrusted with the social mapping of indigenous areas and territories. By contrast, the East Kalimantan and ESD components have disbursed more funds to CSOs based outside the provinces, who support CBOs mostly as trainers and technical experts. The main reason cited for limited disbursement to local organizations is their capacity to administer sub-grants.

Working with small/weak/informal partners

Many of the interventions in the programme have been providing grants and/or other forms of capacity support to small and informal CSOs and CBOs through larger and more established organisations.

The programme partner that has implemented this model most consistently is WWF **Cameroon**. At the start of the process WWF identified the areas (indigenous peoples rights, livelihoods/business development, ESD, youth, etc) in which support for civil society was most needed. CSOs with a local presence and interest in one or more of the targeted intervention areas were invited to a workshop where the criteria for assessing their institutional and technical capacities and interests were defined through a participatory process. Assessments that followed provided the basis for selecting CSOs to engage with.

Six selected CSOs were supported to develop their own work plans and budgets, thereby creating a strong sense of ownership among the CSO. Three-year MoUs were signed with the six CSOs, who then received annual grants for implementation of their respective plans and an unrestricted institutional support package for the organisations.

On their part, the six CSOs have replicated the capacity assessment and selection process and engaged with over 30 CBOs and 9 ESD pilot schools. The CBOs have led the development of their own capacity strengthening plans based on their institutional and technical capacity assessments, and then been supported by the six CSOs to implement them. Some capacity development initiatives have included WWF facilitation based on demand, but the CSOs have also sourced support from other individuals and institutions. In the early stages of the project, WWF supported the selection of consultants, but as CSOs acquired the capacity to engage with and manage third parties they have increasingly taken charge of the process.

There are other cases within the programme where we operate in areas where there are no independent CBOs, such as in a human/wildlife conflict mitigation pilot project in the **Miombo** programme. Here, the programme works directly with existing community structures that are overseen by traditional leaders (village heads and chiefs) that have been used to facilitate community participation. As the project resonated well with communities frequently exposed to crop damage by elephants, community members were easily mobilised and engaged in the erection of wildlife conflict mitigation barriers. Efforts will now be made to also integrate this traditional set up into the CBO coordination and environmental sub-committee structures that are being put in place.

There are also several cases within the programme where WWF has been instrumental in the creation of local organisations, or at least in inspiring them to revitalise their vision/mission. This is not unusual in conservation landscapes where the civil society that exists often consists of a fragmented constellation of village or customary organizations. While the emergence of such CBOs can be regarded as an important contribution to the empowerment of civil society, there are also associated risks. One obvious risk is that of dependency on WWF, which needs to be addressed through the strengthening of CBOs toward more autonomy and ownership of their own development and conservation visions.

Another risk, noted in the **Ring of Fire** programme, is the concern among some CSOs and CBOs that when the forums and coalition that are formed become legally registered, they may transform into new organizations that can potentially reduce the role of their CSO and CBO members. In such situations, the CSOs and CBOs need to decide for themselves what kind of collaboration they need. In one of the provinces, the members CSOs decided to keep the coalition informal, and delegate to one of the CSO members to manage grants, reporting and other project mechanisms under a collective agreement with all coalition members.

WWF's own engagement and added value

So far, the **Greater Mekong** programme is the only implementing partner that has developed a specific framework to guide their engagement with other parts of civil society across all their operations.¹⁵ The process resulted in a roadmap, baselines and guidance for CSO partnerships, to be integrated with the regional programme's strategic plan 2016-2020. The document also supports the strategic plans of the five country offices in the region, and their engagement within the network's SD4C community of practice. It is, however, not yet fully mainstreamed due to challenges that include the need for more in-house capacity and expertise, and for developing and integrating supporting impact indicators and monitoring systems at landscape and programme levels.

The **Heart of Borneo** programme is in the process of drafting sub-grant disbursement guidelines that are expected to also help make partnerships with other CBOs/CSOs more equitable. The draft includes proposal to establish a 10% core funding scheme for

¹⁵ *GM Guidance Framework on CSO Engagement and Partnership (2015)*

each sub-granting agreement to be used for institutional building, support of staff, and recruitment. The importance of building institutional capacity and trust as a basis for framing an emerging partnership can be illustrated by the case of the cross-boundary forum for indigenous peoples organisations, FORMADAT where an MoU was sealed only after 10 years of collaboration and support to the communities of the highlands of Borneo. In the future, WWF Indonesia proposes to set a target on how many of these still 'ad hoc' engagements can be upgraded into more equal partnerships supported by long-term resource investment and commitment.

