

VfD External Learning Review

Management Response

WWF Sweden

April 2023

Introduction

WWF Sweden commissioned an external learning review of the Voices for Diversity (VfD) programme. The review was conducted by Organisational Development Support (ODS). The aim of the review was to substantiate significant signs of change and harvest key learning insights and promising practices from 2021 to 2022. The learning review took place between October 2022 and February 2023, covering the implementation period of January 2020 to October 2022. The review sought to assess the internal and external relevance and effectiveness of the programme from national to global levels.

The expectation for this review was that the findings and recommendations will help identify any needed course corrections in the VfD approaches and strategies and bring valuable external reflections to help strengthen the programme in 2023 and beyond.

Scope of Implementation

WWF's management response, presented here, addresses the recommendations put forward by ODS. The implementation of these recommendations requires different timelines. It is therefore important to sequence the implementation of these recommendations in a short, medium, and long-term time scale, although such sequencing is not linear in some contexts. Some of the recommendations contained in the report are not resource neutral and WWF's ability to fully comply with them depends – at least in part - on the availability of resources.

WWF Sweden together with Practices and offices involved will lead the implementation and tracking of the actions to implement the recommendations below and will count on the support of several other actors within the WWF Network with shared responsibility for the actions and intended results. It is important to note that some of these recommendations are context dependent. WWF will regularly assess by whom and in which context the implementation of these recommendations is appropriate.

Some of the recommendations address theoretical aspects of the programme and would require clarification of conceptual issues, drawing on internal expertise or external subject matter specialists so that we are collectively better able to apply the concepts in our practical work. This would require extensive capacity building, in-action support and mutual strengthening and learning.

WWF Sweden will collaborate with all partners in the implementation of these recommendations through various processes and mechanisms including during bilateral calls with partners, through the Programme Coordination Committee (PCC), during the annual learning and reflection workshops as well as through engagement in the ongoing network-wide policy processes when needed.

Management Response

Domain pathway 1-4: Empowered Rights-Holders – Expanded and Inclusive Space

Recommendation 1: Promote meaningful participation of rights-holders in policy processes at national and global levels.

Management Response: WWF appreciates the recommendation to strengthen meaningful participation of rights-holders in policy and decision-making processes. It is also a crucial learning for VfD that awareness-raising and capacity building of rights-holders is necessary, but not sufficient, to enable rights-holders to claim their rights. However, claiming rights in a policy and decision-making process depends on the political context and to a large extent on functioning and open civic space. For example, the programme has enabled meaningful participation of local communities in the revision of CBNRM law in Madagascar. Once adopted by the parliament, the law will provide an improved institutionalised process of participation of local communities in the governance of natural resources. Similarly, in Kenya, through expanded and inclusive space, the programme has contributed to halting an amendment of the forest conservation and management bill. In these contexts, civic space is relatively well functioning, providing opportunities for rights-holders and their legitimate representatives to claim rights. However, in constrained civic spaces, forging meaningful participation of rights-holders is challenging and risky both for WWF and its partners. The VfD strategies in forging meaningful participation in these contexts is through convening constructive engagement between duty-bearers and rights-holders where possible as well as using regional and global levers to advocate for inclusive and expanded space at national levels. At the global level, space varies across policy processes. For example, the CBD arguably provides the most advanced framework for the participation of indigenous peoples and local communities among the multilateral environmental agreements (MEAs). However, there are significant challenges for Indigenous People and local communities' participation in other multilateral policy processes such as the CITES. It is important to note that both agreements are inter-governmental policy processes, dominated by state Parties. This obviously affects the effectiveness and meaningfulness of Indigenous People and local communities' participation to influence negotiations and key decisions within CBD and CITES. WWF agrees that due to the complex nature of these policy processes, the relation between participation and real influence is less clear. However, providing the enabling environment for Indigenous People and local communities participation (e.g. covering travels, logistics, language interpretation) as well as mobilising collective actions, advocacy and networking, is considered crucial to have influence on key decisions in global policy processes as witnessed in the CBD.

