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*Project Management
Annual Report
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for

World Wildlife Fund

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Sarah Christiansen

Global Conservation Program Activity Report for World Wildlife Fund

Summary of Activity Status and Progress

Introduction

USAID has provided critical funding to focal ecoregions and is therefore contributing to WWF's goal of conserving biodiversity in the Global 200 ecoregions. The ECOSNature project seeks to conserve the full extent of biodiversity in seven ecoregions: Atlantic Forests, Bering Sea, East Africa Marine Ecoregion (EAME), Forests of the Lower Mekong, Southwestern Amazon, Sulu Sulawesi Marine Ecoregion (SSME) and Terai Arc. These efforts provide testing grounds to strengthen ecoregion conservation as an innovative approach for broad-scale conservation. In particular, this project relies on fundamental principles of learning and adaptive management which is supported through various exchange, training, and communication mechanisms.

In this past year, we are closing out three ecoregions which have transitioned to other funding: Atlantic Forests and Southwestern Amazon (associates within the LWA), and the Bering Sea which has leveraged other private and U.S. government funds. Close-out reports are provided for these three ecoregions separately. The remaining two GCP I phase efforts of SSME and project management, will continue activities into FY05 with deferred funding thus annual report updates are provided. The following provides information on overall project management with separate documents for each of the active initiatives of WWF's GCP: East Africa Marine, Forests of Lower Mekong, Sulu Sulawesi, and Terai Arc.

Project Management

Strategic Goals & Objectives

To conserve the full expression of biodiversity in all ECOSNature ecoregions.

Collaborators/Partners

- USAID—EGAT
- GCP partners
- Multiple partners tailored to cross-cutting activities as described in those sections.

Summary

Core project management plays an essential function for facilitating learning and coordinating communication across ECOSNature ecoregions, the WWF network, and the broader conservation community.

Results by Objective and Activity

Objective I: Mobilize Conservation Action on an Ecoregional Scale

Activity 1.1: Effective programmatic and financial administration to advance conservation impacting ECOSNature ecoregions

With the shift to the GCP I ecoregions and internal reorganization, an internal assessment and team-building exercises were conducted to understand what it takes to manage, implement and report for the GCP LWA at all levels - from the field to our HQ staff in Washington. Through these exercises, we are streamlining management and in particular, strengthening the development and implementation of site-based learning. Our goal was to prompt greater engagement to leverage the GCP LWA within the ecoregions/countries where there are missions. This has had a positive impact with discussions initiated and/or strengthened in several countries with USAID mission presences. This is described more within each report.

The past year and a half also resulted in a significant shift in capacity with the loss of key personnel (senior program officer, communications officer, program coordinator and program assistant). While work was supported with temporary assignments to other staff, this resulted in a delay in project management learning activities. Some of these activities continued as planned, others have been delayed with full results to be achieved in FY05. This is described below with information on planned.

Activity 1.2: Facilitated activities and communication as opportunities for exchange and learning to advance ecoregion conservation implementation

Ecoregional Peer Review Exchanges

Within the GCP partners, WWF and TNC share the common currency of ecoregions and base conservation actions on priority-setting exercises that are the basis for ecoregional visions (WWF) or plans (TNC). Given this shared unit as well as the fact that we work in many of the same places throughout the world (either completely overlapping or in different places but within the same countries), support was provided to help foster greater collaboration and communication on ecoregional assessments. This was provided through exchanges in bringing WWF field staff and technical practitioners to TNC's Ecoregional Assessment Peer Review workshops. Two sets of exchanges were conducted in this past fiscal year. Bering Sea staff participated in the South Pacific workshop and Serro Do Mar (Brazil) staff participated in the Mexico workshop.

With Bering Sea's participation in the **South Pacific** workshop, key take-away points were focused on how to:

1. Set quantifiable, science-based objectives in conservation planning is critical. These objectives should both be the quantifiable expression of a conservation vision and provide a benchmark during and after implementation.
2. Work better with partners in the planning process to ensure complete conservation implementation at the appropriate scales and in a manner that best uses resources in the ecoregion. Examples from the multiple and diverse ecoregions represented at the workshop were especially useful. Specifically points that were discussed include:
 - Engaging partners. Many stressed the importance of making strategic decisions and investments regarding partner engagements. Several success stories highlighted conducting human context assessments and thorough stakeholder analyses, and agreement with partners up-front to do joint planning resulted in better assessment processes and more complete implementation (follow-through).
 - Partnering between WWF and TNC: Throughout the world, TNC and WWF partner in conservation efforts. This workshop provided an opportunity to discuss the challenges, failures and successes. In particular, participants felt that adapting and adopting standardized approaches to planning, and joint planning and complementary implementation could improve and augment these partnerships as well as investing more time in working together better and more often to achieve greater conservation gains.
 - Government & other partners: Government agency partner organizations often want to fully engage in the assessment and implementation process, but cannot not commit to setting numeric goals for conservation targets because they amount to de facto policy setting. Standards need to be adapted to accommodate government partners, who may ultimately be the best implementers of some strategies.
 - Data gathering and analysis: Many field staff reported that the scientific foundation of their assessments and the associated data layers were the most important product of the

assessment process, both for their own use and for engaging partners. Several related stories of their information opening doors with government agencies and resulting in conservation oriented policies and plans. Several talked about using data layers and assessments as decision support tools on a variety of issues, rather than solely as a means to decide where to work. Expert workshop-based assessments were generally panned, with some participants relating large discrepancies between species distribution data gathered from expert workshops and that gathered through field research.

