Ecosystem Alliance Final Report

WWW.ECOSYSTEM-ALLIANCE.ORG

IUCN | National Committee of The Netherlands

Wetlands INTERNATIONAL

Both ENDS
Connecting people for change

Acronyms

CBO	community-based organization
CBD	Convention on Biological Diversity
CDM	Clean Development Mechanism
CEO	chief executive officer
COP	Conference of Parties
CSO	civil society organization
CSR	corporate social responsibility
CREMA	Community Resource Management Area
DRC	Democratic Republic of the Congo
DSC	Dutch Soy Coalition
DSF	Dispute Settlement Facility
EA	Ecosystem Alliance
EbA	ecosystem-based adaptation
EIA	environmental impact assessment
EU	European Union
FAO	Food and Agriculture Organization
FMNR	farmer-managed natural regeneration
FPIC	free, prior and informed consent
FPP	Forest Peoples Programme
GCF	Green Climate Fund
GHG	greenhouse gases
HCV	high conservation value
IC	International Component
ICCA	Indigenous Peoples' and Community Conserved Territories and Areas
IDH	Initiatief Duurzame Handel (sustainable trade initiative)
ILA	International Lobby and Advocacy
ILD	integrated landscape development
IPG	international public good
IUCN	International Union for Conservation of Nature
IWRM	integrated water resources management
LfN	Leaders for Nature network
MDG	Millennium Development Goal
MP-O	Organization Monitoring Protocol
NA	negotiated approach
NGO	non-governmental organization
NTFP	non-timber forest product
ODA	oversees development assistance
OSAS	Observatorio Socioambiental de Soja (soy observatory)
P&C	principles and criteria
PES	payment for environmental services
PfR	Partners for Resilience
PPP	public-private partnership
PRA	Priority Result Area
PREFELAG	Plan de Gestion Environnementale et Sociale du Projet de Restauration des Functions Socio-Ecologiques du Lac de Guiers
RACI	Argentinean Network for International Cooperation
REDD+	Reducing Emissions from Deforestation and forest Degradation
RSB	Roundtable on Sustainable Biofuels
RSPO	Roundtable on Sustainable Palm Oil
RTRS	Round Table on Responsible Soy
SDG	Sustainable Development Goal
SEA	strategic environmental assessment
TEEB	The Economics of Ecosystems and Biodiversity
TWG	Tin Working Group
UN	United Nations
UNCTAD	United Nations Conference on Trade and Development
UNFCCC	United Nations Framework Convention on Climate Change
WI	Wetlands International

ECOSYSTEM ALLIANCE

A programme funded by MFS

Final Report

IUCN | National Committee of The Netherlands

Wetlands INTERNATIONAL

Both ENDS

Connecting people for change

Table of Contents

Ecosystem Alliance Final Report – Executive Summary

The Ecosystem Alliance (2011–2015)

The Ecosystem Alliance (EA) was a joint initiative by the IUCN National Committee of the Netherlands (IUCN NL), Both ENDS and Wetlands International. These alliance partners worked with Southern civil society organizations (CSOs), selected companies and governments on nature-based approaches to poverty reduction and other development goals. The main goal of the EA was *to improve the livelihoods of the poor and create an inclusive economy through participatory and responsible management of ecosystems.* The EA also facilitated the organization of national and international CSO networks to create communities of influence for better management, restoration and conservation of ecosystems. Improving women's rights and strengthening their voice in decision-making was an integral part of the programme. The EA programme ran from 2011 to 2015 and was funded under the Dutch government's MFS II co-financing grant scheme for development aid.
Given the need to double global food production by 2050 while preventing ecosystem degradation, the EA programme was an important step towards putting sustainable use of biodiversity by the poor at the heart of international cooperation for sustainable development. This is because the majority of the world's poor depend for their livelihoods on ecosystems which must also provide water, climate resilience and other essential services.

The EA ran 16 country programmes – 9 in Africa, 4 in Latin America and 3 in Asia – and an International Component (IC) in collaboration with 136 local NGO partners. The projects and activities were clustered around three programme themes: Livelihoods and Ecosystems; Greening the Economy; and Ecosystems, People and Climate Change. Each theme was delivered through three intervention strategies: 1) poverty alleviation through sustainable alternatives, 2) lobby and advocacy for integration of natural capital in policies and practices, and 3) institutional capacity, network and partnership development.

At the end of the programme 362 projects had been implemented. Overall, we estimate that the EA positively affected over 120,000 households, improved the management of more than 1.5 million hectares of land, and improved livelihood conditions in around 570 communities. The programme improved the capacities of around 340 CSOs across the 16 target countries. It reached around 99 companies and at least 38 adopted more sustainable practices or committed themselves to do so. More than 160 policy adjustments were reported at the local, regional and international levels. In the final year we reviewed the activities, achievements and problems to identify lessons learned to be taken into account in future programmes.

Theme 1 – Livelihoods and Ecosystems – aimed to enable the rural poor to make sustainable use of the land by empowering communities, community-based organizations (CBOs) and CSOs to improve their capacities and skills in land use management. Raising awareness of the links between ecosystem services and local livelihoods stimulated the engagement of communities, local governments and private landowners. Lobby and advocacy at the local national and international levels led to 77 adjustments in policies and legislation on ecosystem–livelihood links and the influencing of 33 global and regional agreements.

Several EA partners held training courses and assisted local communities with sustainable resource exploitation, including the development of markets for non-timber forest products (such as honey, oils, fruit, rattan and dyes), local products and community-based ecotourism. In various countries the programme strengthened sustainable agriculture, aquaculture, fisheries, and mangrove restoration and management. Micro-credit schemes were introduced in various countries. In eight projects in Mali and Burkina Faso, the introduction of farmer-managed natural regeneration (FMNR) on 35,000 hectares around critical biodiversity hotspots turned previously barren land into productive agroforestry landscapes, ready for further upscaling.

EA partners initiated and negotiated the development of participatory local agreements on sustainable natural resource use, secured rights-based access to natural resources and improved the capacity of local authorities to support sustainable land use. Empowerment by the EA resulted in improved rights for 261

communities in various countries. Revitalized community natural resources institutions and mechanisms contributed to protect local and indigenous land uses. These include village forests (*hutan desa*) and community-based forest management in Indonesia, sustainable development and protection plans for Ancestral Domains in the Philippines, and Ecologically Sensitive Areas in India.

The EA also supported two regional and several national projects as well as global lobby work in support of Indigenous Peoples' and Community Conserved Territories and Areas (ICCAs). The development of Community Resource Management Areas (CREMAs) in Ghana in particular has given local communities control over their natural resources. ICCAs are effective vehicles for establishing the rights of local communities and increasing their involvement in land use planning. Participatory mapping proved to be a useful tool for getting governments to recognize the existence and boundaries of such areas and to raise awareness of community and women's rights and needs. In multi-stakeholder and multi-land use settings, integrated landscape development (ILD) is an effective approach for tackling the drivers of ecosystem degradation, optimizing the benefits for all and securing community livelihoods. True participation of communities is furthered by basing ecosystem management and planning on the best locally available knowledge and affordable nature-based solutions.

Theme 2 – Greening the Economy – addressed the economic drivers of rural poverty and ecosystem degradation. Focusing on global commodity chains linked to the EA programme countries that have both a large ecological footprint and a significant uptake by EU and Dutch markets - soy, palm oil, biomass and the extractive industries -, the program strengthened the knowledge and capacities of CSOs to 1) influence trade related policies, 2) lobby governments, commodity roundtables and companies, and to 3) adopt more ambitious green policies, more sustainable business models and practices. This resulted in thirteen agreements with companies, industry associations, NGOs and government on sustainable trade and practices.

Achievements include the revision of the Roundtable on Sustainable Palm Oil (RSPO) Principles and Criteria to include peatland conservation, greenhouse gas emission reductions and management of high conservation value (HCV) areas, as well as the establishment of a Dispute Settlement Facility. Another achievement is the incorporation of land user rights and free, prior and informed consent (FPIC) into the toolkit for forest conservation. Engagement with the Round Table on Responsible Soy (RTRS) led to the production of maps showing HCV areas, proposals on payments for ecosystem services (PES) schemes, and the adoption of minimum soy sourcing requirements by the European Feed Manufacturers' Federation. In South America, the soy observatory OSAS prepared land use guidance maps and made proposals for alternative sustainable scenarios for soy expansion and cultivation.

Roundtables are important multi-stakeholder platforms for dialogue and defining sustainability. Their certification standards are the best available, but progress has been slow. A specific problem for soy has been the low market demand for certified soy and a lack of commitment by the industry and retail to buy RTRS certified soy. Efforts have been made (and are still ongoing) to enter into more action-oriented collaboration with companies to define concrete targets and meet the pledges made, with full support from the brands, retailers and financiers further down the supply chain. To create a more enabling environment, governments must establish more inclusive and coherent legal and planning frameworks and adopt tax measures and mandatory import criteria.

Mineral extraction is a major threat to protected areas and valuable natural resources. Lobby and advocacy by local EA partners in the Philippines halted several large mining operations and improved their social and environmental performance. In DRC local partners were involved in the international campaign to save Virunga National Park from oil extraction, and local action in Uganda led to environmental improvements in the cement industry. A key to success is support from legal and scientific experts for training and capacity building and for input to lobby and advocacy on matters such as ecological impacts and complex EIA procedures.