Key Actions

	Lead	Timeframe	Status	Follow-ups
Short-term: Develop a guideline and training for WWF Network to navigate constrained civic space.	Governance Practice	2023	Initiated	The Support Tool on Civic Space and EHRDs has been developed and it is currently undergoing an internal signing off process. It will then be launched engaging diverse actors from the network to get



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				improved knowledge on navigating closed space and mitigating risks to both WWF, CSOs and individual human rights defenders.
Short-term: Network and strengthen indigenous peoples and local communities and their CSOs advocacy capacity toward the UN mechanisms.	ICA & Tribal Link and WWF offices	2023	Initiated	Training is planned for 2023. ICA will follow post-training activities with indigenous peoples and local communities' participants.
Short to medium-term: Building capacity and internal understanding on equitable partnership with indigenous peoples and local communities and representative organisations/groups to strengthen collective advocacy	Governance Practice and WWF Sweden	2023-2024	Planned	Continue discussions in team meetings and organise specific sessions based on initial mapping and tools for deeper reflection and guidance on equitable partnerships for effective collective advocacy action in the team and with partners. Drawing on the Leading the Change programme initiative on how to practise equitable partnerships with indigenous peoples and local communities and their networks.
Short to Medium-term: Integrate awareness raising and guidance on working in constricted space, and how to support and collaborate with CSOs, on advocacy in the advocacy training and toolkit.	GPAT and Governance	2023-2024	Initiated and planned	Part of the training module for face to face and online training planned by GPAT and in collaboration with Governance, drawing on the Support Tool on Civic Space and EHRDs developed by Governance and the Advocacy Toolkit.
Medium-term: Strengthening, linking, and engaging, indigenous peoples and local community networks, and women networks and youth networks, at national and global levels for implementation of GBF and other global commitments.	Country Offices, Governance Practice and NTFP-EP	2023-2024	Planned	WWF Myanmar and NTFP-EP are already enabling exchanges at regional level between indigenous peoples and local communities organisations. For the coming



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				years, these exchanges will be strengthened and raised to a global level. At subnational level, WWF Kenya and partners are linking indigenous peoples and local communities to county level CSO networks as a first step.
Long term: Influence the opportunity structures (laws regulations and institutions) for meaningful participation in national level policy processes such as the NBSAPS review, implementation, and monitoring	Country Offices and IWT and Governance Practice	2024+	Planned	In Madagascar WWF and a partner will continue to revise the implementation of the GELOSE law. In Kenya, WWF and partners will support the development of a public participation law in Narok county and advocate for the implementation of the law in Nakuru county.
Long-term: Influence CITES to establish a mechanism for space and participation of Indigenous People and local communities.	IWT Hub	2024+	Initiated	An information document was developed for the CITES Parties at CoP19, and WWF will engage with the inter-sessional working group concerning bringing Indigenous People and local communities into CITES decision-making processes.
Long-term: Coordinate the ICA with other similar initiatives to identify ICA niche and comparative added values.	Governance	2024+	Planned	Regional consultations in Latin America, Africa and Asia were conducted to understand the interest in the academy and identify organisations interested in supporting its establishment. Recognising that there are other initiatives, it is important to ensure that the ICA has its own comparative advantage and seeing how different initiatives can strengthen each other.
Domain pathway 1-3: Empowered Rights-Holders – Accountable and Responsive Duty-Bearers				



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Recommendation 2: Support Indigenous People and local communities and their CSOs to hold duty-bearers to account on national and global binding commitments.

Management Response: WWF agrees with the recommendation to support indigenous peoples and local communities and their CSOs networks to hold duty-bearers to account for their global and national commitments. WWF initiated the accountability process for national level policies and legislative frameworks. This included the biodiversity scorecard process in Madagascar focusing on governance of natural resources at local level. In Mozambique, this process was unfortunately halted due to unsubstantiated integrity issues, a matter which was resolved and closed in December 2022. The original accountability hypothesis was that the GBF would have been adopted by the end of 2020 and WWF would support Indigenous People and local communities and their CSOs to hold duty-bearers to account on their global commitments in 2021 and 2022 respectively. However, due to the pandemic, governments could not commit to global binding commitments as these two policy processes were delayed. Now that these global binding commitments are adopted by the Parties, WWF aims to support Indigenous People and local communities and their CSOs networks to initiate the accountability processes for the implementation of these commitments at national levels.

