

**ADB's Knowledge Partnership with WWF**

**WORLD WIDE FUND FOR NATURE**  
**Partnership Case Study**

**Table 1. ADB–WWF Partnership at a Glance**

Partnership Indicators	2000–2004	2005–2009	2010–2014
Memorandum of Understanding	2001		
Framework Cofinancing Agreement			
Cofinancing Templates			
Knowledge Partnerships			
Staff Seconded			
• to ADB		1	1 (continuous)
• from ADB			
Cofinancing: Loans and Grants (\$ million)			14.0
Cofinancing: Technical Assistance (\$ million)			0.2

Source: ADB and WWF. 2001. *Memorandum of Understanding on Working Arrangements between Asian Development Bank and WWF-World Wide Fund for Nature*. Manila and Geneva.

## I. Background

1. The World Wide Fund for Nature (WWF) is a conservation organization, established in 1961. Its mission covers three areas: the conservation of biological diversity, the sustainable management of renewable natural resources, and reduction of pollution and wasteful consumption. With almost 5 million supporters distributed throughout five continents and over 80 network offices, WWF has played a major role in the evolution of the international conservation movement. With headquarters in Switzerland, WWF International is an independent foundation registered under Swiss law. Its role is to lead and coordinate the network of WWF offices around the world, develop policies and priorities, foster partnerships, coordinate international campaigns, and provide support to the global network. In Asia, WWF has 24 offices that implement projects in 27 countries. Over time, it has funded conservation projects, engaged in debt-for-nature swaps, purchased or ensured the safeguarding of natural reserves, and partnered with companies and international organizations in conservation and environmental preservation efforts.

2. WWF's partnership with Asian Development Bank (ADB) started in the mid-1990s. A memorandum of understanding (MOU) was signed in 2001 and collaboration continued on the basis of annual work plans and consultations. Engagement with ADB has been multidimensional: WWF has provided inputs into ADB long-term strategies, some country partnership strategies, and several projects. The two organizations have jointly organized a number of events and prepared publications. They have submitted successful joint funding requests to the Global Environment Facility (GEF) and have cofinanced regional biodiversity initiatives that have leveraged almost \$1.4 billion (including \$117 million from ADB and \$14 million from WWF).

## II. Key Areas of Collaboration

3. For WWF, one of the main reasons for partnering with ADB has been to influence its policies and operational program so that they would be more responsive to environmental and biodiversity concerns. On its part, ADB was interested in tapping into WWF's technical expertise and its field presence in many Asian countries. During the last decade, ADB and WWF have engaged in regional initiatives of significant environmental and biodiversity relevance.

4. **Greater Mekong Subregion Core Environment Program.** The Greater Mekong Subregion (GMS) is one of the most biologically diverse regions on the planet, home to numerous endangered species, and rich in fish stocks which provide livelihoods to the people in the region. ADB helped establish the GMS and has supported the initiative since 1995. Previous environmental initiatives were consolidated in 2005 into the GMS Core Environment Program (CEP) and its flagship Biodiversity Conservation Corridor Initiative (BCI). CEP focuses on integrating environmental considerations into key GMS development sectors, such as tourism, transport, and energy, and promoting local livelihood and

conservation activities. The BCI aims to preserve biodiversity corridors in GMS border areas, and has established a 2 million hectare network of protected areas.

5. ADB, World Bank, and WWF have collaborated intensively since 2009 with stakeholders in the region to raise financing for biodiversity preservation, and in November 2011 the GEF Council approved a \$150 million GMS Forests and Biodiversity Program, including a \$20 million GEF grant, to enhance the management effectiveness, resilience and connectivity of priority conservation landscapes, including key trans-boundary protected areas in the Greater Mekong. ADB has committed \$69 million and WWF \$11 million to the project.<sup>1</sup>

6. **Heart of Borneo Initiative.** The “Heart of Borneo,” which straddles Indonesia and Malaysia (and parts of Brunei Darussalam), contains the largest remaining contiguous forest area in Southeast Asia and is one of the most biologically diverse habitats on Earth. The initiative addresses the threats to this area, namely forest conversion into rubber and palm oil plantations, logging for timber and pulp production, forest fires, oil and mineral extraction, and illegal wildlife trade.

7. ADB and the WWF team in Indonesia have worked together on the design of a sustainable forest and biodiversity management technical assistance (TA) project on the Indonesian side of Borneo, which was approved in February 2013.<sup>2</sup> Besides ADB’s \$1.95 million contribution, the GEF will provide \$2.5 million, the Government of Indonesia \$0.5 million, and WWF \$2 million. ADB is also the implementing agency for a \$2 million project funded by the Japan Fund for Poverty Reduction and for the \$19.5 million Forest Investment Programme. ADB manages a total of \$31 million of investments for forest conservation and green growth interventions in the Heart of Borneo.

8. **Coral Triangle Initiative.** The “Coral Triangle,” an area of 5.7 million square kilometers of ocean waters in Indonesia, Malaysia, Papua New Guinea (PNG), Philippines, the Solomon Islands, and Timor-Leste, is considered to be a global center of coral reef and tropical marine biological diversity. It is threatened by climate change, overfishing, unsustainable fishing methods, and land-based sources of pollution. The Coral Triangle Initiative on Coral Reefs, Fisheries and Food Security is a multilateral partnership between the governments of the six countries launched in 2009 and strengthened in May 2014 with the establishment of a regional secretariat, to preserve and manage the region's marine resources.