- Goal setting: There was a lot of discussion about different tools to assist with goal setting, including PVA, sensitivity and irreplaceability analyses, and general agreement that its best to test/use several tools if possible, and to view goals as hypotheses that allow development of conservation priority areas maps (“portfolio maps” in TNC-speak). Also discussion about using “goal posts” (e.g., 3 scenarios of high, medium and low protection), assessing the risks of each and explaining the implications of each scenario. Agreement that documenting assumptions is key when setting goals with little or imperfect data.
- Scaling-up from site level conservation: There was discussion about using successful site conservation planning and implementation as a model and spring board for successes at the ecoregion scale. Recommendations included using site-based projects to build partnerships and assemble data that will help on a larger scale. For instance, in the Bering Sea, the Pribilof Collaborative may be a good example. Also, Chile is currently working on a large acquisition with WWF and government environment ministry that was discussed as a model for country-wide conservation. Chile team stated that site project helped raise importance to government of biodiversity conservation.
- Threats assessments: Some participants stressed the utility of spatially explicit threats assessments, however it is not clear how to build databases of and map threats in a uniform matter. There was the suggestion to use indicator species and map the extent of the impact of the threat on that species. Discussion also focused on ideas for engaging industry (sources of the stresses) in threats assessments.

With Serra do Mar staff participating in the **Mexico** workshop, the benefits of the exchange were that:

- It was a rare opportunity to learn more and understand the process used by another organization and other ecoregions in how they developed their assessments;
- The requirement of presenting a workplan motivated the team to organize and analyze our process to develop the Serra Mar Biodiversity Vision in a systematic way that was understandable to an outside audience. This process helped us to identify gaps and to discuss key steps of the process that we haven’t discussed before;
- Discussions with peers allowed us to understand the importance of particular issues that we had not fully considered as yet, such as (i) the interaction with freshwater ecoregions and the role of river basins in the vision; (ii) the classification of stakeholders involving them in different scales and timing of the vision development;

- We had the opportunity to know and to discuss specific methodologies to analyse our data such as those related to decision support systems;
- It was an important opportunity to know potential partners from TNC as well as peers from WWF, allowing productive technical discussions.

The contribution made to TNC and participants by the WWF-Brasil participants were:

- The Serra do Mar Biodiversity Vision workplan presented in the Peer Review Workshop highlighted where TNC standards are related with WWF guidelines and those that are not. This provided the fodder for discussion to obtain a common methodology to be used for both organizations in Ecoregion Assessments and Planning processes. These joint standards are now in draft and being vetted throughout WWF and TNC.
- Traditionally, both WWF and TNC place more emphasis on biological data than other categories of data (social, economic, cultural, etc.) to establish priorities for conservation. Serra do Mar Ecoregion is the most populated ecoregion of Brazil. It is also highly developed. In this ecoregion, biological data alone can not provide all the information needed to make decisions. In this context, it is crucial to understand the socio-economic scenario as well as pressures and potential impacts related to socio-economic issues. The flag model methodology was adapted and improved to support socio-economic data setting and analysis. This methodology was presented during the TNC Peer Review and sparked discussion on how to build on these innovations.
- We have used different strategies to communicate with stakeholders and to disseminate information to all participants. The main innovation has been the elaboration of a website where all documents and information related to the vision building process are available.

Future Steps that emerged from the exchange:

- Based on suggestions of peers, the Serra do Mar Biodiversity Vision workplan was revised;
- We committed to organize a discussion with WWF-Brasil technical team to discuss and evaluate TNC standards in order to make suggestions and recommendations and contribute for the establishment of a common methodology.
- Conservation Science Program committed to build WWF-Brasil technical team capacity in decision support systems and also helping Serra do Mar Ecoregion analysis.

Discussions are now in place for further exchanges. For example, two ecoregion teams (Indus Delta and Barents Sea) will be attending the Ecoregional Peer Review workshops to be held in October, 2004. And in December 2004, WWF will be hosting a European ecoregional peer review together with TNC.

Activity 1.3: Facilitate innovative grants

Global Trends—Agriculture and Biodiversity

The following provides highlights within each area of focus for WWF's Agriculture and Biodiversity work in the past year. USAID GCP provided seed-funding particularly when there was little support. Activities such as that funded in the Mekong and Atlantic Forests is now part

of a burgeoning initiative to better advance work in the nexus of agriculture and biodiversity. Full details are provided below.