Various EA partners were trained and are actively involved in biodiversity and ecosystem services valuation (TEEB) in Kenya, Indonesia, Uganda and the Philippines. Certification schemes for more sustainable production and biodiversity conservation were developed in Brazil and Argentina.

Theme 3 – Ecosystems, People and Climate Change – sought to reduce the impacts of external climate shocks and safeguard livelihoods through ecosystem-based climate change adaptation and mitigation. The EA and its partners improved the adoption and implementation of ecosystem-based adaptation (EbA) and REDD+ initiatives. No less than 23 EA pilots were used for climate change policy development, and at least 13 recommendations by the EA were included in global climate change policies.

Ecosystem-based adaptation involves a wide range of ecosystem management activities, including protecting and restoring the connectivity of green infrastructure in the landscape, preserving genetic diversity, and managing grasslands and rangelands in a sustainable way. Field-based evidence is crucial in convincing global, national and local policymakers and decision-makers of the advantages of EbA. However, current knowledge is often too academic and abstract and needs to be infused with realities on the ground. The EA built the EbA capacity of more than 160 partner NGOs and other CSOs. As a direct result, 7 EA partners in the Philippines, Bolivia, Argentina and Paraguay developed EbA activities. The EA and its partners proposed 50 EbA-related policy recommendations to authorities at local, national, regional and global levels, and EbA plans and measures are in place for a total of more than 525,000 hectares. The EA and partners have been successful in gaining greater access to the Green Climate Fund (GCF) to support community-based EbA and policy recommendations have been taken up by the GCF Board.

The EA has helped to mainstream ecosystems, biodiversity and the interests of indigenous peoples and local communities into REDD+ policymaking and programme development. Four learning, exchange and capacity building workshops held in the Philippines, Ethiopia, Brazil and Ghana were attended by EA partners, other CSOs and governmental organizations from Africa, Latin America and South East Asia. This allowed participants to make progress with specific projects and also led to the incorporation of FMNR and CREMAs into the national REDD+ strategies of Burkina Faso and Ghana. The EA supported the development of six REDD+ initiatives in the Philippines, Ethiopia, Vietnam, India and Burkina Faso. Overall, 63 communities were empowered to defend their interests in REDD+ initiatives. A REDD+ Landscape Alliance has been established to continue the work initiated under the EA to support the further development and financing of REDD+ landscape approaches.

Initiatives also sought to combine sustainable production with the creation of financial value for the carbon stored in forests and integrate REDD+ into value chain initiatives by companies. The EA's REDD+ Business Initiative attracted considerable interest from government, the private sector, research institutions and NGOs, and the EA helped to bring six companies into socially and ecologically sound REDD+ projects. One of the lessons learned in this perspective is that business cases should be tailored to all stakeholders along the value chain. Solutions turned out to be most successful when locally driven and when they are embedded and integrated into existing and new public sector planning policy and legislation.

Capacity building and lobby and advocacy

An explicit intervention strategy was strengthening the capacity of EA partners through a continuous and interactive process. The most valued capacity strengthening strategies were 'learning by doing', along with national networking to exchange ideas and knowledge and take collaborative action. Multi-stakeholder dialogues involving government, the private sector and civil society have been successful. The CSO partners found new tools and concepts such as TEEB, EbA, SEA, REDD+ and PES to be particularly important for strengthening their bargaining position in advocacy-related work and scaling up their activities.

The key to successful policy influencing is a combination of strategies and complementary approaches, backed by

coalition building and networking between CSOs. A strong and validated knowledge-base is crucial for effective lobby and advocacy and raises the credibility of NGOs. Timely involvement of government actors is crucial and joint field missions by CSO and government representatives are important for generating the political will to act. Getting policies and legislation changed is a valuable first step, but implementation and enforcement must not be forgotten.

Reflections on the way forward

The alliance partners are satisfied with the many results achieved under the programme, especially on including and strengthening the voice of civil society in the governance of ecosystems. The Ecosystem Alliance has been more effective than expected in influencing policies, though acknowledging that often the challenge lies in transforming policies into sustainable and inclusive practices. For this to happen, a strong civil society remains essential and the alliance partners will use the experience gained in their future capacity building efforts.

Working as an alliance generated added value because it brought together complementary skills and experience, partner networks and target audiences. This was most evident at the local level and between Southern partners, where it matters most, and for specific thematic issues (e.g. agro-commodities). Where possible all alliance partners will replicate, build on and scale up the successes achieved under the EA in the Strategic Partnerships and other programmes. Hopefully, the recent Paris climate change agreement will be the beginning of a new era that unlocks many new opportunities to reposition ecosystems and biodiversity as a part of the solution, and IUCN NL, Wetlands International and Both ENDS aim to capitalize on this set of commitments in the Strategic Partnerships.

1 / Introduction

Background
It should be clear to everyone by now that biodiversity and ecosystems are the foundation of human well-being and the global economy. By 2050 we will need to produce twice as much food to meet the increasing demand of a growing global population – but we will have to do so sustainably. Unfortunately, prevailing agricultural production practices aggravate ecosystem degradation and compromise the delivery of ecosystem services such as water provision, pollination and climate regulation. And, according to the Convention on Biological Diversity (CBD), ecosystem degradation affects the rural poor most severely: 70% of the world's poor depend directly on ecosystems for their livelihoods and have very limited or no alternative livelihood options.[1] That is why sustainable use of biodiversity by the poor must be an integral part of poverty reduction strategies and must be put at the heart of international cooperation for sustainable development. This is a key part of the Rio+20 Future We Want outcome document and the CBD's Strategic Plan for Biodiversity 2011–2020 and its 20 Aichi Targets. The Sustainable Development Goals (SDGs) agreed in September 2015 provide a way forward.

Effectively applying an ecosystems approach to many of the greatest human development challenges of the 21st century will require participatory and equitable forms of governance. Ecosystem dependent communities can be the best agents for sustainable management. They should have a voice *and* a vote. We need a paradigm shift towards a green and inclusive economy in which nature is part of the business case and no longer externalized or taken for granted. The Paris Agreement (UNFCCC COP21) gives a clear signal of the need to protect carbon sinks and reservoirs and start building an inclusive carbon neutral economy.

Civil society is a key actor in promoting such changes. Civil society organizations (CSOs) can play a crucial role in managing ecosystems to ensure food security and water availability and so reduce conflicts. Citizen participation in decision-making on access to and control over natural resources is the key to an inclusive economy. Grassroots CSOs can mobilize communities, unlock traditional knowledge and promote the essential role of women in the management of natural resources. Other CSOs are equipped to engage in policy dialogues with governments and, to a certain extent, engage with the private sector at the national or international level. Strengthening their capacities is at the heart of the Ecosystem Alliance (EA) approach.

This report first reviews the country programmes and International Component of the EA programme and its overall operational performance from 2011 to 2015. Chapter 2 presents the results of the three thematic areas of work – (1) Livelihoods and Ecosystems, (2) Greening the Economy, and (3) Ecosystems, People and Climate Change – and the results from the cross-cutting work of the Capacity Building and the Learning Agenda. The final chapter presents a number of lessons learned from the EA programme.

The EA programme 2011–2015
The EA programme, a partnership between the IUCN National Committee of the Netherlands (IUCN NL), Both ENDS and Wetlands International, was built on the premise that equitable and sustainable use of ecosystems – locally, nationally and globally – depends on an inclusive, green economy that reduces poverty. The main goal of the EA was *to improve the livelihoods of the poor and create an inclusive economy, through participatory and responsible management of ecosystems.*

The EA's strategy and activities fitted within the overall objective of MFS II, the Dutch government's co-financing grant scheme for development aid, which was *to contribute to the establishment and functioning of civil society in the South as a building block for structural poverty reduction.* We focused on strengthening CSO capacities and learning. The EA also facilitated the organization of national and international CSO networks to create communities of influence for better management, restoration and conservation of ecosystems.

During its implementation period (2011–2015) the EA was active in 16 countries and assisted more than 130 CSOs.

1 Secretariat of the Convention on Biological Diversity. 2009. Sustainable Forest Management, Biodiversity and Livelihoods: A Good Practice Guide. Montreal, 47 + iii pages

Figure 1.1 below depicts how the programme was structured to deliver on the relevant Millennium Development Goals (MDGs). The three programme themes were delivered through three intervention strategies woven throughout the programme. Underpinning the programme of work were the Capacity Building and Learning Agenda work streams.