9. Working with the GEF and others, ADB serves as a lead partner for mobilizing financial resources for the program. To date, ADB has funded six projects totaling \$80 million in support of the initiative.<sup>3</sup> This is part of more than \$300 million that has been mobilized, with GEF providing over \$125 million. For its part, WWF has contributed to the technical design of ADB operations,<sup>4</sup> and has been asked to develop proposals for possible subprojects that could be implemented on the Pacific side of the Coral Triangle Initiative. ADB and WWF have collaborated in the preparation of a coffee table photo book that illustrates the rich biodiversity of the Coral Triangle.

10. **Living Himalayas.** The Eastern Himalayas mountain range extending across Bangladesh, Bhutan, India, and Nepal is the source of fresh water for 1 billion people and feeds seven major rivers. Climate

<sup>1</sup> ADB. 2010. *GMS Biodiversity Conservation Corridors*. Manila.

<sup>2</sup> ADB. 2013. *Sustainable Forest and Biodiversity Management in Borneo*. Manila.

<sup>3</sup> ADB. *Coastal and Marine Resources Management in the Coral Triangle - Southeast Asia*. Manila (\$1 million); ADB. *Philippines Integrated Coastal Resources Management Project*. Manila (\$23.5 million); ADB. *Integrated Natural Resources and Environmental Management Sector Development Program*. Manila (\$0.85 million); ADB. *Strengthening Coastal and Marine Resources Management in the Coral Triangle of the Pacific*. Manila (\$0.85 million); ADB. *Coral Reef Rehabilitation and Management Program—Coral Triangle Initiative*. Manila (\$8 million); ADB. *Coral Reef Rehabilitation and Management Phase II*. Manila; and ADB. *Coral Reef Rehabilitation and Management Program – Coral Triangle Initiative* (\$45.52 million).

<sup>4</sup> For example, in 2013 WWF developed a discussion paper titled *Sustainable Aquaculture as a Solution for Food and Livelihood Security in the Coral Triangle, Recommendations for Strategic Investment*. The author of the paper visited ADB to discuss with ADB staff and receive their inputs.

change acceleration leading to the melting of glaciers coupled with increasing human population are threatening this delicate mountain ecosystem. WWF has encouraged ADB to promote regional cooperation to address the challenges of this fragile ecosystem.

11. In 2012 ADB approved a regional technical assistance (TA) grant for Supporting the Framework of Cooperation of the Climate Summit for a Living Himalayas.<sup>5</sup> WWF made a significant contribution to the preparation of this regional TA. The project should support the partner countries to (i) develop detailed results based implementable action plans; (ii) prepare detailed concept papers for collaborative investment projects; (iii) support knowledge management on climate change impacts and adaptation practices, and develop partnerships; and (iv) assist in strengthening the implementation mechanism. The Government of Bhutan is currently hosting the secretariat, but due to lukewarm commitment by some regional member countries, activities have been delayed.

12. There are common threads to the cooperation between ADB and WWF in these initiatives:

- (i) the regional dimension of the issues is addressed,
- (ii) there is a focus on biodiversity preservation and sustainable livelihoods,
- (iii) a number of additional partners are involved, and
- (iv) the cooperation plays a catalytic role in accessing global funding sources such as GEF.

13. WWF has gradually expanded its cooperation with ADB to the definition of strategies and operations. It provided written inputs and took part in the consultations for the midterm review of Strategy 2020. It provided inputs for the Pakistan country partnership strategy (CPS) environmental note and is cooperating with the conduct of the country environmental assessment for the preparation of the Myanmar CPS. During 2014, WWF, advised regional departments in the project preparation phase of infrastructure projects. WWF Indonesia was involved in the preparation of two geothermal projects, both in Sumatra, one in Bengkulu (also called Bukit Daun, estimated investment \$400 million), and one in Sarulla (\$350 million). In the Lao People's Democratic Republic, WWF advised ADB on biodiversity aspects for the Nam Niep 1 hydropower project and in Nepal WWF provided information for the Tanahu hydropower project. This collaboration is noteworthy, because one of WWF's objectives in engaging with ADB was to make infrastructure (and particularly energy) project design more environmentally friendly. WWF local offices have also bid as contractors and executed ADB projects in Mongolia, Pakistan, the People's Republic of China (PRC), and Viet Nam,<sup>6</sup> although this has been done at the initiative of the local office and with limited (or no) support form WWF Headquarters or staff seconded in Manila.

14. Collaboration between ADB and WWF has been diverse and strong and has evolved through the years to include knowledge initiatives.

- (i) Since 2010, WWF has participated in a number of seminars held during ADB Annual Meetings on issues related to natural resources and biodiversity management.
- (ii) ADB and WWF jointly prepared and disseminated the Coral Triangle photo book (para 9).
- (iii) In 2012, WWF International Freshwater delivered a two-day water stewardship workshop to 30 ADB staff, aimed at developing their capacity to build new partnerships with private sector operators to support improved water management through the concepts of basin stewardship.
- (iv) ADB and WWF co-hosted the 2013 Asian Judges Network on Environment meeting in Manila. At the event the ADB's President reiterated ADB's support for regional cooperation to protect ecosystems and WWF representatives briefed the judges on the importance of natural capital to

<sup>5</sup> ADB. 2013. *Technical Assistance for Supporting the Framework of Cooperation of the Climate Summit for a Living Himalayas*. Manila. The \$575,000 grant is funded through the Australia-ADB South Asia Development Partnership Facility.