WWF has partnered with the IFC to convene investors and buyers interested in developing **BMP (Better Management Practice)-based investment and purchase screens** that support more sustainable agriculture and aquaculture production that reduce impacts on biodiversity. Some 15 companies attended the first meeting held in 2003. Ten commodities were targeted for joint work to identify BMPs (sugar, palm oil, tea, cocoa, soy, cotton, shrimp, salmon, and coffee). An overview paper was commissioned by IFC/WWF from Proforest, IIED and Rabobank to better understand the risks and opportunities for targeting each of the 10 different commodities. This paper was reviewed and four commodities were chosen for further work (e.g. sugar, cotton, palm oil, and soy). Shrimp and salmon were not included in this group because WWF has already begun a similar BMP-based dialogue for those as well as other aquaculture products.

The schedule of the commodity-specific meetings is as follows:

Oil Palm—Jakarta, Indonesia, 4-5 October 2004

Soybeans—Iguacu, Brazil, April 2005

Cotton—Stockholm, Sweden, October 25-26, 2004

Sugar—Location to be determined, February, 2005

Each of these meetings has been organized around a core of a dozen or more progressive producers, buyers, retailers, bankers, and NGOs who have each made a committed effort to reduce the impact of producing the specific commodity in question. The goal of each meeting is to identify and agree on the 6-8 most significant environmental impacts of producing each commodity, the BMPs reduce those impacts to acceptable, measurable levels, the areas about which there is either no data or disagreement, and a research agenda to move consensus forward regarding what BMP screens would look like for each commodity.

WWF has made 6 presentations to the IFC agribusiness department which culminated in a WWF-organized 1-day retreat for the agribusiness department as well as all country investment officers who focus on agriculture. As a result of these efforts, IFC's agribusiness department and WWF-US will hire a joint staff person to serve as a point person for both institutions on the BMP work. IFC has also proposed to GEF that much of the research to backstop the BMP work on biodiversity impacts, the business case for biodiversity and BMPs, etc. be matched by the GEF. This concept piece has gone forward to the GEF. Board approval will not be obtained until Mat 05, however.

To identify and recruit appropriate businesses for these commodity groups, WWF and IFC have conducted more than a hundred interviews and follow-up meetings with targeted corporations. The include: influence the industry trade professionals directly, WWF has met independently with ABN Amro/Banco Real, Rabo Bank, Standard Charter, Citi Group, Swiss RE, Unilever, Sysco, Ahold, Carrefour, Kraft/Altria, Grupo Maggi, Ilovo, South African Breweries, McDonalds, Whole Foods, Migros, Coop, Tate and Lyle, Booker Tate, Marks & Spencers, Nike, GAP, IKEA, Nutreco and several smaller food retailers and producer groups to court their interest and discuss BMP-based purchase and investment screens.

In addition, WWF continues to participate in the advisory board of the Sustainable Agriculture Initiative, a bipartisan group (convened by Unilever, Nestlé, and Dannon, and composed of manufacturers, producers, NGOs, researchers, etc.). This group has commissioned case studies on ways to reduce the environmental impacts of the production and trade of five agricultural commodities (rice, milk, coffee, maize, and either soy or palm oil) and the likely environmental impacts of liberalized trade regimes.

WWF also participated in the planning as well as the conference of the World Agricultural Forum in St. Louis in May, 2004. This brought together a broad range of diverse actors to discuss such issues as the likely impact of reducing or eliminating sugar subsidies, Genetically Modified Organisms (GMOs), ecolabels and certification, and BMPs.

WWF has played a key role in the creation of the Food Lab, an international effort supported by major agri-business and food companies (Unilever, Cargil, Carrefour, McDonards, General Mills), to address with 40 hand picked global leaders sustainability issues in the food chain. This is a two-year process that will target 1-2 key commodities and show how the entire market chain can be made more sustainable.

To advance the research on the impact, cost, and barriers to the adoption of BMPs within aquaculture, WWF work began with shrimp aquaculture producers in Belize and Madagascar to identify the main impacts of shrimp aquaculture, BMPs that reduce those impacts to acceptable levels, country-wide certification standards that could encourage their adoption, and government-based regulations and permitting systems that encourage BMPs. In Belize, 14 of 16 shrimp producers have expressed interest in working with WWF to develop a certification program. IN Madagascar, the shrimp producers association and the government have requested WWF to develop country-specific shrimp certification standards. Shrimp producers in the Gulf of California in Mexico have just approached WWF to see if they can work to develop shrimp certification standards for that region as well. Marks & Spencers have asked WWF if we would be willing to work with a major supplier of theirs from Honduras (GMSB) to see if they could be certified as well.

WWF has convened 3 Salmon Dialogue meetings in 2004. These meetings started with a science based meeting looking at the state of our understanding of the main impacts of the industry as well as ways to reduce them. In addition to 30 or so leading scientists in this field, another 30 attended representing 40 percent of salmon feed, 20 percent of salmon production, and 10 percent of salmon sales. Companies such as Nutreco, Stolt, Heritage, Ahold and Fjord as well as NGOs and communities groups have worked to identify the main global environmental impacts, the practices that reduce them, and areas where more research is needed to identify or analyze salmon aquaculture BMPs.