To counter the risk of growing dependency by CSOs and CBOs on WWF, several WWF offices have helped CSO partners identify and access alternative sources of funding. One successful case is the Working Group ICCAs Indonesia (a CSO coalition for advocacy on Indigenous and Community Conserved Areas, where WWF is also an active member), which initially only depended on WWF sub-grants. The **Africa Rift Lakes** initiative has also identified the need for more deliberate efforts to facilitate strategic partnerships with organisations that can address the social development needs of the communities with which they more effectively than WWF can.

4.2 Human Rights-based Approach

While WWF as a network has not explicitly committed to apply a Human-rights Based Approach (HRBA) throughout its work, the network's policies on human right, indigenous peoples' rights, gender and poverty all embed the four principles that make up the cornerstones of that approach.

WWF Sweden's working paper, *Approaching Conservation from a Rights-Based Perspective*, was developed in the preparation of the present programme¹⁶ to provide guidance on how the HRBA principles can be applied in programme implementation. Experiences from the programme, through the engagement of programme partners in various network structures, support the further development and operationalization within the WWF network of HRBA in the context of conservation. WWF has also contributed with local experiences to two reports by two UN Special Rapporteurs – on Indigenous peoples and human rights, and on Human rights and the environment – both of which point to the need for making human rights and conservation mutually and positively reinforcing.

The programme partners also realise the importance of demonstrating and practicing the HRBA principles within the programme and across all of WWF's work. This requires ongoing internal monitoring, capacity building and integration of HRBA in orientation for new staff, and a stronger commitment by managers at all levels. The programme, through its staff and the positive experiences that are gained in the implementation, is contributing to making the organisation better at "walking the talk".

WWF's work with civil society aims at strengthening the voice of poor and marginalised communities and groups, including indigenous peoples, to claim and uphold their rights to access and manage the natural resources upon which they depend for their survival and development.

One challenge in implementing HRBA is the fact that HRBA is still a new concept to some of the CSOs and CBOs that the programme engages with. Furthermore, in some contexts the championing of rights and demands for accountability on critical issues of natural resource governance is viewed with suspicion, and CSOs may be accused of being anti-government or driving a foreign agenda. Caution and sensitivity is required in all engagements to create awareness and a correct understanding HRBA among both rights-holders and duty-bearers.

¹⁶ Annex 6 to the proposal for the programme 2014-2016.

WWF also needs to continue to invest in developing tools for mainstreaming and monitoring of HRBA throughout their work. In addition to those provided within the network or by the programme, initiatives in this direction have also been taken by implementing offices. For example, the Coastal East Africa programme has developed a set of supplementary indicators to track livelihood, gender and human rights aspects with the Management Effectiveness Tracking Tool (METT), which is one of the most widely used systems for assessing protected areas such as national parks and nature reserves. In Cambodia, members of a Community Protected Area have successfully used rights mapping as a tool for documenting and defending their traditional rights against a company that was cutting down their resin trees.

Gender and diversity

The WWF Gender Policy Statement (2011) is the last of four “social policies” that have been adopted at the network level. There is still insufficient practical guidance available in the network on how to effectively integrate and monitor gender aspects in programmes and projects. Staff working in the WWF Sweden civil society programme have drafted a working paper on *Gender and Social Diversity Mainstreaming in Conservation*¹⁷, and compiled a set of checklists and other resources for the development and review of programme proposals. Programme staff has also become engaged in the recently formed Gender Task Team at the WWF Network level, which has started to make WWF Sweden’s and other offices’ tools and resources available at to the whole network via a dedicated gender site on the WWF intranet, and actively contributed to the development of a Gender and Social Diversity guidance paper to be linked to the WWF Standards of Conservation Project and Programme Management (PPMS).

Although gender is fundamentally an issue of equal rights and opportunities, it is also well known that women's participation in the management of natural resources increases effectiveness and efficiency. CBOs in which women are active also become more responsible, dynamic and transparent in their management.