<sup>6</sup> For example, the Community-Based Natural Resource Management (CBNRM) program in Mongolia and Payment for Eco-system Services (PES) program in PRC.

- sustain economic growth and build climate-resilient societies in the Asia and Pacific Region. WWF also produced a video on the role of the judiciary in protecting natural capital.
- (v) ADB and WWF worked together to develop a rapid basin-wide hydropower sustainability assessment tool to assess potential hydropower projects in a basin-wide perspective, taking into account upstream and downstream cumulative impacts.
  - (vi) WWF participated in the second Asia-Pacific Water Summit in Chiang Mai in 2013, where it launched three publications: *Integrated Water Resources Management*, *Water Allocation*, and *Flood Risk Management*.<sup>7</sup>
  - (vii) In 2012, ADB and WWF jointly published a study on the ecological footprint and investment in natural capital in Asia and the Pacific.<sup>8</sup> WWF cofinanced 40% of the study, which at times tested the relationship in order to meet the expectations of both partners, but was selected by ADB's environment community of practice as the best environmental report for 2012.
  - (viii) ADB has been involved in the 2014 Earth Hour City Challenge, a year-long competition among cities to promote low-carbon solutions. Cities are invited to submit inspiring and credible urban development plans. An ADB representative was a member of the international jury in the initiative. ADB will consider funding implementation of the plans if they are aligned with the country planning process. Twenty-seven cities from India, Indonesia, Republic of Korea, and Thailand submitted plans (out of 163 participants).

15. WWF has considerable experience in mobilizing private sector support and engagement for its cause (see Appendix 1). ADB and WWF staff have been assessing opportunities to develop pilot projects in India, Pakistan, and the PRC involving private companies in river basin management, based on WWF's experience partnering with multinational companies such as H&M and Coca-Cola to mitigate water risks in their supply chain. Together, ADB and WWF have carried out a number of initiatives involving the private sector, including the following:

- (i) A CEO roundtable on the role of the private sector in enabling more water-secure economies in the Asia and Pacific region was organized at the second Asia-Pacific Water Summit in Chiang Mai on 19 May 2013. The dialogue—spearheaded by the Deputy Prime Minister of Thailand Plodprasop Suraswadi, and chief executive officers and representatives from Loxley, AGT International Singapore, Power China, Coca-Cola Thailand, K-water, H&M, and WMA—underlined the need to increase investments and measures in water security issues, and to improve communications between government and the private sector.
- (ii) A panel discussion on sustainable finance was hosted in 2013 by ADB and WWF India entitled "Can the finance sector lead the transition towards sustainable development?" CEOs from the Royal Bank of Scotland, the Hong Kong Shanghai Banking Corporation, the Infrastructure Development and Finance Company, the Global Development Network, and ADB's vice president for private sector and cofinancing provided a regional Asia Pacific overview of key risks and opportunities related to investments in natural capital, and key obstacles for finance institutions to scale up investment in sustainable projects.

16. The collaboration has also resulted in some more sustainable practices being adopted by ADB. Following a presentation by a WWF Philippines specialist on WWF's sustainable commodity initiatives with a special focus on sustainable tuna, WWF helped connect ADB to more sustainable suppliers that now provide the tuna served in ADB's Executive Dining Room.

17. Since 2009, WWF has been seconding at its own expense a relationship manager to work with ADB. ADB provides working space and facilities in the consultants' area, enabling the WWF

<sup>7</sup> The publications were prepared in collaboration with the General Institute of Water Resources and Hydropower Planning and Design, Chinese Ministry of Water Resources, ADB, and UNESCO.

<sup>8</sup> ADB. Global Footprint Network. WWF. 2012. *Ecological Footprint and Investment in Natural Capital in Asia and the Pacific*. United Kingdom.

representative to keep abreast of developments and initiatives in ADB, channel WWF inputs to the appropriate ADB counterpart and vice versa, help organize annual meetings, reports and consultations, and generally promote closer collaboration between the two institutions.

**Table 2. Evolution of ADB-WWF Cofinancing**

Period	Countries	DVA Cofinancing		Non-DVA Cofinancing		Total Cofinancing		Average Project Size (\$ million)
		No. of Projects	Amount (\$ million)	No. of Projects	Amount (\$ million)	No. of Projects	Amount (\$ million)	
2000–2004								
2005–2009								
2010–2014			14			14		5

ADB = Asian Development Bank, DVA = direct value-added, WWF = World Wide Fund for Nature.

Sources: World Wide Fund for Nature.

### III. Level of Formalization of the Partnership

18. The MOU between ADB and WWF dates back to 2001, and remained relatively inactive for some years.<sup>9</sup> It focuses on reciprocal consultations, facilitation of knowledge and information flows, and possibly staff exchange. It includes provisions for annual reporting and consultation meetings. Like most MOUs of that vintage, it does not include a results framework or other monitorable indicators, provisions for dispute resolution or intellectual property rights, or an expiration date (Table 3). The fact that the ADB focal point (Office of Environment and Social Development) no longer exists has not affected the relationship, and the role has been shifted to its successor division in the Sustainable Development and Climate Change Department.