A Mollusk Dialogue (oysters, clams, scallops, mussels, and abalone) was convened in July 2004 with the same general goals—e.g. to develop targeted lists of impacts and BMPs that could be the basis of bi-valve aquaculture principles, criteria and standards for certification. Preliminary meetings will take place with catfish producers in December 2004 and trout and tilapia in 2005.

To support identifying ways to reduce the impacts of agricultural and aquaculture production against measurable baselines:

- Efforts began in 2003 and have continued through 2004 in Honduras and Belize to monitor bioaccumulation of key agrochemicals in 15 species at different trophic levels within the reef complex. The tests available allow WWF to trace the agro-toxins back to the manufacturer and then to identify specific users. This information will be used to design an on-the-ground assessment system to identify the specific practices that appear to be producing the effluents of most concern and work with producers to reduce or eliminate them through a combination of BMPs, product substitutes, spray frequency or quantities, organic matter, etc. WWF has begun work with Chiquita and is in the process of developing MOUs with Dole and Fyffes. We have begun working with Chuck Benbrook to develop a toxicity ranking of all chemicals in use and out agricultural expert on the ground is working through use and practices by industry so that we can connect the two.
- WWF commissioned a study (Landers and Weiss 2004, being forwarded in hard copy) that was completed in early 2004 that identified and analyzed five farming operations in the Brazilian cerrado, Amazon and mata atlantica that buy degraded land and rehabilitate it for agricultural production. The evidence suggests that these producers make as much money growing soil as growing soy. Furthermore, following this strategy, Brazilian farmers could increase the area of cultivated soy in Brazil 2-3 percent a year for 25 without cutting a single tree.
- WWF commissioned a study (Hazelton and Weber 2004, hard copy to be forwarded) that evaluates the potential for developing a system of tradable rights in Paraguay. The strategy has been embraced by WWF's office and we have hired a person to move this forward with relevant government officials and producer groups.

To support incorporation of BMPs and measurable standards into certification programs, WWF:

- Undertook a side by side evaluation of the claims versus reality of six different shrimp certification programs;
- Developed a web site together with the National Aquaculture Centres of Asia/Pacific (NACA) to compare different species-specific aquaculture certification programs;
- Completing an evaluation of six coffee certification programs—do they deliver on their claims (in progress);
- Compared three different salmon certification programs;
- Published a position paper on organic agriculture prepared for OECD consultation;
- Drafted a position paper on GMOs;
- Adopted a WWF position paper on net-pen finfish aquaculture;
- Provided input and have had ongoing discussions with Eurepgap regarding their certification programs in general and aquaculture in particular;
- Drafted a WWF paper on ecolabels and certification programs;
- Worked with Protected Harvest to create BMP-based, measurable standards for food certification programs for wine grapes, almonds, tomatoes, and stone fruit. In addition, we are helping them work with Gerber.

To better communicate and educate WWF's concerns and approaches on sustainable agriculture practices and BMPs, WWF has developed materials and publications to disseminate information through a variety of target audiences. These include:

- Playing an integral part of an ongoing effort to take the lessons learned from EARTH University in Costa Rica and expand them to other agricultural universities in Latin America, Asia and Africa.
- Co-published with Island Press Jason Clay's book, *World Agriculture and the Environment*
- Produced *Agriculture and the Environment*, a commodity by commodity handbook that has been distributed to more than 500 WWF and USAID staff who work on agriculture.;
- Completing the second volume of the agricultural workbook that focuses on global themes and issues (e.g. macro-economic policies and agriculture, subsidies, ecolabels, certification, organics, GMOs, degraded land, social BMPs, working with the private sector, rehabilitating marginal land, tradable development rights, environmental service payments. It will be finished in early 2005.
- Island Press has asked WWF to complete a book on aquaculture and the environment. We have drafted 11 chapters of production and market data for the 11 most internationally traded species.

A key component of promoting these ideas, tools, and mechanisms that can reduce the impacts of agriculture and aquaculture is to create multi-stakeholder partnerships. WWF met with FAO in November 2002 to begin a partnership to explore what issues—in what ecoregions—would be likely areas of collaboration for the two organizations. As a result, WWF is now in the process of completing case studies (four thematic studies and six ecoregion/commodity-specific studies). Eight of these cases have been completed and are available upon request. The two remaining case studies will be completed by 12/04.

Thematic cases:

- Public and private environmental service payment systems (completed);
- Marginal lands—What do we know about when to abandon land and when to rehabilitate it? (completed);
- Innovative equity models for reducing rural poverty (completed);
- Comparison of six different ecolabels for coffee—what do they promise, what do they deliver? (in process)

Commodity/ecoregion-specific cases:

- The economic benefits of natural floods for agriculture in the Mekong (following initial study funded by USAID) (completed);
- Future expansion of cocoa and cassava in the western Congo and implications for sustainable land use planning and better production practices (completed);
- Livelihoods and ecosystem services—The role of cattle and cashew in Miombo (in process);
- Creating biological corridors—the potential of the soy sector and NGOs working together in Paraguay (completed);

- Water and cotton—Lessons learned from Pakistan about ways to reduce water use in cotton production (completed);
- Grasslands and biodiversity—a strategic approach to biodiversity conservation in Eastern Europe (completed).