Despite this, the exclusion of women from natural resources management and associated decision-making processes is still significant across communities in many of the programme areas. For example, during a survey in East Africa communities indicated that participation of women is limited in most village forest management institution meetings, and that when they attend they do not participate in discussions. There were also reports from some villages that men restrict the representation of women in village leadership positions.

Several of the programmes have supported CBOs to craft constitutions that provide for women in leadership positions, or contributed to breaking up of gender barriers in male-dominated areas such as apiculture by extending group membership to women. Others have specifically developed interventions based on the needs and voices of women (e.g., fish products, food and biodiversity, teachers and schools) and/or engaged with women’s organisations.

Women, biodiversity and food security has been a new focus for the **Heart of Borneo** programme, and one that looks very promising. Initially, a survey on traditional agriculture, food crops and index of agro-biodiversity in relation to food vulnerability opened new and interesting perspectives on the role of women in traditional agriculture and food preparation, and ways in which women can be further empowered as economic actors to contribute to sustainable natural resource management and change agents for sustainable and equitable food systems. One CSO is working with women traders to

¹⁷ See Attachment 12 to our civil society programme proposal for 2017.

develop the local women's market into an organic and certified market and empower the women entrepreneurs.

In the participatory forest management model that have been promoted in **Coastal East Africa** (see Outcome 2.2 above), most forest management plans require that at least one-third of the leadership teams in the Village Forest Management Committees should be women. As a result, women have been empowered to also become leaders in village councils, and by providing them positions and special seats to lead and participate in conservation activities.

4.3 Conflict sensitivity and management

Competition over the access to and use of land and natural resources is a very common cause for conflict – between groups within local communities, between local communities and groups claiming to represent the “national interest”, between traditional users and new commercial actors, between rival groups within the private sector, and between countries. Just about any intervention that aims to influence how land, water, ecosystems, natural resources and biodiversity are used – or protected – will somehow be entangled in, affected by, and will also themselves affect some of these conflict lines.

The extent and severity of conflict over natural resources is likely to increase in the face of factors such as climate change and the growing consumer demand that comes with economic growth. The programme aims to contribute to reducing the risks for accelerating conflicts by securing long-term availability of natural resources, while also addressing existing conflicts in ways that protect and promote the rights of, in particular, local and indigenous communities that have been the traditional stewards of land, water and forests.

Given that the **DRC** programme focuses on the troubled Eastern parts of the country, it is hardly surprising that this office has developed some of the most proactive approaches to conflict sensitivity and conflict management within the WWF network. Under the civil society programme a training manual has been produced, programme staff as well as CSO and CBO partners have attended training courses for conflict sensitivity and management, and the approaches have been put into practice. In the context of the Itombwe reserve (briefly described under Outcome 1.1 in section 3.3) the participatory delineation process and setting of baseline social indicators allow the impacts to be monitored and the root causes of conflict with local communities to be effectively addressed. The trainings and workshops brought together representatives of the provincial and local administrative units, civil society, farmers' associations, traditional chiefs, international NGOs and the press. These experiences have informed other partners in WWF Sweden's civil society programme, and are being used in the development of approaches to be implemented in the years to come.

Conflicts that pose direct security threats are a reality also in some other programme areas, such as in Northern Kenya and in parts of the Greater Mekong region. But conflict sensitivity and management is also applied in areas where conflict lines are not as obvious, and the acute levels of conflict not that high. In the context of geothermal energy development in **Indonesia**, a provincial CSO platform has facilitated conflict resolution between local communities, developers and government agencies and made all parties agree to implementing the FPIC principle to ensure the social acceptance and sustainability of the development (see also Outcome 1.1). In **Thailand**, the programme has supported a local CSO that works to promote community forest management, where a manual on participatory approaches to conflict management has been used.

The **ESD** concept is another way of promoting cohesion and a unity of purpose in communities. ESD Whole School can play a catalytic role in raising the enthusiasm and willingness of communities and schools to participate in sustainable natural resource

management. Coupled with strengthened civil society, this can increase the level of community support for natural resources protection and reduce potential conflicts.

4.4 Aid and development effectiveness

As a provider of development funding to partner CSOs, WWF Sweden has continued to develop its adherence to and implementation of the five aid development principles.