19. No cofinancing agreements were prepared, since it was expected that the collaboration would mostly be in knowledge exchange. Individual instances of cooperation that involved financial contributions by one or both organizations have been regulated through letters of agreement or third party documentation (e.g., for jointly financed GEF projects).

20. Since 2009, when a relationship manager was posted at ADB headquarters in Manila, annual consultations have been held regularly, preceded by a report on joint activities and documented through minutes and work plans. Annual consultations have always been well attended by both sides, but, as Table 4 shows, while the number of participants has not changed significantly, in the 2015 meeting there was a significantly higher participation by WWF field office representatives and ADB operations department staff and management than at the first meeting in 2009. Of the 13 operations department staff who attended the 2015 annual consultation, three were directors of environment and natural resources divisions in South, East, and Central and West Asia.

<sup>9</sup> ADB. WWF. 2001. *Memorandum of Understanding on Working Arrangements between Asian Development Bank and WWF-World Wide Fund for Nature*. Manila and Geneva.

**Table 3. Features of the ADB-WWF Partnership and Cofinancing Agreements**

<b>Memorandum of Understanding</b>	
<b>Scope</b>	
Cofinancing	
Knowledge and Research	✓
Joint Analytical Work	✓
Staff Exchange	✓
Other Purposes	Technology transfer, consultation
Country Priority	
Sector Priority	✓
<b>Programming</b>	
Annual Programming	✓
Annual Report	✓
Focal Point	SDCC
Role of Headquarters and Field Offices	
Dispute Resolution	
Intellectual Property	
<b>Review and Evaluation</b>	
Expiration Date	
Work Program	
Results Framework	
Review Mechanism	
<b>Total Number of Features</b>	<b>8</b>

ADB = Asian Development Bank, SDCC = Sustainable Development and Climate Change Department, WWF = World Wide Fund for Nature.

Source: ADB. WWF. 2001. *Memorandum of Understanding on Working Arrangements between Asian Development Bank and WWF-World Wide Fund for Nature*. Manila and Geneva.

**Table 4. Participants in Annual Programmatic Consultations in 2009 and 2015**

Year	WWF Staff (total)	WWF Staff (participating via video- conference)	WWF Staff (country office staff)	ADB Staff (total)	ADB Staff (from operations departments)	ADB Staff (director level)
2009	15	-	4	19	4	-
2015	21	7	9	18	13	3

ADB = Asian Development Bank, WWF = World Wide Fund for Nature.

Source: ADB and WWF annual consultation meetings minutes.

21. While not required or contemplated in the agreements between the two organizations, WWF has developed an internal strategy for interacting with ADB.<sup>10</sup> The strategy considers that rapid economic growth in Asia and the Pacific poses significant environment-related challenges, including climate change; food, energy, and water security; rapid urbanization and industrialization; and loss of biological diversity and ecosystem services.<sup>11</sup> Given the size of ADB's investment in the region, its influence on member country policies, and the long and positive experience of collaboration with WWF, the strategy aims at influencing ADB's policies, strategies, and investment in support of ecosystems protection and low-carbon growth.

<sup>10</sup> WWF. 2013. *WWF's Strategy on the Partnership with ADB FY14–FY16*. Geneva. The document was made available to the evaluation team with the understanding that its detailed content would be kept confidential.

<sup>11</sup> According to WWF's assessment, Asia and the Pacific has an ecological footprint twice as large as its per capita biocapacity, even though the region consumes only 60% of the global average in natural resources.

22. More specifically, the strategy aims at encouraging ADB to (i) strengthen policies that support green growth; (ii) increase investment in natural capital, smart infrastructure, renewable energy and energy efficiency; (iii) develop innovative financial instruments that support green businesses; and (iv) engage more deeply with WWF offices in the region. The strategy also seeks to promote more eco-friendly ADB country strategies, joint development of knowledge products, and three-way dialogue between ADB, WWF, and countries. The strategy is detailed in its definition of goals and specific objectives, work program and institutional responsibilities, demonstrating a significant investment and commitment by WWF's ADB team to develop the partnership further.

#### IV. Assessment of the Partnership

23. Since it was formally established in 2001, the partnership between ADB and WWF has broadened and deepened significantly. It has expanded geographically to cover four of the most sensitive biodiversity areas in South and Southeast Asia and the Pacific. It has evolved from assessments of environmental threats to actions, backed by hundreds of millions of dollars of funding by ADB, WWF, and other partners, including the GEF. It has resulted in knowledge products and publications, and deepened to the point that WWF has been involved in advising ADB in the preparation of corporate strategies, country level assessments and CPSs, and projects. The recognition of this progress is mutual. WWF assesses its collaboration with ADB as "one of the most successful examples of its partnerships with the public sector."<sup>12</sup>

24. There are many reasons for this success. Consistency of counterparts and focal points has helped both institutions. On the ADB side, one of the initiators has continued to maintain an active involvement in spite of changes in assignments and promotions within the organization. On the WWF side, only two relationship managers have been based in Manila during the last 6 years, and the current manager has been in the job since 2010. Institutional memory is strong, and reinforced through continued interaction. Over time, ADB and WWF have become more familiar with their respective institutional arrangements, policies, and procedures, facilitating collaboration.