Key Actions

Short-term: Re-initiate and initiate community scorecard processes in Mozambique and Tanzania. Conduct follow-up of the scorecard process in Madagascar.	Mozambique, Madagascar & Tanzania	2023-2024	Initiated	This is already part of the work plan for 2023 and 2024.
Short-term: Drawing on the EHRD and civic space tool, integrate risk assessment and conflict-sensitivity approaches into the accountability processes.	Governance practice and country offices	2023	Initiated	A lesson learnt is the need for risk assessments when working with indigenous peoples and local communities and CSOs to hold duty-bearers accountable. As an example, WWF Myanmar has already conducted enhanced risk assessments for partners and staff, and continuously revised proposed activities out of a risk perspective.
Short-term: Provide training and guidance to offices on how they can play a role in supporting the inclusion of civil society in the NBSAP development process, implementation and reporting, and promote the Whole of Society approach and HRBA to GBF implementation.	GPAT with Governance	2023-2024	Initiated	Part of the work plan for 2023 and 2024. It is important to strengthen the links with the Global Biodiversity Framework and the national implementation, and build awareness of how it can be used to leverage the inclusion of Indigenous People and local communities, women and CSOs to hold



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				duty-bearers to account on their global commitments.
Medium to long-term: Develop and/or support initiatives with civil society for voluntary monitoring and reporting of NBSAPs and GBF implementation from a human rights perspective at global and national levels	Governance and country offices	2023-2024	Planned	This will depend on the context in each country and on the sequence as well as speed of the NBSAPs development processes.
Long-term: Mobilise CSOs to hold governments and other stakeholders accountable for the implementation of all elements of the framework, including the human right to a healthy environment, gender equality, the rights of Indigenous peoples and local communities, and intergenerational equity.	Country Offices, Governance Practice and IWT Hub	2023-2024+	Initiated	Dialogue with CSOs at national and global levels are underway. Advocacy trainings of offices and CSOs are underway or being planned with support from GPAT
Pathway 2-2: Capable WWF Network – Influencing internal policy advocacy policies and practices				
Recommendation 3: Institutionalise tools and resources developed to integrate human rights, gender and civic space issues into WWF policy advocacy from national to global levels and vice versa.				
Management Response: WWF partially agrees. Through the VfD programme, GPAT, Governance and IWT Practices developed a set of tools in 2021 and 2022 respectively to support WWF Network to conduct policy advocacy for inclusive and rights-based conservation as well as implement its human rights commitments. A series of consultations were conducted across the Network in the development phase of these tools aimed at ensuring co-creation, ownership and relevance to the context. Ownership of these tools varies across the Network. While some of these tools/principles (e.g., the inclusive conservation guiding principles) are relevant to the entire Network, others are owned by the practice communities across the Network. WWF acknowledges that there has been a slowdown in the development and institutionalising of these tools due to the need to align tools and resources to WWF's statements of principles and safeguards. Now that the overarching statements of principles and safeguards have been adopted (foreseen to come into effect 1 July 2023), efforts can resume to finalise, sign-off and institutionalise relevant tools although the specific calendars are influenced by Network decision-making processes.				
Key Actions				
Short-term: Sign off and institutionalise the Support Tool on Civic Space and EHRDs.	Governance Practice	2023	Initiated	The tool has been developed and it is in the pipeline for signing off. The tool is planned to be launched in 2023.



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Short-term: Institutionalise the advocacy toolkit	GPAT	2022	Initiated	The toolkit has been developed, trainings have been conducted in Africa and Asia. Follow-ups on the application of the toolkit in the NBSAPs process is underway. Spanish and French versions of the toolkit will be launched in 2023 and will enable further take up of the toolkit among both offices and CSOs. GPAT is supporting offices to conduct trainings of the toolkit with WWF office staff and with CSOs, and this will continue during the period, including the need to contextualise the toolkit..
Medium-term: finalise co-development and institutionalising practical operational guidance for law enforcement support through human rights due diligence.	IWT Hub	2023	Initiated	A draft framework has been developed; internal discussions are ongoing. It is hoped that the work will be resumed and completed in 2023.
Medium-term: Refine, obtain appropriate approval and support operationalization of the inclusive conservation guiding principles at office level.	Governance Practice	2022	Initiated	Guiding principles on the IC have been developed and efforts are underway to work with offices across the network to adapt, enrich and refine them into effective guidelines. The process to obtain appropriate approval will be confirmed and capacity and support provided to offices to determine how to put the principles into practice will advance in 2023.
Long-term: Develop additional tools and resources depending on needs and demand to support the WWF Network to implement its human rights commitments.	GPAT, IWT, Governance	2024+	Planned	



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Recommendation 4: Expand HRBA, gender and policy advocacy expertise to the wider Network.