Conservation Monitoring and Measures

As part of WWF’s overall measures and audit program and the developing partnership as part of the Conservation Measures Partnership (CMP), WWF coordinated and participated in direct technical assistance to ecoregions, presentations to groups, and targeted activities to develop and test an emerging framework that provides guidance on the program design and measures of success.

In the Bering Sea, further support was provided to continue development of ecoregional measures as a joint effort between WWF and TNC. As this is the first test of using the Enhanced 5S tool at a the ecoregional vs. site scale, this effort is garnering input from key personnel in both WWF and TNC. Following up on original meetings between WWF and TNC, as well as engagement with experts and stakeholders, WWF and TNC met in August of 2004 to further refine targets and work through the E5S tool at the ecoregion scale. In the words of Evie Witten, ecoregion coordinator for the Bering Sea:

“The recent meeting was enormously helpful in helping us understand how to best use the power of the E5S tool. Before the workshop we had concluded the E5S framework was an excellent structure for conservation planning, but that the tool was only marginally helpful and generally too cumbersome. Working one-on-one with support staff and talking through planning steps completely changed our perspective. I think the workshop also deepened the CMP group members' understanding of how TNC and WWF work together in the Bering Sea Ecoregion with lessons and examples that will help them work with others across organizations.”

To further sharing of lessons and promoting discussion with the broader conservation community, WWF participated in a variety of forums and meetings to cultivate and engage key actors to provoke progress in how we measure conservation success. These were both as WWF alone as well as collaboratively with other GCP partners as part of the CMP. Some marker events to this involvement include:

- Jointly designed and presented with other members of CMP for a session on conservation measures at the Society for Conservation Biology meetings in New York City in July 2004. This meeting was particularly important for raising greater awareness about the breadth of issues and challenges being addressed within the conservation community. USAID has been a critical force within the donor community for helping to spawn the CMP partnership with products such as the Rosetta Stone and Open Standards that are now in public domain;
- Presented on measuring threats at large scales as part of the Monitoring and Science Technology Symposium held in Denver in September, 2004. Discussions are now underway to explore other venues and means of communication could add value.;

- Presented and participated in TNC Measures meetings in April and September, 2004 helping to facilitate cross-organization learning on issues such as development and testing of audit tools and threat assessments and analysis in large-scale conservation.;

Testing the CMP Open Standards and audits: Within WWF, several pilot conservation audits were conducted. The purpose of the pilot audits was twofold: (1) to test an audit conservation process, method and tool and improve it over time; and (2) to begin mainstreaming conservation audits within the organization. All the conservation audits undertaken during the pilot year were ‘volunteers’.

Conservation audits were undertaken at different scales and levels of complexity to investigate the utility of the process, method and tool. These audits included: 2 projects, 2 thematic programs (hosted by a single country); 2 ecoregion programs; 3 country programs (1 of which was not WWF’s but TNC’s), and 1 sub regional program. In all cases the audit teams were a minimum of 3 individuals and a maximum of 5. In all cases, the audit team members were all ‘independent’ thus bore no direct relation to the project or program concerned. The lengths of the audits varied from approx.7 to 18 days, with different levels of advanced preparation. All audits had a specific scope of work established ahead of time.

Two of the audits did more than look at the conservation program; they looked also at operational aspects. In this way they were more like program reviews than audits. The latter would assess programs and projects against the CMP Open Standards for the Practice of Conservation and the former would look at operational issues as well as evaluate whether programs were meeting their stated goals (amongst other things) In most cases the project or program team were ‘prepared’ in advance’ by matching expectations (between themselves and the audit team) and understanding what an audit was and how it would proceed. In addition, preliminary findings were shared in person before the audit team left the audit site.

Demands for post audit action were not always specified formally though ‘actionable’ recommendations were provided by the audit team.

Lessons about Conservation Practice

- Conservation projects/programs tend to be well conceived and broadly appropriate to the organization’s priorities.
- Conservation projects/programs generally do not show clear relations between actions and (1) threat reduction; (2) opportunities; or (3) conservation-related goals and objectives.
- Conservation projects/programs, in many cases, monitor activities but not the effectiveness of those activities, nor the reduction in threat, nor the pursuit of opportunities, nor the actors performance, nor the changing state of the conservation target.
- Conservation projects/programs tend to do very little adaptive management, nor do they share the results (good or bad) in a way that can further conservation. We tend to limit ourselves to anecdotes.
- All conservation projects/programs try to do too much and do not rank priorities, nor say NO when it would be beneficial to do so.