25. A second reason for the successful relationship is the deliberate effort made by WWF to engage ADB. After identifying the potential of the relationship, WWF pursued it actively and flexibly. Engagement in the four large regional framework initiatives (GMS, the Coral Triangle Initiative, Heart of Borneo, and Living Himalayas) was accompanied by collaboration on very specific outputs, such as the Coral Triangle and Ecological Footprint publications. WWF's preparation of a strategy for its engagement with ADB in 2013, its financing of a rapid assessment of the partnership in 2015, and its production of internal semiannual reports in addition to the joint annual reports with ADB all demonstrate the investment made by WWF, which in some ways has been superior to the effort made by ADB to nourish the partnership.

26. A third reason lies in the mutual appreciation of the counterpart's comparative advantage. Compared with the confrontational tone that many nongovernment organizations (NGOs) adopt when dealing with multilateral institutions like ADB, WWF decided to pursue constructive engagement. While continuing to point out differences of perspective when appropriate, the approach has generally attempted to find common ground, identify opportunities for collaboration, and convince through rational arguments and factual evidence rather than through rhetoric. WWF engaged ADB at the technical level, and was ready on a number of occasions to shoulder a share of the costs involved in joint initiatives, such as publications, conferences or joint events. The approach was much appreciated by ADB, which in turn appreciates the technical depth of the contribution that WWF can make on biodiversity and environmental issues at various levels and its extensive country presence.<sup>13</sup>

<sup>12</sup> See Footnote 10.

<sup>13</sup> For example, in Indonesia WWF has 350 staff and a decentralized presence well beyond ADB's. In the case of India, WWF knows state-level agencies well and can help direct ADB efforts and facilitate contacts with them.

27. The rather broad content and lack of specificity of the 2001 MOU between the two institutions has not been a relevant issue, largely because the frequent interaction of staff at various level, the presence in Manila of a WWF relationship manager, and the thoroughness of the annual consultations and work programming exercise have allowed for a clear ongoing definition of the details of the partnership.

28. Among the initial weaknesses of the relationship was the limited buy-in by WWF country offices and ADB operations departments. WWF's financial contributions to maintain a relationship manager in Manila were initially centrally funded, and were only gradually replaced by contributions by Asian offices. The fact that country offices have started sharing some of the financial burden shows that the relationship has proven its value at the country level. On ADB's side, the Regional and Sustainable Development Department was for some years the main counterpart, and this concerned WWF staff, who wanted to ensure that collaboration also took place at the operational level. As shown by the attendance at more recent annual consultation meetings (Table 4 above) operations department are now substantially more involved in the partnership.

29. The success of regional programs has varied. Where there was very strong national ownership (e.g., the Coral Triangle Initiative, strongly promoted by then Indonesian President Susilo Bambang Yudhoyono) or a well-established institutional framework (e.g., the GMS), large amounts of funding were mobilized and significant initiatives started. Where the enthusiasm of some of the potential partner countries was lukewarm (e.g., the Living Himalayas Initiative), progress has been considerably slower and the results more uncertain.

30. Collaboration on the ecological footprint and natural capital publication was a twisted tale with a happy ending. Expectations on both sides on the scope and ownership of the publication were not entirely aligned. This resulted in some adjustments to the contents and timeline, and the project consumed more resources than had been originally anticipated. These efforts proved successful, since the report was chosen by ADB as the best environmental publication in 2012, and used and quoted on several public occasions. The willingness on both sides to make the extra effort needed to come up with a joint product consolidated the partnership and reinforced mutual trust.

31. Defining and meeting reciprocal expectations continues to be a challenge. WWF has needed to resort to its internal network of specialists to respond to ADB's requests for technical inputs or participation in events, such as at the ADB Annual Meeting seminars, and this has been labor-intensive and at times taxing. In some cases, ADB has been slow to respond to openings made by WWF and to requests for deeper involvement at country and project levels. Overall, ADB may not have given as much importance to the partnership as WWF has.

32. A survey of ADB and WWF staff involved in the partnership conducted in early 2015 showed that both sides are highly satisfied with it, feel that it has generally fulfilled its potential, and is strategic and relevant for the future.<sup>14</sup> Both sides felt that an even more deliberate strategic orientation of activities and more advance warning of possible cooperation opportunities would be beneficial. For WWF, the value added by ADB lies in its access to regional policy makers and in its capacity to scale up interventions to protect biodiversity. ADB values WWF's technical expertise, which is also based on experience from outside the Asia and Pacific region, and its constructive role as a representative of the NGO community and potential link with the private sector.