In order to *align* with partners' systems, WWF Sweden bases its reporting requirements from the programme offices on the standard network format for Technical Project Reports (TPR). A few additional sub-headings have been introduced in order to ensure sufficient and consistent reporting on the application HRBA and aid effectiveness principles.

In 2014 and 2015 the WWF Nordic+ group (which also includes the UK) made considerable efforts to come up with a more *harmonised* approach to reporting for the ODA funded WWF civil society programmes of the five offices. This proved to be impossible due to the very large differences in the reporting requirements of our respective back donors.

As three of our offices initiated, in late 2016, their respective processes for developing proposals for a new phase of their programmes, the partner offices have been encouraged to base their country programme proposals – to the greatest possible extent – on the exiting results framework of their national strategies and other related programmes. This will help reduce their burden of reporting in the countries where the Nordic programmes overlap.

With regard to *ownership*, the programme has doubled the share of programme funds that are transferred as direct grants to CSO and CBO partners, from around 20 % in 2013 and 2014 to 42% in 2016. Ownership has also been strengthened in cases where the support to CSO partners is indirect, i.e. through the application of participatory capacity assessments, and participation in the design and implementation of capacity development plans.

Core support has not been provided to any of the programme offices – this has not been seen to be compatible with the objectives and guidelines of Sida's civil society budget line – but WWF Sweden has, together with Nordic+ colleagues, provided basket funding for the Coastal East Africa Initiative as a pilot. However, as was mentioned in section 2.1, this programme was discontinued in 2016 and responsibilities transferred to the three participating country offices.

While the number of CSOs that receive programme support has increased compared to earlier WWF programmes, only a few have so far received grants on terms that resemble core support. The main reasons for this are:

1. Most of the partnerships were only initiated at the start of the programme in 2014. The programme offices thus did not have the knowledge and experience of working closely with the CSOs that provision of core support may require. There is, generally, also little experience in the programme office to work with core support as a modality
2. The programme engages with a large number of small, weak and informal civil society partners – and CBOs in particular – which do not have sufficient systems in place.

As more experience of collaboration is gained, and the capacity of CSO partners strengthened, there is good potential for the programme to increase the share of CSOs that receive programme and core support during the next phase.

On the issue of *accountability*, as has been noted in section 2.1, the WWF network has established a Project Complaints Resolution Process through which communities and groups can engage with WWF to resolve any issues related to the respect for and implementation of the network's human rights and social policy commitments. The

mechanism requires WWF offices to inform partners and communities about this mechanism and how it can be accessed.

As outlined in sections 3.1 (The programme-wide results framework) and 2.3 (subsection M&E System), the programme is being implemented under a comprehensive *results-based management* system.

At the partner workshop in Tammsvik at end of the programme period, WWF Sweden also ran a small trial with the participants from partner offices in using the #CSOcheck tool to assess all of our respective offices' compliance with the global CSO community's own *Istanbul Principles for CSO Development Effectiveness*. This trial is being evaluated and will be followed up.

4.5 Sustainability

The programme is designed to contribute to sustainable results in terms of the capacity of civil society organisations, lasting changes in key policies, laws and regulations, and natural resource management models that can deliver benefits in the long-term while also protecting the integrity of ecosystems and biodiversity. Experience suggests that success of conservation initiatives is greater where these initiatives are directly and clearly linked to economic and social benefits that accrue to local communities and also to government authorities.

Ownership and participation by CSOs and communities in the design, planning and implementation of programme activities is the essential starting point in the pursuit of sustainability in terms of local and resilient organisations that can carry on after the end of the programme. Success depends on the extent to which the organisations can mobilise and represent community members and other constituents with legitimacy and credibility; on their ability to protect and expand a political and cultural space that enables meaningful civil society engagement on issues of interest to their constituencies; and whether they can diversify and increase their sources of regular revenues to avoid economic vulnerability and dependency.

The sustainability of interventions in the civil society programme is also affected by the degree of success in mainstreaming and integrating CSO partnerships into other WWF programmes that are funded from elsewhere. In many cases there are already strong links: the connection between the civil society programme in Greater Mekong and interventions funded through WWF's longstanding partnership with IKEA has already been mentioned. Similarly, the Miombo programme has funded capacity building and implementation of HRBA by CSOs in human/wildlife conflict mitigation, while a GEF/World Bank funded project supported the associated physical works. The entire project has moved to a GEF funded project as of 2017.