These results are sobering and as we have found in sharing with other CMP partners, are common across the conservation community. In response, WWF is undertaking pilot efforts to work to strengthen those areas in which audits (or informal ‘audits’ or evaluations using the Open Standards) identify weak areas. Specifically for ecoregions, WWF has launched a pilot program to work with a handful of volunteer ecoregions to strengthen their monitoring and measures. This pilot process has three parts: 1) review of practice to date 2) use of Open Standards to audit ecoregion action programs and 3) follow-up targeted technical assistance to strengthen weak areas. While the timeline has been delayed due to increased demands because of loss of capacity (see activity 1), this activity continues to progress. Support has been provided to Forests of Lower Mekong, Upper Parana Atlantic Forests (workshop with staff in October), Meso-American Caribbean Reef, Bering Sea and two ecoregions to be finalized. Team members from these ecoregions will participate in a measures workshop in February just before a global WWF Network meeting for Ecoregion Action Programs. In addition, there will be devoted sessions to ecoregional measures as part of the main agenda. This will include members of CMP and partner field staff as appropriate once the agenda is defined to facilitate cross-organizational learning and sharing of results in promoting conservation measures at large/ecoregional scales.

Over the coming months, WWF will continue to work closely with CMP members to 1) develop a Program/Project Cycle Standards relying heavily on the Open Standards 2) support and participate a CI-led workshop in the Philippines that are using the Open Standards to generate discussion about strategic planning across the major conservation partners in the region 3) participate in other joint sessions at meetings such as next year’s SCB meeting in Brasilia.

Population/Gender and Environment

Migration: A GCP-funded consultancy by Prof. Dick Bilborrow of the University of North Carolina is underway to review opportunities to reduce the impacts of migration, either through preventing or altering the course of migration, or by reducing the impacts on receiving areas when migration does occur. WWF is also collaborating with Conservation International in a parallel consultancy by Jenny Ericson (former WWF population-environment fellow) who has produced a draft report on a number of practical case studies from around the world on efforts to mitigate conservation impacts. Prof. Bilborrow is currently using that information to refine his broader report. The consultants and WWF and CI staff are also designing a draft framework for a diagnostic tool to help conservation practitioners and policy makers select appropriate interventions for different types of migration situations (see below).

In addition early steps have been taken to establish a community of practice on reducing impacts of migration, with the creation of a migration subgroup of the Community Conservation Coalition, followed by a well-attended joint CCC/Africa Biodiversity Collaborative Group (ABCG) meeting on ways to reduce migration impacts at which both of the consultants and other migration experts spoke (presentations and background information from the latter are located on www.abcg.org). Through these meetings and additional contacts several organizations have expressed interest in participating further, including International Organization of Migration, Migration Policy Institute and several ABCG and CCC partners.

Funding has recently been leveraged through a MacArthur Foundation grant to ABCG to continue to support this community of practice.

Unfortunately efforts to fundraise for piloting of promising approaches and development of the diagnostic tool have not been successful to date, and new funding avenues are still being explored. A major output planned for this migration work (beyond FY04) is a diagnostic tool on migration for conservation field practitioners and policy makers. The hope is that the tool will help practitioners and policy makers to analyze migration situations that currently or potentially impact biodiversity, and think through the most viable strategies to influence migrations per se, and/or take action to reduce their impacts when they occur. This will be piloted within WWF and selected partner organizations. If successful, the tool will be made available to the GCP partnership and also a wider range of potential users around the world. If appropriate we might seek assistance of other partners to aid in dissemination: for example, Population Reference Bureau might include it in their population training workshops around the world.

In FY04 WWF initiated the ‘Successful Communities from Ridge to Reef’ project with funding from USAID’s Global Health Bureau, Population and Reproductive Health Program. Funding is being provided for family planning services linked to biodiversity conservation in the East Africa Marine Ecoregion (Kiunga, Kenya) and Spiny Forest Ecoregion (Southern Madagascar) for three years. In FY05 this will extend to a third country, likely to be Sulu Sulawesi Marine Ecoregion in the Philippines. In all cases high fertility rates are fueling rapid population growth in areas of high biodiversity where pressure on natural resources is already very high. Cara Honzak, Population-Environment Fellow from University of Michigan was recently seconded to WWF to assist with this and other population work. Linkages between migration, reproductive health work and girls’ education are being clarified, as will linkages with the HIV/AIDS pandemic.

\$300,000 was allocated for this project in FY04, and \$400,000 in FY05. The funding includes a three-year learning component that will analyze the value of reproductive health work in biodiversity conservation, and build capacity for population-environment work. This includes effectiveness of partnerships between the conservation and population sectors, and review of ways to scale up population-environment work. Learning includes analysis across sites and collaboration with other partners working in this field, including GCP partners such as Conservation International. In November 2004 around the World Conservation Congress in Bangkok a workshop is planned with various population-environment partners to work on a framework for monitoring and evaluation, and to improve communication by partners. A session at the Congress will focus on migration, reproductive health and HIV/AIDS, organized jointly by WWF and USAID’s Population and Reproductive Health Program, with funding from both GCP (for the migration speaker) and the Population Office.