33. These findings are largely confirmed by a survey sent from Independent Evaluation Department (IED) to WWF and ADB staff involved in forging and maintaining the partnership (Table 5). Nine questionnaires were sent to WWF staff, four of which were returned. Seven were sent to ADB staff,

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<sup>14</sup> WWF. 2015. *Rapid Assessment of the Partnership between ADB and WWF Final Report*. Manila.

four of which were returned. All respondents rated the partnership as either satisfactory or highly satisfactory. ADB staff especially valued the data and technical expertise that WWF can bring to the analysis of environmental issues and to the design of strategies, sector assessments, and specific operations. They also saw a role for WWF in reaching out to project beneficiaries, giving voice to their concerns, and assisting in the implementation of project components. These perceptions were mirrored by WWF respondents who especially valued the opportunity of providing advice and inputs to ADB in country strategies, sector analysis, and project design. They also highly appreciated ADB's capacity to access policy makers and its knowledge and expertise. Both sides felt that joint actions at the project level and reaching out to policy makers should continue to be priorities for the future, and both pointed out that maintaining the relationship was both staff- and time-intensive. WWF seems to have made a stronger effort in this sense than ADB, possibly because its resources for the Asia region are more limited.

**Table 5. Perceptions of the WWF-ADB Partnership**

Question	WWF Rating of ADB	ADB Rating of WWF
<b>Experience Working in Partnership</b>		
• Highly Satisfactory	25%	50%
• Satisfactory	75%	50%
• Less than Satisfactory		
• Unsatisfactory		
<b>Value Added by Partnership</b>		
• Financing	50%	25%
• Access to Data	50%	100%
• Increase General Knowledge and Expertise	75%	100%
• Advice during Project, Sector, or Strategy Analysis	100%	75%
• Outreach and Service Delivery in Projects	50%	50%
• Voice for Concerns of Project-Affected People		50%
• Access to Policy Makers and Policy Dialogue	75%	25%
<b>Areas for Future Partnership Development</b>		
• Joint Financing of Activities	25%	
• Consultations on Project/Strategy Design	50%	
• Project-Level Implementation and Outreach	25%	25%
• Knowledge and Innovation		
• Access to Policy Makers and Policy Dialogue	25%	25%
<b>Problem Areas in the Partnership</b>		
• Limited Common Areas of Interest		25%
• Lack of ADB Instruments to Engage	25%	25%
• Partnership is Time- and Staff-Intensive	50%	25%

ADB = Asian Development Bank, WWF = World Wide Fund for Nature.

Source: Independent Evaluation Department.

## V. Conclusions and Future Directions

34. The partnership with WWF is the most long-lasting, diversified, and successful of the ADB's collaborations with international NGOs. WWF also considers its cooperation with ADB one of the most successful examples of its partnerships with the public sector. After a slow start, in 2009 cooperation has accelerated, broadened, and deepened.

35. Annual consultations have been useful in framing cooperation for the coming year. They appear to have struck a reasonable balance between predictability and flexibility to changing circumstances; some initiatives included in the work programs never take place, and others that were not mentioned have subsequently become important. The role of the WWF relationship manager seems to have been quite important in bridging the gap between forward planning and opportunistic response.

36. Current joint involvement in regional biodiversity conservation programs has been successful and should be continued. There is scope for ADB to engage more systematically with WWF at the country and project level. A meeting in July 2013 between WWF Indonesia and ADB's Indonesia resident mission concluded positively, and resulted in WWF having greater involvement in geothermal project design, fulfilling one of the organization's objectives to become more involved in the clean energy field. Focal points on both sides can facilitate joint discussions at the country level.

37. Both ADB and WWF are now GEF implementing agencies. There is scope for them to collaborate in developing and possibly implementing a joint portfolio. Given the obstacles that ADB has found in accessing GEF financing, collaboration with WWF could prove useful and enable the two organizations to collaborate on a more even footing in larger-scale initiatives.

38. While ADB will continue to play an important role in financing infrastructure, WWF can complement and challenge ADB project designs. For example, WWF can suggest ecosystem adaptation approaches not based solely on infrastructure needs (e.g., living with floods instead of building flood protection infrastructure). Payment for ecosystem services can also be pilot tested (e.g., in the Nam Theun 2 hydropower project, where a special fund was created to develop social projects by earmarking some of the project proceeds).

39. WWF has developed several very creative partnerships with private companies. In doing so, it has been able to move beyond individual corporate social responsibility initiatives, and to engage with groups or federations of companies. For example, in some commodity sectors, such as forest products, it has been successful in convincing sector associations to adhere to certification programs that ensure the sustainability of the sourcing of the commodity. By doing so, it has enlisted the producers as allies, rather than as adversaries. As ADB explores the potential for tapping into the knowledge and financial resources of the private sector, WWF can be a helpful guide in navigating this terrain and possibly identifying joint initiatives.

40. The opportunities for enhanced collaboration are varied and diversified. Past experience induces optimism about what can be achieved. WWF has clearly invested in developing and managing the partnership. Among the areas for future development, support for smart and green infrastructure, particularly in clean energy and energy efficiency; innovative financial instruments that can support green business; and increased engagement at the country level are priorities that WWF has identified. Perhaps it is also time for ADB to engage in a more strategic reflection of what it expects from the future of the partnership. Possible areas include the systematic greening of the ADB portfolio; ADB's climate change strategy; learning from WWF's experience in engaging the private sector; and joint or coordinated access to global environmental funds such as GEF. There is plenty of scope for elevating the partnership to the next level.