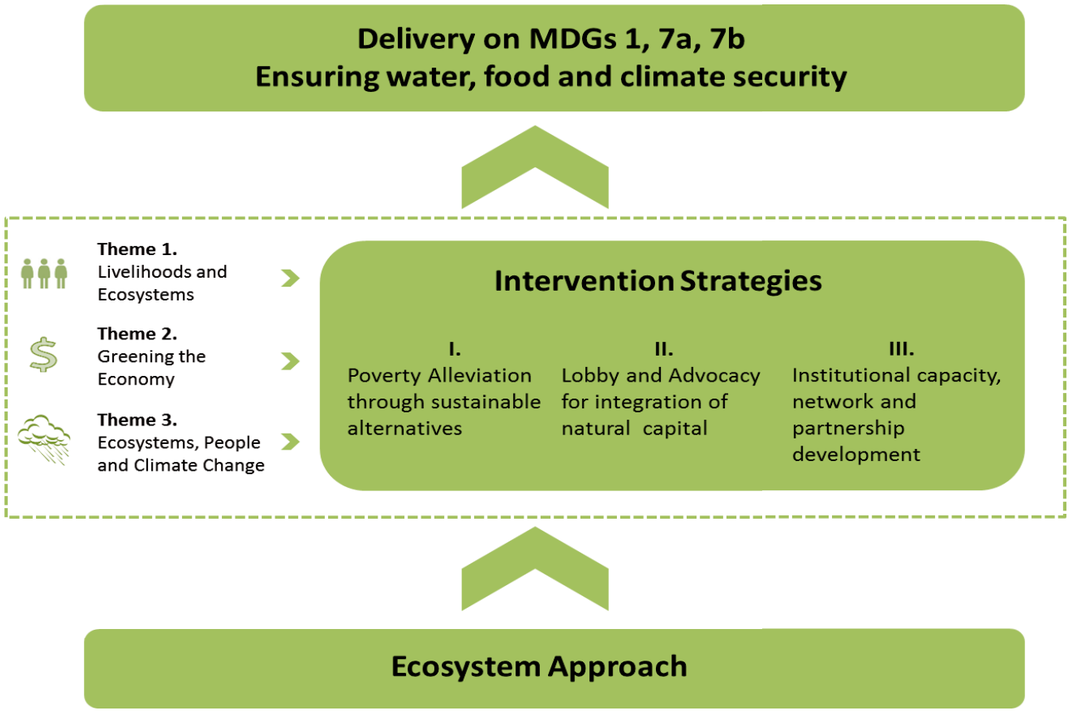


Figure 1.1 Ecosystem Alliance programme structure and its relation to the Millennium Development Goals

Box 1.1

Key themes of the Ecosystem Alliance

Theme 1 – Livelihoods and Ecosystems – aimed to enable the rural poor to make sustainable use of the land by empowering communities, community-based organizations (CBOs) and CSOs to improve their capacities and skills in land use and planning and to strengthen their rights. A rights-based approach was used.

Theme 2 – Greening the Economy – addressed the economic drivers of rural poverty and ecosystem degradation, sometimes with an international dimension, that lie beyond the control of local people but may be influenced by CSOs.

Theme 3 – Ecosystems, People and Climate Change – sought to reduce the impacts of external climate shocks and safeguard livelihoods in an insecure future by working with ecosystems. Opportunities were pursued to use ecosystems for buffering climate change and to use climate policies to benefit the rural poor.

International and Dutch national context

Over the years, the implementation of the EA programme faced a changing context in the Netherlands and globally. The developments relevant to the programme, and possibly to future projects and activities, are described briefly below.

International level

The period 2011–2015 saw a modest but patchy recovery from the financial and economic crisis that broke in 2008. Initial strong economic growth in China and Brazil has slowed down. Europe is slowly recovering, but its international economic and geopolitical relevance has weakened. Global trade shows continuing modest growth, but again with big regional differences. South–South trade has been expanding, for instance between China and Africa, which is increasing the pressure on natural resources and minerals/extractives in the global South. A key driver is the steady expansion of the middle class, particularly in South East and East Asia and Latin America, but also in parts of Africa.

The dynamics of power among different actors is shifting. The relative power of non-state actors – businesses, investors, religious organizations, but also criminal networks – is increasing as the influence of states and the UN system declines. This has implications for the pathways for change to address ecosystem degradation: the need for multi-stakeholder collaboration and solutions. Although a growing number of businesses recognize the need for a transition to a green economy (illustrated for example by zero-deforestation commitments by individual companies), unsustainable practices still abound. Similarly, growing business support for commodity roundtables (e.g. palm oil) is not yet being translated into action on the ground.

Regarding development financing, the level of total oversees development assistance (ODA) has remained stable over the last five years, at about US$ 135 billion per annum in 2013 and 2014, of which US$ 40 billion to least developed countries.[2] For many of these countries, ODA remains a key financing mechanism. For other developing countries, the share of private

2 OECD. 2015. ODA 2014 Technical Note

flows, including blended financing (public/private, such as PPPs) is substantial and growing.[3] A challenge is to allocate sufficient resources for sustainable management of ecosystems and biodiversity.

A number of international conferences, processes, treaties and commitments have attempted to provide adequate responses and solutions to the ongoing loss and degradation of natural ecosystems. The most relevant include the Rio+20 conference on sustainable development (2012), the CBD Aichi 2020 targets, the development of the SDG framework and associated financing for development mechanisms (2015), the New York Declaration on Forests (2014), and the latest Climate Summit and global agreement, COP21 (2015). The recently adopted, all-encompassing set of 17 SDGs include goals on the conservation and sustainable use of ecosystems, and one on sustainable production and consumption. This could help to bring biodiversity and ecosystems into the mainstream of decision-making.

Another positive signal is the increase in international initiatives on integrated landscapes, which are leading to the development of regional action plans and implementation on the ground (e.g. the Landscapes for People, Food and Nature initiative by EcoAgriculture Partners,[4] the IDH Initiative for Sustainable Landscapes[5] and IUCN´s SUSTAIN project[6]). In addition, unusual suspects such as UNCTAD now recognize the merits of an integrated approach.

However, the balance sheet for 2011–2015 shows an increase in uncontrolled production and declining norms and standards for raw materials, agricultural commodities and energy. The result is continuing loss and degradation of natural resources and biodiversity/ecosystems, while global warming increasingly compromises local livelihoods, particularly those of vulnerable communities. In some instances, this loss causes regional tensions and conflicts. The national and international responses, for instance in the context of CBD and the United Nations Framework Convention on Climate Change (UNFCCC), are not yet adequate to reverse these trends. The Global Biodiversity Outlook 4 (2014), a mid-term assessment of progress towards meeting the 2020 Aichi targets, confirms that although progress has been made in some areas, degradation and loss of natural ecosystems continues, particularly in tropical regions (affecting forests, grasslands, wetlands and coral reefs). Reaching the targets requires societal and political changes, including much more efficient use of land, water, energy and materials, rethinking our consumption patterns and revising our production systems, in particular in relation to food production. Analysis of the major primary sectors indicates that drivers linked to agriculture account for 70% of the projected loss of terrestrial biodiversity.

Dutch policy context

Prime Minister Mark Rutte's first government questioned the relevance of Dutch ODA and the budget declined from 0.82% of gross national income in 2010 to 064% in 2014.[7] The political context became more favourable under the second Rutte government. Some of the main trends, events and characteristics of Dutch policies of particular relevance to the EA programme are summarized below.

The priority themes in Dutch international cooperation policy are the international public goods (IPGs) food security, water and climate resilience. Environment (ecosystems and biodiversity) is no longer a priority theme as it is not recognized as a key IPG. It needs to be integrated and mainstreamed into the priority IPGs. The landscape approach has been adopted in current policies as a leading concept for making this work (including in the broader Natural Capital Agenda policy).

The Aid Agenda and Trade Agenda have been further integrated, as illustrated by Minister Lilianne Ploumen's combined foreign trade and development cooperation portfolio and the 'What the world deserves' policy document, which presents a 'new agenda for aid, trade and investment'. The private sector is regarded as a key partner. The Dutch Good Growth Fund was established and Dutch companies are heavily represented in bilateral trade missions – and diplomacy.

Despite the smaller Dutch ODA budget available to support CSOs in the South, civil society remains a strategic partner in Dutch development cooperation, and the Ministry of Foreign Affairs will enter into 25 Strategic Partnerships with Dutch civil society for the 2016–2020 period, focusing on strengthening CSO lobby and advocacy in the South. The selection of six ecosystem-related programmes, with the participation of the EA partners, is a positive signal and indicates the relevance of the ecosystems approach in Dutch international cooperation.

The EA programme by numbers

The EA ran 16 country programmes and an International Component (IC), in collaboration with 136 local NGO partners (Table 1.1). By the end of 2015 the total EA budget was allocated across 362 implemented projects, including the internal thematic work of the Alliance members in the Netherlands (18 projects). The complete EA project list is included in Annex 1. In the final year several activities were supported to leverage investment for more impact (upscaling, policy influencing and exposure). Overall, the programme was executed according to plan. The map in Figure 1.2 shows the final allocation of the EA budget across the different countries and the IC, and also shows the number of implemented projects.