This year we have continued work on HIV/AIDS and conservation in collaboration with the Africa Biodiversity Collaborative Group, examining the impact of HIV/AIDS on institutional conservation capacity and on management of natural resources. In collaboration with the WWF Network and partners (e.g. University of Natal, Wildlife and Environmental Society of Malawi) several outreach events were organized or facilitated, including at the World Parks Congress where a side-event on HIV/AIDS led to successful inclusion of a motion on HIV/AIDS as an

emerging issue in the official recommendations of the Congress. We helped plan and participated on a panel at AWF's 'Conservation is Good Business' symposium in Washington DC. We catalyzed AIDS sessions at the Southern and East Africa Biodiversity Forum and at a Conference at Mweka College of Wildlife Management, and gave presentations in Africa and Indochina. We will organize a session at the World Conservation Congress in Bangkok to provide practical advice to organizations on developing HIV/AIDS policies and practices. We continue to seek funds to undertake practical research to quantify impacts and develop further coping strategies, produce a manual for the conservation sector on HIV/AIDS, hold more workshops in Africa and next-wave countries, provide institutional training and support, work with training institutions to include HIV/AIDS in curricula, and undertake enhanced networking and outreach.

Girls Education

In October, 2003, WWF organized a technical workshop "Scholarships for Girls' Education – Assessing Progress and Future Directions" to help WWF assess:

- 1) The effectiveness of supporting girls' education through scholarships as a strategy for achieving its ultimate goal of biodiversity conservation; and
- 2) How best to measure success or impacts of the scholarships over the short- and long-term on progress toward WWF's objectives for improved biodiversity health in each of the six countries where girls' scholarship programs are in place.

The workshop was designed to help answer these questions by providing an opportunity for WWF field practitioners to share experiences in program design, management and monitoring with each other and with practitioners (technical experts) from organizations and agencies with considerable experience in implementation of girls' education initiatives. Twenty-four participants attended – eight WWF lead staff managing girls' scholarship programs in the field, six WWF staff and consultants, and 10 external experts from international non-government organizations, UNICEF, the World Bank and private and bi-lateral donor agencies (Nike Corporation, the USAID and the UK's Department for International Development).

The external experts' insight and input, drawn from a broad array of programs and approaches in a range of geographic regions with varied organizational objectives, provided an invaluable resource for field practitioners. Throughout the exchange, field staff also shared their experiences and sought to foster collaboration that, in developing regions, could have positive impacts both in the lives of girls and women and on biodiversity.

On the workshop's first day, field staff and outside experts held an all-day joint working session, consisting of three panels that focused on:

- *Implementation of Girls' Education Programs*: Representatives of the World Bank, UNICEF and Save the Children gave short presentations organized around their overall program objectives, specific actions, scale and geographic scope, and lessons learned.

- *Measuring the Impact of Girls' Education Programs.* Speakers from the Academy for Educational Development, USAID and World Learning provided details on how the girls' education programs they manage measure impacts.
- *Girls' Education in WWF: Presentations & Discussions:* WWF field staff who manage the girls' education programs provided details of the objectives of each of their programs (short- and long-term), activities undertaken, how the context -- including biodiversity conservation priorities -- has influenced the scope of activities, systems for monitoring and evaluation, and ongoing challenges.

On the second day of the workshop, WWF staff (headquarters and field) and consultants met for another working session. They discussed the lessons and insights gained from the first day and worked in small groups to review and apply a model for project design, setting of project objectives, and defining measures of success. Among the short- and long-term objectives field staff set for their scholarship programs are:

- Addressing high fertility and pressure on resources
- Creating better jobs and reducing pressure on resources
- Educating women resource managers
- Helping expand the number of young women role models; and
- Changing attitudes and behaviors to increase biodiversity health

Specific outputs of the workshop include:

- A final report, for participants and others interested or active in the girls' education or conservation fields. (Note: this has been delayed but due out shortly);
- Opportunities for partnerships among WWF and several of the outside agencies in attendance for program development and information sharing at field and HQ levels;
- A framework by which WWF field staff can create a clear action plan for defining measures of success for their girls' scholarship program, or improve their existing systems; and
- An action agenda for WWF headquarters and field-based staff (described below).

Main Conclusions

At the end of the first day of discussion, participants agreed on the following in response to the work of WWF's girls scholarship program to date and the opportunities and needs for accelerated action on girl' education and biodiversity conservation at larger scales throughout the southern (developing) world and in countries in economic transition.

- **Partnerships are a priority:** Partnerships are a crucial and often untapped agent in scaling up efforts and working across sectors. Environmental issues like litter, the lack of waste disposal and water use are nearly universal and could be a means to link classroom education with environmental education/awareness-raising. Information sharing between various initiatives is critical (many participants in the workshops did not know about WWF's girls scholarship program; "wow" was how one external expert described her reaction to learning about the program), as is dissemination of and discourse on best practices; tapping into other efforts can increase the size and impact of small-scale programs, like WWF's.