Management Response: WWF agrees with this recommendation. The VfD has been effective in integrating human rights, gender and inclusive conservation in the CBD and global wildlife crime policy advocacy. WWF has also started cross-practice collaboration focusing on gender equality in other fora (SDGs, UNCCD), however, the HRBA, gender and inclusive conservation agendas need to be further expanded to other practices and initiatives of the Network. WWF does not agree that the expertise in relation to HRBA, inclusive conservation, gender and civic space is concentrated at global levels. A key focus of the programme was and still is to support the WWF Network with human rights, inclusive conservation, and policy advocacy expertise, with a mandate not only to support global advocacy, but to build the capacity of the entire Network on these issues and to link national to global policy advocacy. Capacity and expertise have been and will continue to be shared through convening network-wide spotlight sessions, in-action support to WWF country offices, the continuation of co-creating policy positions and the collective advocacy from national to global levels and vice versa.

Key Actions

Short-term: Continue sessions to deepen understanding and implementation of the global commitments on HRBA and gender and R2HE.	GPAT, Governance and IWT	2023	Planned	A series of spotlight sessions on Rights; sharing on implementation of HRBA in the NBSAPs; CITES gender resolutions, promoting implementation of the R2HE, and on the Support Tool on Civic Space and EHRDs is planned for 2023.
Medium-term: Expand HRBA, gender and inclusive conservation agenda to the other practices and initiatives of the Network e.g., food practice, SDGs etc.	Governance	2023-2024	Planned	Discussions with Food Practice and Forest are underway. Other Practices and initiatives will be engaged starting in 2023.
Medium to long-term: Continue internal and external network-weaving and coordination for rights-based advocacy from global to national levels in the context of GBF, CITES and R2HE.	GPAT, Governance and IWT	2023-2024+	Ongoing	A network-wide online community for Advocacy practitioners has been set up and can be an effective tool for spreading knowledge and awareness, exchanging best practices and enabling coordination and contacts across the network. Second-phase mandate and work plan of the Human Rights & Biodiversity working group (coalition of CSOs, indigenous peoples and local communities, Women, Youth) focusing on HRBA implementation of the GBF are



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				being discussed and developed for collective action at national level.
Recommendation 5: Strengthen knowledge management and sharing				
Management Response: Agree partially. Within the VfD programme, knowledge is managed through continuous reflections with partners based on the learning questions and testing the programme theory of change. However, systematic knowledge management including the creation, packaging, and communication of knowledge across the programme would imply need for additional financial resources. On the knowledge management in the WWF Network, there is a common platform needed where these tools can be accessible to everyone in a timely fashion. Most of these tools once signed-off and operationalized will be accessible through the One-WWF website. Some tools developed such as the gender and IWT toolkit have been tested in Kenya and to some extent in Madagascar.				
Key Actions				
Short-term: Follow-up with WWF Network to make tools accessible through the One-WWF website.	GPAT, IWT and Governance	2023	Initiated	Some of the tools such as the advocacy toolkit and the gender and IWT toolkit have already been uploaded on the One-WWF website and are promoted in various network channels. Translation of key resources has been another effective measure for wider dissemination, which requires additional resources.
Recommendation 6: Become a better listener				
Management Response: WWF agrees with some reservations. The external learning review identified that WWF offices are listening to the indigenous peoples and local communities, and their CSOs, but in an informal way. WWF believes that listening to the concerns, voices and rights of indigenous peoples and local communities varies across the WWF Network. In some countries (e.g., Myanmar, Madagascar), WWF enjoys a long-standing relationship and partnership with indigenous peoples and local communities and their CSOs. While in other countries, this is either evolving or being established. At the global level WWF has been an active listener and has provided support to indigenous peoples and local communities networks and CSOs. For example, WWF has been an active participant, listener, and contributor to the advocacy work of the Informal Group on Human Rights and Biodiversity. WWF contributed to the development of several CSOs positions on integrating HRBA in the GBF and engaged in a sustained collective advocacy. However, WWF agrees that there is always room for improvement particularly and WWF is taking a series of steps through the VfD programme as well as through other major initiatives of the Network to become a better listener, facilitator and back-stopper to indigenous peoples and local communities' concerns and rights in conservation as well as policy advocacy at national and global levels. This also involves developing WWF's capacity for learning from others.				