## Partnership Arrangements and Activities at WWF<sup>1</sup>

1. World Wide Fund for Nature (WWF) is a global organization with offices in 80 countries (24 in Asia, of which 18 are in ADB's developing member countries), 6,200 employees, an annual program in 2014 of €464 million (\$510 million), and an administrative budget of €58 million (\$64 million), plus fundraising expenses of €106 million (\$117 million). WWF has come a long way from the organization that started by financing five projects totaling \$33,500 for the protection of endangered species.<sup>2</sup> Over the 50 years since it was founded, WWF has invested about \$11.5 billion in more than 13,000 projects.

2. Working in partnership with governments, international organizations, civil society, business, and foundations is at the core of WWF activities. WWF is now a project agency of the Global Environment Facility (GEF), and will apply for accreditation as an international implementing entity at the Green Climate Fund. In 2010 WWF's Conservation Committee approved a public sector partners strategy which reoriented WWF's approach to working with the public sector from a funding-led to a partnership-led approach. The new approach aims at influencing the public sector architecture, institutions, policies, and financial allocations to support WWF's mission to stop environmental degradation directly and indirectly.

3. Partnerships with international organizations and development partners follow a similar model to that applied in Asian Development Bank (ADB), although perhaps not always with the same intensity. This appendix focuses therefore on WWF's relationships with the private sector, which ADB is interested in exploring.

4. WWF has a director for public sector partnership in the Conservation Program who oversees partnerships with multilateral and bilateral agencies and directors of corporate relations under operations who oversee partnerships with the business sector.

### I. Partnership with International Organizations and Development Finance Sources

5. WWF has partnerships with 10 multilateral agencies and 26 bilateral agencies from 15 countries. Multilateral partners include the World Bank Group, the four regional development banks (ADB, AfDB, EBRD, and IDB), the European Investment Bank and the European Commission, and two United Nations (UN) agencies (UN Development Programme and UN Environment Programme). Bilateral partners include the United States and Canada in North America; Australia, Japan, and New Zealand in the Asia and the Pacific, and 10 European countries.<sup>3</sup>

6. Public sector partnerships make an important contribution to WWF's program. In 2014 they accounted for 19% of total WWF income, equivalent to about €121 million (\$133 million). Their value goes beyond monetary contributions because through them WWF is able to influence policies and mobilize finance for larger scale initiatives on the issues of WWF concern.

### II. Partnership with Nongovernment Organizations and Civil Society

7. WWF collaborates with a number of other nongovernment organizations (NGOs).

8. **The Humanitarian Partnerships Program.** This began in 2005 when WWF and the American Red Cross formed a 5-year partnership to help survivors of the 2004 Indian Ocean tsunami rebuild their communities as well as the natural environments on which they depend on. Besides meeting the

<sup>1</sup> This section draws heavily from the WWF website, and particularly on its partnership section: <http://www.worldwildlife.org/pages/partnerships>

<sup>2</sup> WWF-INT. 2015. *Annual Review 2014*. Gland. Budget data are for 2014, Offices are as of March 2015. [http://d2ouvy59p0dg6k.cloudfront.net/downloads/ar2014\\_v13\\_final\\_lr\\_sp.pdf](http://d2ouvy59p0dg6k.cloudfront.net/downloads/ar2014_v13_final_lr_sp.pdf)

<sup>3</sup> Austria, Canada, Denmark, Finland, France, Germany, Netherlands, Norway, Sweden, Switzerland, and the United Kingdom.

immediate needs for water and sanitation, shelter and livelihoods, the two organizations developed expertise in incorporating environmental priorities into recovery and reconstruction. Together they prepared the Green Recovery and Reconstruction: Training Toolkit for Humanitarian Aid, a training program designed to increase awareness and knowledge of environmentally sustainable disaster response approaches and help rebuild communities that are more environmentally and socially sustainable than they were before.

### III. Partnership with the Private Sector

9. WWF's approach to partnerships with the private sector is quite sophisticated and goes beyond simple donations.

10. **Cause marketing.** WWF engages with corporations to develop integrated campaigns that enable companies and their customers to show their support and contribute actively to conservation. These collaborations are specifically designed to increase public awareness of WWF and to generate revenue for WWF's global conservation efforts. They typically involve both customers and the company donating funds (often associated with the purchase of articles produced by the company) for specific conservation purposes or to WWF in general.

11. **Philanthropic giving.** Companies may also provide funding to help support specific WWF conservation initiatives and the local communities they serve. Funding for an initiative may be directly related to the company's core business or may be for an issue that the company and its employees find meaningful. WWF works to ensure that philanthropic contributions support lasting conservation solutions that will benefit species, people, and the environment.

12. **Sustainable business.** WWF works with companies to assess their environmental impact and build a strategic plan to reduce that impact in a way that will advance both conservation and the company's business objectives. This approach is designed to create significant improvements in operational efficiency and sustainability across the company—from headquarters to plant to supply chain. The result is increased efficiency, more secure supplies and a greatly reduced environmental impact.

13. **Standards and certification.** In a number of areas (forestry, seafood), WWF has been promoting the development of certification standards and their adoption by large companies that source their products in developing countries. Examples include the Marine Stewardship Council for seafood and the Forest Stewardship Council for wood products. Adherence by companies to the standards set by the respective councils is meant to ensure that companies apply more sustainable business practices, reducing the impact on the environment locally and globally.