- **Sharing expertise across sectors is important:** WWF can and should take advantage of open doors to share its experience with a wider audience, including those agencies attending the workshop and their partners and affiliates. WWF has a role to play in bringing its experience in supporting girls' education with a conservation objective to bi-, multilateral and NGO agencies to inform their work. Another important role WWF could play is sharing with the education sector its und of knowledge of ways to engage communities in conservation and environmental protection. The reverse is also true. WWF can learn a good deal about approaches, project design, management and measures of success from agencies with decades of experience in girls' education.

Opportunities for Action

- **Education and environment objectives can be realized jointly.** Strong potential exists for WWF to integrate or infuse its conservation messages and mandate into girls' education efforts, including large- and small-scale stipend programs now being operated or launched in a number of southern countries, including by the World Bank. Environmental education could in many settings "revitalize" classroom-based or non-formal education. More opportunities to explore this potential complementarity with other sectors may also be available, including agriculture. WWF could consider shifting its stipends from individual girls to school subsidies that would fund environmental education for both girls and boys; such work could be expected to have an almost immediate impact.
- **Opportunities exist to collaborate to bring education to underserved areas.** Potential also exists to link WWF efforts with education initiatives targeting rural areas, as many initiatives increasingly are doing, or for WWF to enlist partners to provide educational programs that would increase the scale and impacts of WWF's stipend programs. WWF could use its presence on the ground to leverage the efforts of other agencies that also have an interest in the issue of women as resource managers and that experience in education – enlisting them to deliver girls' education inputs; WWF could also encourage and work with 'sister organizations' on the ground to reach underserved areas and encourage other organizations to partner or contribute expertise or funds to these efforts. However, it was also suggested that in some settings where WWF works, for example, those that are remote ('off the grid') and host high biodiversity, it may be difficult to enlist a partner to take on education efforts like girls' scholarships.
- **Monitoring and evaluation need to be prioritized.** A clear need exists for improved systems of monitoring and evaluation to measure the impacts of girls' scholarships on biodiversity conservation objectives in the short- and long-term. The work that WWF has done to date cannot prove that the girls' scholarships are among the most effective means (or practical, on a cost-benefit basis) of achieving conservation targets directly. But the program experiences do provide important information that can inform strategic decisions about the program, and as a basis to explore linkages with ongoing girls' stipend or education efforts as well as environmental education initiatives.
- **Funding potential exists, too.** Finally, while WWF's public identification with conservation efforts and its panda logo may make it more difficult to attract funding for

socio-economic or gender-based work, like girls' scholarships. But, it might also open doors for new and creative funding and program strategies by engaging environment-related agencies or ministries in education, with the goals of improving both human development and conservation or management of natural resources.

Follow Up

As a direct outcome of the workshop, WWF was invited to and represented at the United Nations Girls' Education Initiative (UNGEI) meeting in Istanbul, Turkey, in late October, 2003. Many girls' education program managers were enthusiastic about the opportunity of incorporating environmental messages into large girls' education initiatives – a means of extending the reach of WWF's own scholarship programs and 'scaling up' some of the lessons drawn by WWF field-based program staff about what makes their programs most effective. In its final declaration, UNGEI gave high priority to multi-sectoral approaches to girls' education and, due to WWF participation, included collaboration with the natural resource sector specifically. (See Annex 6 for the full text.)

This, too, helped put into motion two of the conclusions of the workshop, namely that partnerships are essential and that considerable scope exists for working across sectors like education and environment as well as for collaboration on large- and small-scale education initiatives that can fulfill both educational and ecological objectives.

WWF's intent is to explore further opportunities for partnerships at global, national, ecoregional and site scales and to continue its dialogue with the education sector, and in particular, with agencies leading girls' education or scholarship efforts at both small- and large-scales.

To fully realize the potential initiated at this workshop, direct technical assistance is needed to field sites. This has been delayed due to lack of capacity. We are pleased however that Cara has joined us to take on more of this role to continue exploring and testing the role of girls education in service of achieving our conservation goals in critical Global200 ecoregions.

Table of Progress

<u>Benchmark Number</u>	<u>Benchmark/Output</u>	<u>Status*</u>
1.1	Effective programmatic and financial administration to advance conservation impact in ECOSNature ecoregions	On-track
1.2	Facilitate activities and communication as opportunities for exchange and learning to advance Ecoregion Conservation implementation	Delayed
1.3	Facilitate innovative grants	Delayed
1.4	Strategic technical advice provided in the establishment and development of the Enterprise for the Americas Initiative Foundation (EAI) in Bolivia to support Ecoregion Conservation in six Global 200 ecoregions.	Completed
1.4	Legal documents completed and now in the process of being legalized.	Completed
1.4	Operational manuals completed and approved by Technical Working Group. The manuals have defined the process of Board selection, which has been initiated.	Completed
1.4	Communications strategy developed	Completed
	Provisional Board formed and in the process of selecting the new Board	Completed
1.4	Board structure and responsibilities established.	Completed

* Status may include activities that are completed, on-track, delayed, mixed performance, or cancelled.