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Key Actions				
Short-term: Invite and engage external voices in learning event exchanges	WWF Sweden	2023 - 2024	Planned	Physical and virtual learning events are planned within the VfD programme and plans are to invite local CSO partners to these events when possible. So far the only external partners in these events have been NTFP-EP and Tribal Link.
Short to medium terms: Create opportunities for reflection by WWF offices on how to ensure and work with downward accountability using most suitable frameworks.	ICA	2023-2024	Planned	This will require discussion with partners to find out what kind of capacity development and operational framework is required.
Short to medium terms: All VfD partners, including WWF Sweden, to reflect upon the programme's implementation with external partners, requesting their views.	Country Offices and Governance	2023-2024	Ongoing	Reflection has been part of the dialogue with partners. The proposal is to see how this can be strengthened and more structured, encouraging all to include specific sessions in regular and/or annual meetings.
Short to medium terms: Continue to encourage and integrate active listening and feedback in all advocacy trainings and collaborations with CSOs, indigenous peoples and local communities, women, and youth.	GPAT with country offices	2023-2024	Ongoing	Trainings are developed based on input from participants on their expectations and needs, and followed by feedback and reflections. Early consultation with, and involvement of, CSO partners are part of the guidance on development of country office advocacy plans.
Short-term: In cooperation with ICCA consortium, convene a workshop for WWF offices on the self-strengthening concept.	ICA and NTFP-EP	2023	Planned	Discussions with the ICCA Consortium on this will begin soon.
Medium to long-term: Influence mind-sets and culture in the WWF Network through developing	Governance Practice and IWT Hub	2024+	Initiated	This work has been on-going since the inception of the VfD programme and will continue for the foreseeable future with the



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new/alternative narratives on inclusive and rights-based conservation.				understanding that organisational change takes time.
Recommendation 7: Consider focusing on three levels of system change conditions				
Management Response: WWF welcomes and agrees with this recommendation. The VfD is a policy advocacy programme with focus on supporting both internal and external shifts in policy and practices toward inclusive and rights-based conservation. Internally the programme works to support the human rights commitments of the WWF Network considering the IPR recommendations. The programme contributions through the six global policy positions have been significant in influencing internal policies and practices. For example, the programme contributes through developing alternative/new narratives for integrating HRBA, gender, civic space, environmental human rights defenders and intergenerational equity in WWF's policy positions with regard to CBD and CITES. To influence and improve practising advocacy for human rights and gender, the programme has produced practical tools, guiding principles and resources to support the effective implementation of the core statement of principles which are now agreed. When it comes to relationship and connection, the programme has supported the Network to engage in collective advocacy with major indigenous peoples' networks at the national and global levels. With all these significant progresses achieved over a short period of time, it is important to note, however, that WWF is a complex organisation so transformational change (changing mind-sets and norms) occurs incrementally and requires a longer timeframe and a continuous push.				
Key Actions				
Short to medium-term: Continue producing high-quality new and alternative narrative to influence policy and practices across the Network based on the commitments and priorities identified by the Network.	Governance Practice and IWT Hub	2023-2024	Ongoing	This process has been initiated across the Network since 2021. Several internal papers, new/alternative narratives have been produced and used in the Network-wide dialogues.
Short to medium-term: Continue provision of technical expertise to the Network in developing, unpacking, revising, and adjusting human rights policies, tools and resources.	Governance Practice, GPAT and IWT Hub	2023-2024	Ongoing	
Domain 2-5: Capable WWF Network -Linking national to global policy processes and vice versa.				
Recommendation 8: Continue linking and mutually supporting policy advocacy from global to regional and national levels.				
Management Response: WWF agrees with this recommendation and will continue linking and supporting policy advocacy from global to national levels and vice versa. The focus in 2023 and 2024 is to support advocacy from global to national levels in relation to the implementation and accountability for GBF, CITES and R2HE, whilst also engaging with the UN Convention Against Corruption, to the extent possible.				