14. **Business coalitions.** WWF has been engaging businesses (often at the sector or geographic level) to create coalitions that will put pressure on regulators and legislators to respond to environmental issues of interest to them, for example demanding a higher share of renewable energy from power utilities.

15. Box 1 describes an example of WWF partnership with a large global US company.

### Box 1. Coca-Cola and WWF Global Partnership, 2007–2012

The Coca-Cola Company has supported World Wide Fund for Nature's (WWF) work on key environmental initiatives for years. In 2007, a partnership on freshwater conservation was announced with five core areas of focus:

- conserve seven of the world's most important freshwater basins,
- improve water efficiency within the company's operations,
- reduce the company's carbon emissions,
- promote sustainable agriculture, and
- inspire a global movement to conserve water.

In late 2010, Coca-Cola and WWF expanded the partnership to a sixth area:

- assess and reduce environmental impacts related to existing and potential packaging options.

These six areas formed the priority activities undertaken during the first phase of the global partnership, which lasted through 2012.

Examples of the partnership include ongoing restoration, education, and protection activities in freshwater basins spanning Asia, Africa, Europe, and the Americas, including the Yangtze, Mekong, and Danube rivers, the Rio Grande and Rio Bravo, Lake Niassa, the Mesoamerican Reef catchments, and the rivers, and streams of the southeastern United States.

- In the Mekong, the partnership helped the first statute to allow for park management in accordance with particular ecosystems, resulting in restored habitat, the return of bird species, and the 2012 designation of Tram Chim National Park as the 2,000th Ramsar site (based on the Convention on Wetlands, or Ramsar Convention).
- In the Mesoamerican Reef, the partnership has helped develop sustainable production methods for agricultural products such as cardamom, coffee and honey, which have reduced water use and pesticide impacts to the watershed. The shift to higher-income crops benefited more than 500 families.
- In the U.S. Southeast Rivers and Streams, the partnership worked with local watershed groups and Coca-Cola bottlers to develop a rain barrel program that includes more than 60 bottlers and 80 organizations in the United States and Canada. More than 36,000 rain barrels were distributed. The program has the capacity to capture nearly 303 million liters of water each year.
- Along the Danube River, the partnership rehabilitated Liberty Island—a two-mile-long forested island at the southern end of Hungary—by converting more than 12 acres of hybrid poplar forest to natural forest and planting 16 acres of native saplings.
- In Mozambique's Lake Niassa, the partnership helped establish the Lake Niassa Reserve, a protected area that is providing economic benefits to communities while helping to secure healthy fish stocks. Community-based natural resource councils and management plans for the sustainable use of resources in and around the lake were supported.
- In the Rio Grande and Rio Bravo, the partnership helped establish an association of local farmers, as custodians of the land, and succeeded in placing the endemic pupfish under legal conservation status in Mexico.
- In the Yangtze River Basin, the partnership worked with villages near the city of Chengdu to develop an integrated pollution control project that included river bank restoration, constructed wetlands, household biogas facilities, and alternatives to chemical fertilizer and pesticides on local farms.

Since 2004, Coca-Cola has improved water efficiency by 21.4%. The partnership team worked with the Bonsucro: Better Sugar Cane Initiative to develop and finalize certification standards for growing and milling sugarcane more sustainably. Coca-Cola was the first company to purchase certified sugar in 2011. The Coca-Cola and WWF partnership model has inspired other businesses, governments and conservation organizations around the world to address environmental issues, including through global events and initiatives such as United Nations Climate Conferences, the CEO Water Mandate, and Earth Hour. Collaborations between local Coca-Cola and WWF offices are underway in nearly 50 countries.

Sources: WWF and Coca Cola [worldwildlife.org/water/cocacola](http://worldwildlife.org/water/cocacola) [wwf.thecoca-colacompany.com](http://wwf.thecoca-colacompany.com), and [www.wwfcocolariverbasin.org](http://www.wwfcocolariverbasin.org).

#### IV. Knowledge Partnerships

16. WWF produces a number of publications and reports, usually centered on geographical areas of environmental relevance (e.g., the Eastern Himalayas) or endangered species (e.g., the African Elephant). Every 2 years, WWF publishes the Living Planet Report, which takes stock of the state of biodiversity, ecosystems, and demand for natural resources—and their implications for humans and wildlife. In addition, WWF engages in scientific research, public dissemination of information, and training.

17. **Fuller Science for Nature Fund.** The Kathryn Fuller Science for Nature Fund supports and harnesses the most promising conservation science research and puts it into practice. Named in honor of the former president and CEO of WWF-US, the fund supports an annual Science for Nature Symposium featuring global leaders in science, policy, and conservation. Additionally, a regular seminar series provides a regular forum for the conservation community to learn, discuss, and network.

18. **The WWF Conservation Science Network.** This connects, supports, and grows the conservation science community by providing access to the latest information and techniques, coordinating training, and providing opportunities for collaboration.

19. **Russell E. Train Education for Nature Program (EFN).** Investing in training and education is critical for biodiversity conservation and for nearly 2 decades EFN has been providing financial support to proven and potential conservation leaders in Africa, Asia, and Latin America to gain the skills and knowledge they needed to address the conservation challenges in their home countries. EFN supports conservationists to pursue graduate studies, attend short-term training courses, and train local communities in WWF priority locations.