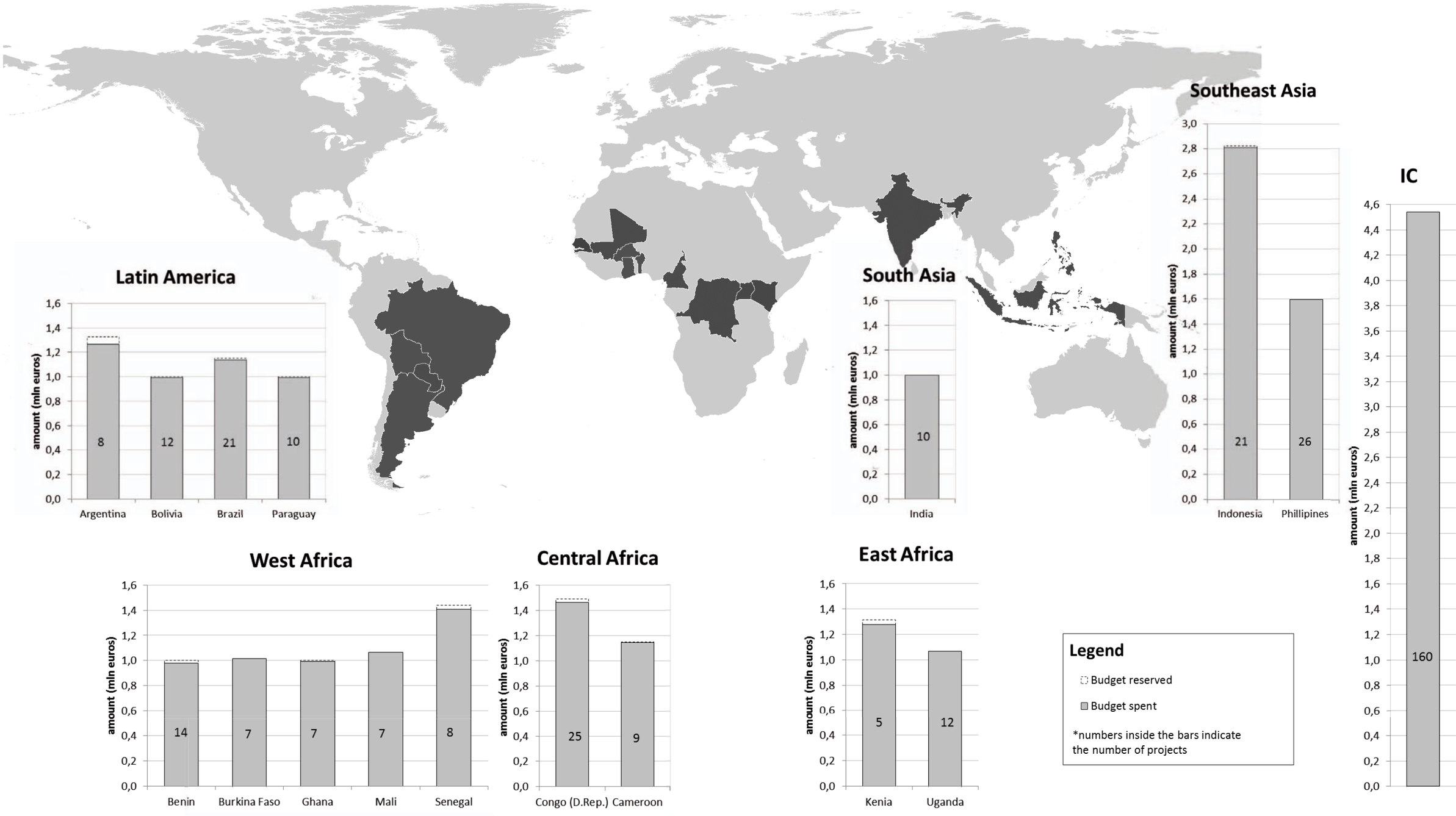
3 http://www.odi.org/sites/odi.org.uk/files/odi-assets/publications-opinion-files/7723.pdf
4 http://peoplefoodandnature.org
5 http://www.landscapesinitiative.com/en/home
6 http://www.iucn.nl/themas/groene_int_samenwerking/sustain/
7 OECD 2014. Development cooperation report 2014: mobilizing resources for sustainable development. OECD publishing

Table 1.1 Overview of EA country programmes and the International Component*

Country	Local NGO partners	Total partners**	Implemented projects	Budget reserved	Budget spent***	% spent relative to reserved
Argentina	7	7	8	1,328,000	1,265,265	95.3
Benin	8	10	14	1,000,000	978,528	97.9
Bolivia	7	8	12	1,000,000	990,912	99.1
Brazil	10	13	21	1,150,000	1,137,605	98.9
Burkina Faso	5	5	7	1,000,000	1,014,238	101.4
Congo DRC	12	19	25	1,492,000	1,464,619	98.2
Philippines	12	15	26	1,572,000	1,596,406	101.6
Ghana	6	6	7	1,000,000	990,433	99.0
India	8	8	10	1,000,000	1,000,000	100.0
Indonesia	9	9	21	2,823,000	2,809,253	99.5
Cameroon	7	7	9	1,150,000	1,145,742	99.6
Kenia	4	4	5	1,315,000	1,276,509	97.1
Mali	5	5	7	1,000,000	1,066,130	106.6
Uganda	4	4	12	1,000,000	1,068,670	106.9
Paraguay	6	7	10	1,000,000	990,755	99.1
Senegal	7	7	8	1,439,170	1,406,366	97.7
Global (IC)	53****	61****	160	4,261,594	4.541.385	106.6
Total	**136**	**147**	**362**	**24,530,764**	**24.742.816**	

* This overview includes budget lines 1 (Funds granted to CSO partners in the south) and 2 (Funds granted to southern partners for global activities) of the Ecosystem Alliance. Budget line 3 (programme costs in The Netherlands) is not included here. For the complete financial overview of the programme please refer to the EA financial report.
** Includes international NGOs and consultants.
*** In the total amounts spent, a small variance can be noticed as compared to the reserved budget. This is caused by budget shifts between budget line 3 (Programme Costs in the Netherlands), the EA Country Programmes and the International Component. In the EA financial report, a comprehensive overview of these (small) budget shifts will be provided.
**** Many of the NGO partners involved in IC projects were also involved in the country programmes. The total number of NGO partners is therefore not the sum of all countries and the IC.

Figure 1.2 Map showing the distribution of Ecosystem Alliance budget and projects over 16 countries and international projects (IC)



2 / Results

This chapter reports on the results in two of the four standard categories of Priority Result Areas (PRAs) within the MFS II: MDGs and International Lobby and Advocacy (ILA). Sections 2.1, 2.2 and 2.3 describe the three priority thematic areas of work and present a selection of relevant results of the programme. Sections 2.4 and 2.5 report on the cross-cutting work streams Capacity Building and Learning Agenda.

The complete EA monitoring protocol is presented in Annex 2. The programme outputs, outcomes and indicators are arranged according to MDG-PRAs. The achievements of the EA programme were monitored against 30 output indicators and 28 outcome indicators. The protocol in Annex 2 lists the initial targets and the values achieved for each of these indicators. This chapter gives a summary of programme performance in terms of outcome indicators.

During the development of our programme in 2009–2010, outputs and outcomes related to ILA were integrated with results at the country level into a single framework. For the EA, the relevant MDGs with the PRAs are linked to the programme themes as shown in Figure 2.1.

Theme 1
Livelihoods and Ecosystems

MDG 7b
Forests and Biodiversity

- **PRA 1:** Increasingly sustainable management of ecosystems and biodiversity.
- **PRA 2**: Income supplements for the poor based on sustainable ecosystem management.
- **PRA 3:** Local communities have easier access to water and land as a result of integrated water management and sustainable land use.

Theme 2
Greening the Economy

MDG 1
Private sector and Agriculture

- **PRA 4:** Trade chains have been made sustainable.

Theme 3
Ecosystems, People and Climate Change

MDG 7a
Safeguards for a sustainable living environment

- **PRA 3:** Better adaptation to climate change by the poor, deceleration of biodiversity loss

MDG 7b
Forests and Biodiversity

- **PRA 4:** Better use of biodiversity and forests in climate adaptation.

Figure 2.1 Linkages between the three Ecosystem Alliance themes and the Millennium Development Goals and associated Priority Result Areas

Overall programme
Of the 362 EA projects, 262 reported *achieved* outputs and outcomes in the EA monitoring protocol. Some 64% of these 262 projects achieved outputs and outcomes related to sustainable trade chains (MDG 1-PRA 4), 77% achieved results related to improving sustainable management of ecosystems and biodiversity (MDG 7b-PRA 1), and 23–32% contributed to each of the other PRAs (Figure 2.2).

Overall, 29 of the 30 *output* indicators reached or exceeded the targets set at the outset of the programme in 2011, and one progressed to 94% of its target (see Annex 2). Many *outcome* results were achieved in the last two years of the programme and 14 of 28 outcome indicators were completely achieved and exceeded our targets. For another 10 outcome indicators we reached over 50% of the programme target. For the remaining 4 it proved difficult to achieve the targets that we had hoped for. We did not, for example, record any concrete improvements in livelihoods due to REDD+ initiatives supported by the EA (XI.A).

Achievements per MDG
Figure 2.3 gives an overview of the EA's achievements per MDG and related PRAs. This figure shows output and outcome results. In previous annual reports we reported extensively on both outputs and outcomes. Here, we only report at the outcome level, following the logic that outputs achieved earlier in the programme must have led to outcomes by the end of 2015. This section reviews the achieved outcomes structured according to the three MDGs and six PRAs to which the EA contributed. Data and full indicator names can be found in Annex 2.

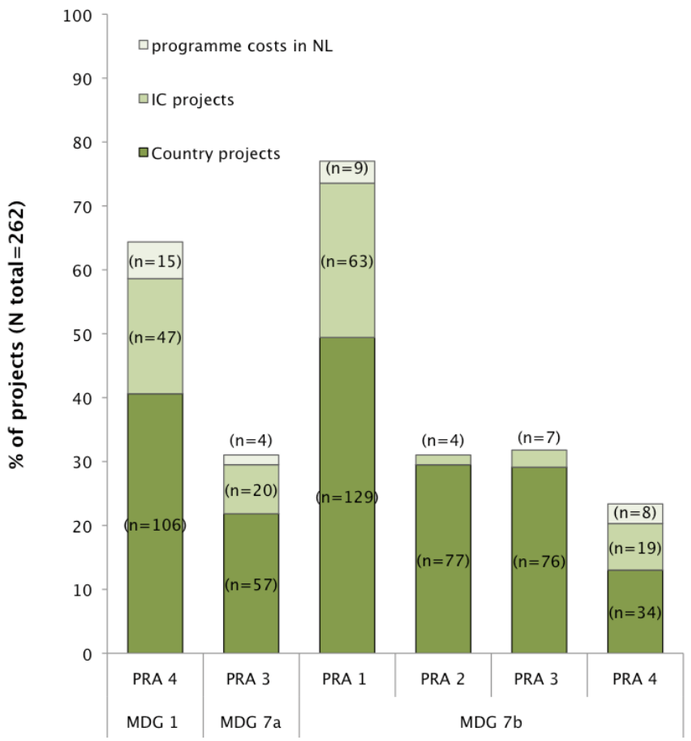


Figure 2.2 Percentage of the 262 projects with achieved outputs and outcomes contributing to one or more of the PRAs. Most projects contributed to more than one PRA.