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Key Actions				
Short-term: Support country offices on the critical linkages between the new GBF, SDGs and climate agendas in national contexts. This is especially important in countries where CBD commitments might not be a priority because of specific political and economic circumstances.	GPAT and Governance Practice	2023	Planned	Trainings, guidance and coaching to offices is ongoing and carried out in collaboration with Practices. Also key to keep enabling space and influence by offices in the global South in the global policy dialogue and development of network positions.
Short-term: Facilitate coaching and capacity building in policy analysis, HRBA, governance assessments and PEACI. All of these can be important instruments to help offices conduct valuations and analyses.	GPAT and Governance Practice	2023	Initiated	
Medium to long term: Support country offices to advocate together with CSOs platform for the adoption and/or implementation of HRBA elements and targets of the GBF and the R2HE at national level.	GPAT and Governance	2023-2024	Planned	In this context, it is especially important to consider the following targets for more inclusive biodiversity actions at national level: target 21 (traditional knowledge); target 22 (equitable, inclusive, gender-responsive participation and Indigenous Peoples' and local communities rights over land and resources; target 23 (gender equality); target 1 (participation in spatial planning and respect of rights of indigenous peoples and local communities); target 3 (equitable governance of protected and OECMs; recognition of ICCAs); targets 5 and 9 (Customary Sustainable Use); targets 8 and 11 (safeguards for NbS); target 19 (recognition of non-monetary and other forms of contributions for the implementation of NBSAPs); and others.
Medium to long term: i) support country offices to advocate for implementation of the CITES gender resolution; ii) support the Secretariat,	IWT Hub	2023-2024	Planned	



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to the greatest extent possible, in the development - and thereafter implementation - of the CITES Gender Plan of Action.					
Domain 2-1-3: Capable WWF Network – Empowered Rights-Holders- Accountable and Responsive Duty-Bearers					
Recommendation 9: Mobilise political will for inclusive and rights-based conservation					
Management Response: WWF welcomes the findings and recommendation from the consultants to continue building political will for inclusive and rights-based conservation. WWF will continue building on its strong relations forged in 2021 and 2022 with duty-bearers institutions including the delegates to the CBD and CITES to ensure rights-based targets of the GBF and CITES resolutions are implemented at national levels. In doing so, it will mobilise and engage in civil society collective action as well as use windows of opportunities as they arise.					
Key Actions					
Short-term: Where possible, influence duty-bearer institutions to adopt participation acts or strategies for indigenous peoples and local communities, women and youth participation in the NBSAP processes.	Country offices with support from GPAT and Governance practice.	2023	Initiated	WWF Kenya, Tanzania, Mozambique and Viet Nam will advocate for inclusive revision processes of NBSAPs within the framework of VfD. In Madagascar, recommendations for adopting more inclusive legal framework on indigenous peoples and local communities and CSOs participation in CITES and CBD decision making process and implementation. This is an integral part of the trainings and guidance offered to all offices in the network during 2023, and the trainings planned with Africa and Asia regional structures	
Medium to long-term: Continue influencing duty-bearer institutions to adopt legislative and policy frameworks to protect and promote indigenous peoples and local communities rights at national levels. Where possible and relevant, block regressive laws and policies together with indigenous peoples and local communities' networks.	All VfD countries	2023-2024+	Ongoing	Building on the work started in 2022, partner offices will continue using its convening power to influence legislative and policy processes. WWF Tanzania will be supporting CSOs in their advocacy efforts to block a government notice restricting their influence over natural resource management. Whilst in Kenya, a climate change draft amendment is presenting	



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				concerns which WWF and CSO partners are following closely to see how they can block or change.
Strategic course correction				
Recommendation 10: Fine-tuning the programme theory of change				
Management Response: WWF agrees that the programme theory of change is not explicit in some domains. WWF Sweden together with all partners regularly test the ToC by testing and questioning the domain pathways and its underlying assumptions. WWF Sweden will undertake a deeper review of the ToC pathways in the upcoming learning and reflection event planned for September/October 2023.				
Recommendation 11: Adopt a realist research method for the upcoming external learning review				
Management Response: WWF agrees with this recommendation. If the budget allows WWF Sweden together with partners will undertake selected in-action research to find out key learning insights on what advocacy and influencing strategy works, for whom and under which circumstances.				
Recommendation 12: Conduct a baseline assessment for capacity development activities				
Management Response: WWF partially agrees with this recommendation. The VfD is a policy advocacy programme. Capacity building, enabling space, and building awareness internally and externally are causal mechanisms not an outcome per se. A rapid assessment of capacity was conducted in the inception phase of the programme which has helped global policy positions design some relevant training and spotlight sessions. Capacity internally is continually assessed, and in-action support is provided to WWF and rights-holders ahead of, during, and after a policy process.				



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