In cases where the CSOs are successful in changing laws, policies or practices of government or private sector actors – like the integration of EDS into national education curricula – sustainability is achieved through these results themselves. The results may however be temporary, as changes in government or less public attention to the issue can lead to these decisions being revoked. The CSOs thus need to stay vigilant and continue to promote, support and monitor implementation.

Interventions in the regions have worked with a range of approaches and tools to promote the economic sustainability of CSOs and other ventures. **ROA Energy** has made impact investments that have a great potential to provide sustainable funding for sustainable energy interventions, and one of the CSO partners has made agricultural investments that have enabled the organization to generate more than USD\$ 50,000 per year to cover its core budget and build a fund for constructing a permanent office.

At the community level, the programme has supported the design and implementation of benefit sharing schemes that distribute incomes from sustainable harvesting of natural

resources (i.e honey) to community members while keeping a part of the revenues to cover the operational costs of cooperatives or similar institutions. Savings and Internal Lending Communities (SILC) and similar methodologies can support economic sustainability at group or family level.

4.6 Revisiting the global results framework and Theory of Change

The fact that the programme has been implemented under a fairly detailed global results framework has been positive in many ways. In addition to the obvious, that it has allowed us to monitor and report achievements in an aggregated and unified way, it has also served to clarify and reinforce the main direction and approaches of the programme across all interventions.

On the down-side, while the global framework was developed with the very active participation of all WWF offices that take part in the programme it provides little room for local adaptations, and thus also for input from partner CSOs.

For the next phase of the programme, WWF Sweden and the programme partners have agreed to limit the joint global framework to a small number of outcomes against which all programmes can report on the basis of shared indicators. Additional outcomes, as well as all outputs, will be defined locally by the country offices in consultation with their respective partner CSOs.

In the autumn of 2016 the programme partners also initiated a process of revisiting, updating and refining, on the basis of experience, the Theory of Change (ToC) that underpins the global programme. The Desired Change that we will jointly strive to contribute to – with a focus on the role of people and communities in influencing decisions and receiving benefits from the sustainable use of natural resources – remains essentially unchanged. However, the ways in which programme partners and the CSOs/CBOs and platforms that they work with will contribute to the desired change will now be guided by a more flexible and adaptive model than the current results framework. The Desired Change of the draft global ToC framework, and the eight proposed conditions for that change, are now being used as a common frame of reference when the participating WWF offices develop their programme proposals (including locally specific theories of change) for the coming five years.

5. Financial report

The total amount received from Sida for the period 2014-2016 is SEK 177 026 000 for the Framework agreement between Sida and Världsnaturfonden WWF, including administration of SEK 13 049 301. Interest income for the period is SEK 146 347, and has been refunded to Sida 2015.

WWF Sweden's Annual Financial Report

WWF-SEs financial statements will be approved by the annual meeting on 14 June and will thereafter be sent to Sida.

Overall financial report

The annual financial reports for 2014 and 2015 including administrative costs are attached in Annex 3. An annual financial report including audit report, management letter and response for 2016 with comments concerning deviations is attached in Annex 2.

How the transferred funds are used in the projects

During this year WWF has accounted for how much of the funds that are used by other NGOs and what is used by WWF. The financial statement includes a breakdown of the used funds in three parts:

1. The proportion of funds used in the regional WWF offices
2. Costs associated with the direct collaboration with partners / NGOs (meetings, training, etc.)
3. The proportion funds transferred direct to other partners / NGOs.

The following shows the distribution for 2016 (note that these funds are funds used by WWF Offices in the programme areas and also includes WWF Sweden's costs):

1. WWF Direct Costs	31 785 189	45 %
2. Costs Paid by WWF for NGO/CBO	8 801 706	13 %
3. Direct Transfers to CBO/NGO	29 494 673	42 %
Total	70 081 568	

List of annexes

- Annex 1: RBM Matrix with results 2014-2016**

- Annex 2: Annual financial report for 2016, including audit report, management letter and response**

- Annex 3: Annual financial reports for 2014 and 2015**

- Annex 4: WWF Sweden's Strategy 2016-2020**

- Annex 5: Guidance Document on WWF Engagement with Civil Society Organisations**

- Annex 6: Människa och natur i harmoni – civila samhället i fokus**