For MDG 1-PRA 4, concerning **global trade chains made more sustainable**, EA activities have led to 16 adjustments in Dutch or EU policies (IV.A) and to a stronger position in decision-making on land use for 99 local communities (I.B). The EA initiated numerous activities to increase sustainable production practices (I.A) and decrease threats (I.C) from global trade chains that affect local communities.

Despite producing numerous proposals to strengthen the ecosystem–livelihood link in sustainability standards, certification schemes and related economic policies, we did not fully reach our target of realizing more sustainable production practices in private companies (III.B). A total of 14 successes were reported in 2014 and 2015, mainly better practices in the production of agricultural commodities such as sugar cane, palm oil, tea and shea nuts. Apart from this, 13 agreements were made with companies or umbrella organizations on sustainable trade and practices (IV.C). These include agreements on land use with soy farmers in Latin America, but also the Green Deal on Natural Capital Accounting between a number of Dutch companies, NGOs and the Dutch Ministry of Economic Affairs.

Outcomes that did not meet our programme targets within the scope of MDG1 were mostly related to increasing the sustainability of production practices through partnerships with Dutch or EU companies (I.D) and the adoption of sector-specific standards by Dutch or EU companies (IV.B). The percentages of targets achieved were 50% and 21% respectively. Apart from some successes, such as the FEFAC Guidelines for soy sourcing in the European feed industry, improving the sustainability of production practices by companies through influencing international policies and establishing partnerships proved to be particularly difficult and requires long-term targeted efforts and commitment.

For MDG 7a-PRA 3, on **adaptation to climate change by the poor and deceleration of biodiversity loss**, notable results were achieved in 69 communities, reducing their vulnerability to climate change (V.A). In Ghana, for example, local partner organization NCRC provided extensive training to local communities on best practices for climate

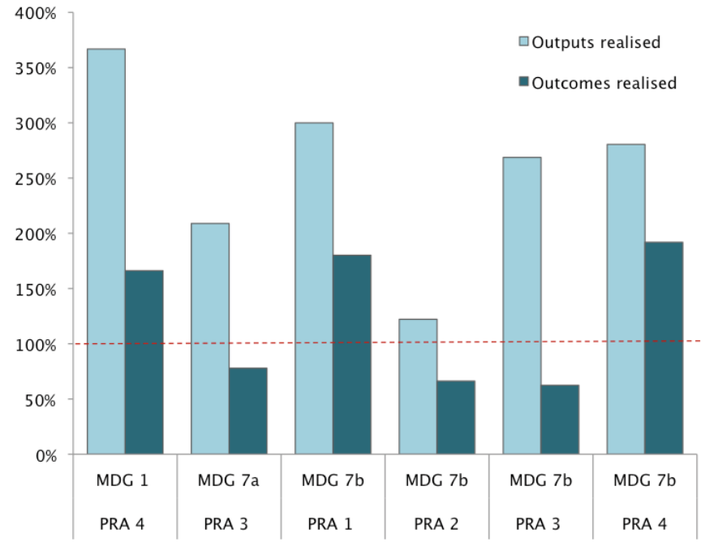


Figure 2.3 Overview of the Ecosystem Alliance´s achieved output and outcome results categorized per Priority Result Area. The graph shows the average percentage of the indicator scores that were realized, relative to the programme targets (target = 100%).

change adaptation and mitigation, such as afforestation and protecting seed trees. Furthermore, a total of 63 communities in the Philippines, Ghana, Uganda and Bolivia were empowered to engage in REDD+ initiatives (VI.B). There were seven cases where livelihood and ecosystem links were successfully defended in climate change fora (VI.A) and 11 adaptation initiatives were started (VI.C), such as the CDO River Basin Master Management Plan in the Philippines.

For MDG 7b-PRA 1, on **increasing sustainable management of ecosystems and biodiversity**, the EA achieved four of its five outcome targets. Our programme led to 77 adjustments in policies and legislation on ecosystem–livelihood (IX.A) and the influencing of 33 global or regional agreements (IX.B), such as the extension of the Indonesian moratorium on new concessions in forest and peatland, the set-up of the Transboundary Observatory in the DRC, and decisions at the UN Conference on Environment and Development, the CBD and the World Water Forum. Management plans for better ecosystem management were implemented in over 1.5 million hectares (VII.A). For the indicators related to increasing civil society's engagement and voice, 164 CSOs reported improved relations with key stakeholders in community-based ecosystem management (VIII.B), and in terms of the ability to respond to requests by other communities for support, we reached 74% of the targeted 235 CSOs. In our previous report we mentioned that this target was set too high and that we focused on our most direct CSO partners.

For MDG 7b-PRA 2, on **income supplements for the poor based on better ecosystem management**, we achieved our outcome target related to direct livelihood support and reached 88% of the targeted number of households supported through sustainable resource management. We failed to achieve the target related to REDD+. More than 123,000 households benefited from improved livelihood assets through the sustainable management of resources (X.A). Many of the EA activities related to improving livelihoods by improving agriculture and fisheries practices, processing resources to add value, and initiating ecotourism activities. Examples can be found in section 2.1. Over 14,000 communities benefited from direct project support, such as the provision of tools for honey production or harvesting non-timber forest products (NTFPs), or the provision of microcredits (X.B). Work on improving livelihood assets through REDD+ projects (XI.A) did not yield any results because the EA did not initiate REDD+ projects itself and because progress with REDD+ is slow at the international level.

For MDG 7b-PRA 3, on **easier access to water and land resources** due to integrated management, empowerment by the EA in various countries resulted in 261 communities having improved rights and access to natural resources (XII.A). Also, 64 communities reported a better position for women in rights-based access to and benefits from ecosystem use (XII.B), which is slightly less than the targeted 84 communities. It should be noted, though, that some of our partners do not specifically report on the position of women, even though they do benefit from interventions by the programme.

For MDG 7b-PRA 4, on **better use of biodiversity and forests in climate change adaptation**, all the outcome targets were reached. There were 23 cases in which EA pilots were used for climate change policy development (XIII.A) and 13 reported cases of recommendations by the EA being included in global climate change polices (XIII.B). The EA also contributed to involving 6 companies in socially and ecologically sound REDD+ projects (XIII.C), such as the REDD+ scheme with cocoa company Olam in Ghana.

Box 2.1

Key outcome figures of the Ecosystem Alliance

120,000
households benefiting

1,500,000
hectares under sustainable management

570
communities with improved livelihoods

38
companies committed to better practices

340
CSOs strengthened

160
policies adjusted

To obtain a rough overview of the impact of the programme, we have produced conservative estimates for some of the key units mentioned in our monitoring protocol (households, communities, hectares, etc.). We estimate that our programme positively affected over 120,000 households, improved the management of more than 1.5 million hectares of land, and improved livelihood conditions in around 570 communities. The programme also reached around 99 companies, of which we estimate that at least 38 actually adopted more sustainable practices or announced that they would do so as a result of interventions by the Alliance. More than 160 policy adjustments were reported at local, regional and international level. Finally, we estimate we have improved the capacities 340 CSOs across our 16 target countries.

2.1 / Theme 1 – Livelihoods and Ecosystems

The Livelihoods and Ecosystems theme focused on the links between poverty alleviation and improved ecosystem management. The EA programme worked through a variety of strategies and topics in this theme, which can be grouped under two main headings:

a) Dependence and vulnerability: Many rural poor depend on natural resources, as the basis of their subsistence and as sources of income, and rely on services provided by ecosystems. This dependence makes them vulnerable to the effects of climate change and environmental degradation. Conversely, poverty is often linked to other drivers of ecosystem degradation and also contributes to the unsustainable use and over-exploitation of local natural resources.
EA response strategies: Building livelihood assets in the form of natural, physical, social, financial and legal 'capital', and reducing vulnerability to the consequences of ecosystem degradation.

b) Governance: The poor are often marginalized when it comes to decision-making on the management of natural resources. They usually lack the knowledge, skills and power to influence ecosystem management. In many countries, natural resources are governed without clearly established legal tenure and management rules. The erosion of traditional user rights contributes to the further degradation of ecosystems.
EA response strategies: Empowerment to strengthen the role of communities in decision-making and securing community rights to land tenure and to use and sustainably manage natural resources.

EA interventions in the partner countries were not restricted to local action, but also included support to the wider policy context. The different types and levels of interventions by EA members and Southern partners can be grouped as follows:

- Direct support to communities in local ecosystem management and livelihood improvement
- Facilitating local governance, land tenure and land use rights, and strengthening the voice of communities and indigenous groups
- Facilitating ecosystem and land management at the landscape level
- Contributing to the development and implementation of enabling policies at national and international levels

Achievements

Below we present a sample of the outcomes of these interventions. Most were preceded by or combined with awareness raising and capacity strengthening, usually of local CSOs or communities, but in some countries also of local government officials or private landowners.

Direct support to communities in local ecosystem management and livelihood improvement

Ecosystems are vital to livelihoods in two ways: they deliver products like food, construction materials and natural medicines, and they provide services that support the productivity and resilience of agriculture, aquaculture or agroforestry. These products and services are used to meet basic subsistence needs, but products are also sold on markets to generate income. Ecosystem restoration provides good opportunities to work on the ecosystem/livelihood nexus, because communities can experience for themselves how important healthy ecosystem services are for their livelihoods, not only for food security and income, but also for health and climate resilience.

Collection of wild or semi-wild products

Examples of products collected in wild or semi-wild ecosystems are fish, fuel wood, shea nuts, other NTFPs like honey, vegetable oil, fruits, rattan, dye, resin, tree syrup, and materials for handicrafts. For example, honey production in mangrove areas in the Saloum Delta in **Senegal** is a way of encouraging sustainable use and discouraging clearance and use of mangroves for other purposes. Here we supported the installation of 100 beehives and a honey processing centre in Dassilame community. We also supported the establishment of market gardening and improved the irrigation system by sinking three wells and building six storage ponds to boost food production in the different

project areas. Another type of economic activity supported in some EA projects is community-based ecotourism. Development of markets for local products such as handicrafts provides income-generating opportunities. Two villages in Riau, **Indonesia**, for example, were able to increase their income from handicrafts based on Pandanus leaves following a project by EA partner PASA.

Improved agriculture or aquaculture production

Support was given for more sustainable production in cattle ranching, horticulture, cereals, corn and peanut, cocoa and other crops. Support consisted of improving soil or water management at the micro level to increase yields, assistance in product diversification and processing of value-added products, and better access to local or national markets (Argentina, West African countries). In a project of RECA, an EA partner from **Ghana**, 90% of the 3,570 farmers the project works with reported improved cocoa yields after practising integrated tree planting on their cocoa farms. Another example is from the Paraná River basin in **Argentina**, where EA partner PROTEGER reported an income increase of between 300% and 500% since 2013 for 120 households involved in community-based fishery cooperatives.

In **Benin**, **Ghana**, **Mali** and the **DRC**, EA partners introduced microcredit schemes, or in one case a savings scheme, which were generally quite successful. In almost all cases, women were the main participants in such initiatives. The Beninese EA partner Aquaded reported in 2015 that 280 households benefited from a new local savings system directed at women who had been trained in improved production methods for fish and vegetable farming.

Eight EA projects in **Mali** and **Burkina Faso** resulted in more than 20,000 farmers practising farmer-managed natural regeneration (FMNR) on 35,000 hectares of farmland, changing previously barren land into productive agroforestry landscapes. The benefits of this low-cost technique are evident: farm yields have improved by about 30%; the availability of fuel wood and fodder has increased, which reduces the time spent by women collecting them; food security has improved; and income from the sale of NTFPs and wood has increased. In Burkina Faso, FMNR is now integrated in the National Climate and REDD+ strategy, paving the way for scaling up the approach and for climate finance opportunities.

Within the wider context of water resources management, EA projects have given support to communities in **Benin**, **Kenya** and **Senegal** on mangrove restoration and management, linked to improved livelihood activities such as fish breeding and processing, oyster harvesting, sustainable farming, harvesting of aloe, baobab, sesame and water hyacinth, honey production, sustainable charcoal production, palm crafting and ecotourism. EA partners Aquaded and Natura Tropical in **Benin** gave monthly training courses in fish breeding and the participants have applied their new skills, using their own money. In the **DRC**, support was given to improving the fisheries value chain in Lake Edward, with a particular focus on women. In the Saloum Delta in **Senegal**, more than 36 km of oyster garlands were laid by approximately 300 women. Oyster farming is recognized as a key sector for sustainable development in the country.

At the Nilgiri Biosphere Reserve in **India** community producer companies were established to develop fair trade markets for local agricultural produce and NTFPs. Indigenous Adivasi communities were given production training and provided with revolving funds, and local institutions and enterprises were strengthened. EA partner Keystone registered an Adivasi producer company in the region, which already has 1,000 members. By setting up their own institution, the producers benefit from aspects of fair trade and local value addition.

Facilitating local governance, land tenure and land use rights, and strengthening the voice of communities and indigenous groups

A critical issue in the livelihoods/ecosystem nexus is that of *local governance*. EA partners supported the development of participatory local agreements on the sustainability of natural resource use. They have revitalized existing community natural resources institutions and built the capacity of local authorities to support sustainable land use. EA partners also ran outreach programmes involving community meetings with traditional and administrative authorities and community groups. *Security of tenure* is another key aspect. For example, in **Burkina Faso** and **Mali** land ownership rights and legally binding rights on the use of farm trees remain an obstacle to adopting the FMNR approach on a larger scale. In some countries specific interventions were made to secure community rights to land tenure and access to natural resources and to establish community-based conservation areas. EA partners remain engaged in lobby and advocacy on these issues at the national level and, with the Dutch EA members, at the international level. Some examples of EA projects on governance and land tenure are described below.

Improving land rights of local communities

Hutan desa ('village forest'), a community-based forestry management system in **Indonesia**, gives a community a long-term concession for the use of land. The process for obtaining a permit for *hutan desa* used to be highly bureaucratic, involving the approval of authorities at various levels (village, district, province and national). EA partners lobbied successfully to get this procedure simplified, shortening the procedure from 27 to 15 steps. Under the programme, village forest permits for 30 villages in Sumatra were obtained, covering a total area of 41,000 hectares. In the **Philippines**, EA partners worked on indigenous tenure security by acquiring Certificates of Ancestral Domain Titles and by assisting in the development and implementation of legally required Sustainable Development and Protection Plans for those domains. In 2015 **Philippines** EA partner ELAC reported that tenure security improved for more than 3,700 indigenous peoples in the Philippines, who obtained the land title for their Ancestral Domain. In the Western Ghats in **India**, the implementation of Ecologically Sensitive Areas (ESAs) has been supported by several EA partners. An ESA status means that certain commercial, industrial and development activities are not allowed in the area, but local and indigenous communities maintain access and sustainable use rights that are in line with forest and traditional land legislation.

In **Argentina**, EA partner PROTEGER reported that five communities gained better rights-based access to resources as they are now monitoring and co-managing resource use, including the right to deny access to outsiders. Additionally, EA partner Nativa from **Bolivia** helped to improve access rights in four municipalities in the Chaco area by involving them in local climate change adaptation plans.

Governance and land use planning

EA partners in **Argentina**, **Bolivia**, **Brazil** and **Paraguay** supported local and municipal governance in land use planning and ecosystem-based adaptation (EbA; see section on Theme 3). In **Brazil**, partners worked on empowering indigenous communities to exercise their rights through capacity building, media action and participation in Municipal Environmental Councils. EA projects also enabled local leaders to participate in the planning, management and monitoring of natural resources in the Upper Paraguay River Basin.

In **Paraguay**, an agreement on delegating powers in one of the districts with the highest rates of deforestation, the first agreement of its kind in the country, was made with the support of EA partners. Enforcement capacity was improved through the creation of a Directorate of Municipal Environmental Management responsible for overseeing compliance with environmental licences.

The EA also supported two regional and several national projects as well as global lobby work in support of Indigenous Peoples' and Community Conserved Territories and Areas (ICCAs). ICCAs are natural or modified ecosystems containing significant ecological services and biodiversity and cultural values, voluntarily conserved by indigenous peoples and local communities. Activities included support to community-owned area conservation; legal analysis, lobby and outreach for ICCA recognition in national legislation and global policies; development of tools for communities to monitor ecosystem services and external pressures; and exchange workshops (see also section 2.5). The most concrete EA outcome related to ICCAs is the progress made with Community Resource Management Areas (CREMAs) in **Ghana**. The development of CREMAs has empowered local communities by enabling the establishment of community governance structures and the assessment of their natural resources. By

2015, EA partner Arocha succeeded in improving natural resource management rights in eight communities being supported by formal by-laws. In a project of NCRC, a landscape with two CREMAs backed by district level regulations and including 35 communities now has its first management plan and is poised to be the first climate smart managed landscape in Ghana for cocoa production and NTFP harvesting.
In **Senegal** local communities' land and water rights were represented by CBOs and CSOs in land and water governance disputes around Bassin Ndiael, an internationally protected wetland area of critical importance to livelihoods. Already degraded by government water allocation decisions, the edges of the protected area and related rehabilitation plans came under further threat from planned water allocations to a private-sector investor. The EA supported national campaigns and a dialogue with the sub-basin water authority (OLAG) and the private-sector investor. This stimulated planned investments in maintaining the restoration of the wetland and persuaded the private-sector organization to rethink its strategy in relation to water use and community engagement.

Empowerment and improved access rights of women

Improving women's rights and strengthening their voice in decision-making was an integral part of the EA programme. The EA contributed to improving the position of women in many of its focus countries. Here we mention only a few of the many results.

In the **Philippines**, women are now actively participating in community-based businesses, and they particularly benefit from awarded land titles. A project of AMN in **Benin** has given a major boost to the position of women in four communities. After investing in sustainable livelihood activities, they encouraged their men to stop illegal practices, such as hunting, and in several cases illegal practices were formally denounced. In **Mali** and **Burkina Faso**, women gained a stronger position in decision-making on natural resources due to their leading role in agriculture and agroforestry and in microcredit schemes associated with FMNR. In a project of Mupan in the **Brazilian** Pantanal, instructors were trained in gender mainstreaming in water resource management and environmental education in 33 communities. In many communities women reported greater confidence and resolve in voicing their rights in decision-making.

Facilitating ecosystem and land management at the landscape level

These activities concerned the spatial dimension of land use and ecosystem management, with a wide variety of land use planning tools as outputs. Many EA partners were involved in the development of local and subnational land use plans. In some countries efforts were made to link ecosystem management and livelihood improvement at the landscape level to financing mechanisms such as payments for ecosystem services (PES) (for PES related to climate resilience, e.g. REDD+, see Theme 3). Outcomes were cases where such tools were implemented or at least accepted by authorities and other stakeholders. CSOs played a leading or a supporting role in the process, with the participation of communities as stakeholders or rights-holders as a key element.

In Cagayan de Oro in the **Philippines** the EA efforts resulted in improved river basin management and the revitalization of the River Basin Management Council, a multi-stakeholder platform with EA partner MMC-XU elected as secretary. The EA helped municipalities to establish a watershed management policy and local ordinances. EA partners in the Philippines also developed PES funds, such as the Talama Indigenous Peoples Social Trust Fund Mechanism in Mount Kitanglad. The EA programme in the Philippines supported the management of about 464,000 hectares of ancestral domains, protected watersheds, river basins, and marine and other protected areas. In **Indonesia** a total area of 90,000 hectares were declared village forests or have entered the legal process to obtain that status, with some areas just having passed the stage of recognized participatory mapping. Communities supported by partner WARSI had another 39,000 hectares identified to become village forests. On Papua, EA partner YADUPA conducted participatory mapping of 76,000 hectares, which was not yet recognized at the national level due to the complex political situation of that province. In **India**, EA partner NCF helped several tea plantation companies in the Anamalai landscape to adopt sustainable management practices (certified) on land covering a total area of 17,000 hectares. Two other EA partners achieved or strengthened the conservation of 30,000 hectares of indigenous territories and tribal forests in the Western Ghats.
In **Kenya** all EA partners worked in the Tana River Basin. The main results are the development of the strategic environmental assessment (SEA) and land use plan, Nature Kenya's participation in the Tana River County Natural Resources Management Forum, and a TEEB study (The Economics of Ecosystems and Biodiversity) assessing the societal costs and benefits of ecosystem services in the entire Tana River Basin, based on a number of development scenarios for 2030. The land use plan and SEA were both completed in 2015, with high level government endorsement at national and county levels. The government is using the plan and SEA to inform development of the national land use planning bill. In **Benin** partners helped to develop management plans covering 34,000 hectares of restored mangrove swamp, community-based protected areas, forest reserves, a Ramsar site and areas under sustainable community-based natural resource management. Areas under FMNR regimes in **Mali** and **Burkina Faso** established with support from EA partners cover around 35,000 hectares. In **Ghana**, EA partners contributed to the creation of new CREMAs or the strengthening of existing CREMAs covering a total area of 213,000 hectares. In **Senegal**, the EA contributed to successful community restoration and protection of 7,000 hectares within the Ndiael Reserve. Similarly, the results of the EA programme in **Uganda** included restoration of the shores of Lake Katwe (Box 2.1).

Four EA partners in **Argentina** helped develop sustainable management plans for 534,000 hectares, including fisheries areas or reserves, cattle ranching areas, indigenous lands, private lands (soy farmers) and subnational protected areas. In **Bolivia**, EA partner Fundación Natura Bolivia (FNB) actively supported reciprocal water agreements (a form of PES) that were signed between upstream and downstream villages. These agreements effectively conserve 18,000 hectares of upstream forests across five municipalities; 400 families have put more than 8,000 hectares under conservation contracts.

Contributing to the development and implementation of enabling policies at national and international levels

Throughout the programme, EA partners applied a wide variety of strategies to influence policies, ranging from campaigning ('outsider advocacy', i.e. building pressure from the outside and monitoring compliance with the law, standards, agreements, etc.) to engaging with the government, the private sector and other key stakeholders ('insider advocacy', i.e. building relationships, sharing information and providing advice or support). This involved not only developing policies but also strengthening governance structures and creating enabling environments. EA partners in many countries also indicated that poor or absent policy implementation was the main bottleneck and that the intervention mix should also include compliance monitoring.

A large number and variety of policy analyses and position papers with recommendations to policymakers were produced, in some cases combined with media broadcasts or public events. Only a few examples of the outcomes of EA policy initiatives are presented here. Since the step from outputs to outcomes in lobby and advocacy often takes years, most partners are determined to continue their policy work after 2015, albeit with financial support from other sources. The EA has affected around 77 policies at local and national levels and impacted some 33 agreements at regional and global levels (indicators IX.A and IX.B).

Box 2.1

Restoring the shores of Lake Katwe, Uganda

Katwe salt lake located in western Uganda is the only active salt lake in Uganda. In recent years widespread erosion around the lake led to a rapid increase in silting and considerable reduction in the salt production capacity of the lake. Thousands of people dependent on the salt extraction have seen their incomes fall. The main cause of the erosion is the use of the lake shores for grazing by small cattle and goat owners, which caused conflicts with the people dependent on the artisan salt industry.

Under the Ecosystem Alliance programme, NAPE worked with the local communities to restore the lake shores and the erosion and associated silting has almost stopped. The work involved replanting a total of 1,600 hectares on the slopes around the lake with a drought resistant indigenous Europhobia tree species.

In the areas between the planted trees the grass is returning, providing feed for the cattle and goats. Leaving space between the trees is a strategy to enable cattle and other domestic animals to graze in the restored area without uprooting or stepping on the restored indigenous trees.

Along the shores of the lake large swathes of cypress grass, which had almost disappeared because of the overgrazing, have reappeared. The grass is very important for filtering run-off water from the slopes and has further reduced siltation. Due to the improved situation the conflicts between the cattle herders and the salt miners have diminished considerably, and a salt lake catchment management plan has been prepared. The improved salt production has led to growth in the salt industry and the number of people employed in the industry is on the rise again. Over 4,000 people are employed during the peak season.

The Katwe case clearly shows that marginal lands can be restored when this is undertaken in good dialogue with the local people, government and local council stakeholders. In the wake of this success, NEMA and the Kasese district environmental bureau are supporting additional restoration projects and are looking for possibilities to replicate the practice in other highly degraded marginal lands in the Kasese/Ruwenzori subregion.

Cattle grazing near Lake Katwe (Photo by Cas Besselink)

Influencing policies at the national level

Africa

In **Senegal**, ecosystem and climate change adaptation approaches in land use planning were integrated in the new version of the Regional Development Plan for the Factick region. In the Saloum Delta the groundwork was laid for the formation of a mangrove platform in Foundiougne Department in 2015, which will serve to build and expand the EA work of partners in the region. For the Senegal Delta a high level umbrella strategy for sustainable development was established and this will be followed up in the coming year with a process including the other riparian countries.

EA partners in **Burkina Faso and Mali** organized national workshops to review provisions in land tenure, forestry and pastoral codes that enhance or may be hindering the implementation of FMNR. While the national legislation provides a framework for private ownership of farm trees, procedures have yet to be simplified. In Burkina Faso FMNR is now integrated into the National Climate and REDD+ strategy, paving the way for climate finance opportunities. In Mali, the Forestry Law was revised.

In **Benin**, a lobby by partner Aquaded led to a special decree declaring 1 October to be the official day for the 'restocking of wetlands with fish'. Lobbying against the poaching of elephants in a national park resulted in the dismissal of the park director and policy changes to curb poaching. EA partners are involved in policies and governance related to river basin management. The official recognition by local governments of community-based conservation areas, usually with crucial support from village heads, has been a major success.

In **Cameroon**, most policy work was related to lobbying for more responsible mining and oil exploitation. ACEEN takes part in all important statutory meetings and the definition of interventions on environmental issues by the Lake Chad Basin Commission. EA partner CWCS assisted with the preparation of a draft mangrove and wetlands policy document, including impact analysis, research and a strategy for mangrove conservation. The policy was approved by key ministries (Forestry, Fisheries, Environment). Recommendations by EA partner GVC were incorporated into a framework law on biofuels

In **Ghana**, EA partners expanded the scope of CREMAs at the national scale by producing a guidance document on landscape-level land use planning for CREMAs and showing how they can be used as an implementation model for validating landscape-level sustainability. Policy influencing by A Rocha and NCRC led to a ban on the illegal cutting and export of rosewood in the Mole National Park.

The EA programme in **Kenya** contributed to the designation of the Tana Delta as a Ramsar site. The Kenyan Wetlands Policy, which was heavily supported by the EA and Wetlands International, was officially approved by the Kenyan government on 3 December 2015. A wetlands conservation and management policy was developed and an action plan established. A TEEB study carried out by EA partners will be discussed in an inter-ministerial committee. The SEA and land use plan for the basin were finalized and EA partner Nature Kenya played a key role in the Tana River County Natural Resources Management Forum.

In **Uganda**, most of the national policy work was related to the anti-oil campaign and land rights. The Right to Fair Compensation and Transparency in Land Acquisition, Rehabilitation and Resettlement Bill was drafted.

Asia

Examples from Asia include the years of lobbying by the Save Western Ghats Movement and various EA partners in **India**, which has led to the suspension of a number of mines and more restrictive zoning policies which make large parts of the Western Ghats a no-go zone for infrastructure and mining. Other important results were the victory in the Supreme Court resulting in the cancellation of the planned Western Ghats railway and the cancelling of mining permits in Kannedhara hills (see Box 2.2).

In the **Philippines,** many outcomes were achieved at the municipal level. For example, EA partner PARTS helped with the preparation of the Comprehensive

Land Use Plan for the Municipality of Concepcion, which includes the integration of ecosystem-based climate adaptation. PARTS, with the help of ELAC, assisted in the formulation of the Environmental Code of Misamis Occidental province. With support from partner MMX-XU, two municipalities are in the process of enacting a PES ordinance which requires the proceeds to be used for the protection and maintenance of the Cagayan river basin. This partner was also successful in getting a bill for a total mining ban in the Cagayan de Oro river basin approved by Congress. Finally, a project of NTFP TF identified five municipal watershed areas which will be overseen by multi-sectoral management bodies.

In **Indonesia,** the procedures for obtaining a permit to declare village forests (*hutan desa*) were simplified at all levels (national ministry, province, district and village). Three regencies established facilitation services for community-based forest management (CBFM). The provincial governments of Jambi and West Sumatra adopted CBFM as a main basis for regional development and the West Sumatra government designated 700,000 ha of forest for CBFM schemes. Lobbying by Indonesian EA partners contributed to a paradigm shift in the national government's views on forest management, from a private-sector profit-oriented approach to a community empowerment approach. Wetlands International Indonesia Programme (WI IP) managed to bring the recent peat fires to the attention of government at the highest government levels and, with other NGOs, met with President Widodo. WI IP also presented two policy briefs to the government that highlight the urgent need for better protection and conservation of peat forests. EA partners contributed to the moratorium on new permits for palm oil concessions in forests and peatlands. President Widodo revoked the licence for an acacia plantation and invited six villages to propose a mechanism for community management of the area.

South America

In **Argentina**, an unexpected impact of the work of Fundación Humedales (FH) on a Law for Wetland Conservation was that wetlands and flood regulation gained a prominent place on the political agenda. FH led a movement of more than 120 NGOs from around the country in support of the final approval of the law in the Chamber of Deputies. The National Law on Minimum Protection of Indigenous Forests (*Ley de Presupuestos Mínimos de Humedales*) stresses the highly strategic value of wetlands for water security. A law for the privatization of delta islands was abolished, banning rice and soy cultivation on 500,000 ha in Entre Rios province.

In **Brazil**, EA partners have seats on the Council for the Environment (CONSEMA) and the Environmental Commission of Mato Grosso state. At the national level, EA partners advised the National Wetlands Commission and were involved in the coordination of the implementation of the Paraguay Basin Plan.

The EA programme in **Bolivia** supported the Strategic Action Plan for strengthening the Association of Management Committees of protected areas in the Pantanal, Chaco and Chiquitano regions. The programme also helped with the development of a monitoring toolbox for indigenous organizations managing ICCAs under threat in South America. EA partner FNB assisted with developing official criteria for mitigation, adaptation and livelihoods in initiatives that will be certified by Bolivia's official Forest Mechanism.

In **Paraguay**, the lobby for the decentralization of powers in one of the districts with the highest rates of deforestation was successful. A Directorate of Municipal Environmental Management responsible for overseeing compliance with environmental licences was created with support from EA partners.

Influencing policies at the international level

With regard to global lobby work on the Livelihoods and Ecosystems theme in 2015, there were few conferences with EA participation and few lobby activities. No outcomes were achieved by the EA in 2015, but we mention various outputs of lobby and advocacy by Both ENDS, Wetlands International and partners on integrated water resources management (IWRM). In 2015, Both ENDS continued to invest in the IWRM capacities of members of the AfriWater Community of Practice (http://www.afriwater-cop.org). Both ENDS and AfriWater COP published a booklet[8] on the work of the EA partners in river basins and promoted this booklet and their work in Stockholm during the World Water Week.

In the Netherlands, we continued our policy dialogues with the Ministry of Foreign Affairs and the Ministry of Economic Affairs on integrating ecosystems and biodiversity into the IPG priorities of ODA and trade policy, particularly water, food security and climate change. Both ENDS provided inputs to the Dutch Water Vision, an interdepartmental process between Foreign Affairs, Economic Affairs, and Infrastructure, Environment and Water, and called for more attention to integrated ecosystem-based water management and a less exclusive focus on sanitation and health (WASH). The Netherlands increased its ODA budget for water and Both ENDS presented recommendations on putting the Dutch international WASH agenda within the broader context of river management.

Both ENDS and its AfriWater COP partners organized two side events at the Citizen's Forum of the 7th World Water Forum in Korea, with discussions linking various IWRM practices and community engagement. Both ENDS was also co-organizer and panellist on a session on water stewardship. AfriWater COP members met for the first time with the secretariat of the African Network of Basin Organizations (ANBO) at the 4th AfricaSan Conference, strengthening its position as a civil society representative to ANBO.

The Forest Peoples Programme (FPP) was a successful lobby and advocacy partner for the EA at the global level. Many FPP inputs were incorporated into the CBD's 4th Global Biodiversity Outlook (GBO-4), including biodiversity–livelihoods–rights linkages and community-based monitoring and information systems. FPP and partners also had a strong influence on the formal recognition of traditional knowledge as complementary to science in the mid-term review of the CBD Strategic Plan for Biodiversity 2011–2020. The World Parks Congress (WPC) endorsed the continued development of the Whakatane Mechanism developed by FPP and partners. The aim of this mechanism is to address the effects of historic and current injustices against indigenous peoples in the name of conservation. Finally, the WPC adopted the following recommendation by FPP and partners: 'Global standards for rights and for the conservation of natural and cultural heritage should be adopted and implemented in the World Heritage Convention, in accordance with a rights-based approach.'

Lessons learned

Analysis of the numerous results that have been achieved under Theme 1 led to a wide variety of lessons learned, only five of which are discussed below. These five do not necessarily relate to the examples given above. For other lessons learned in relation to Theme 1 please refer to the EA Lessons learnt report[9].

Focus on financial sustainability of management structures

The financial sustainability of management structures such as CREMA or Community-Based Natural Resource Management (CBNRM) committees is often problematic. The assumption that the operational costs of these institutions will be covered by the generated income is usually unrealistic in the short term and experience shows that dependence on voluntary support is also not sustainable. Therefore, alternative and diversified sources of finance have to be explored, such as contribution by government, PES, REDD+, taxation or other options.

Focus on upscaling to a landscape level and an integrated approach to tackle drivers of ecosystem degradation

Many of the supported Livelihoods and Ecosystems projects are successful, but their impact is limited due to the small scale of implementation. Moving to a landscape approach makes sense in terms of efficiency and impact on sustainable ecosystems management and livelihood improvement. However, it is also important to look at an integrated approach within the landscape in order to address the external and internal drivers of ecosystem degradation and maximize the benefits to community livelihoods. This requires

8 http://www.bothends.org/nl/Publicaties/document/150/Beyond-the-Flow-Buidling-Strong-Communities-and-Resilient-Basins-in-Africa

9 Remme, H. 2015. Lessons Learnt of the EA - Report of consultancy services undertaken for the Ecosystem Alliance

Box 2.2

Politics on the rocks: saving the Kannedhara Hills, India

The tribal communities (Adivasi) living around Kannedhara hills in the state of Andhra Pradesh face huge challenges arising from quarrying activities. Their struggle took a positive turn under the leadership of the village head, Mr Savarna, who successfully led a campaign against the Indian company Virgin Rock, which had obtained a concession to quarry these hills. Mr Savarna is the Deputy Sarpanch of Pulliputi Panchayat (a group of villages organized administratively under Panchayat rule).

Mr Savarna knows the issues facing the tribal peoples in Andhra Pradesh and in an informal interview he summarized some of the key problems facing the rural population: 'There are a few big threats facing tribal people in Andhra Pradesh today. Firstly, not having provisional courts for non-schedule tribal people – people not recognized as being tribal, and hence not enjoying protection under Indian law. Secondly, the lack of education afforded to us by the Tribal Welfare Department.'

The vast majority of the Adivasi living around the Kannedhara hills are protected by the Panchayat Extension for Scheduled Areas Act (PESA).

At present, of the 24 Panchayats in the area only 16 are protected under Schedule V of the constitution. The remaining 8 Pachayats are not. This means that over 16,000 socially-economically disadvantaged tribal people are exposed to all sorts of external inroads on their land, culture and livelihoods. They are an easy target for mining companies.

Supported by the EA, the local NGO VELUGU worked with Mr Savarna to defend the Kannedhara region. In January 2015 representatives of the tribal communities, led by VELUGU, presented the case to the chief minister. As a result, the Director of Mines and Geology in Hyderabad asked the District Collector in Srikakulam to submit a report outlining the facts. Three months later the good news came. The permit that had been awarded to Virgin Rock was cancelled and a letter issued by the Collector of Srikakulam stated that 'there is an imperative need for cancellation of NOC issued by the then head of subdistrict without taking into consideration the safety and religious sentiments of the local tribal population. Hence the permit conveyed by the head of subdistrict in his proceedings to the Department of Mines and Geology, is hereby cancelled in the Public interest in general and local tribals in particular.' The Kannedhara has been saved, a struggle that paid off after five years of long marches, protests, petitions, court cases and inquiries.

Sand mining activities at Kannedhara hills (Photo by Madhu Ramnath)

multiple support interventions aimed at conservation, sustainable production systems and resource use, as well as a coordinated effort and collaboration of various support organizations and stakeholders.

Focus on land use planning to influence sustainable development

The continued support of EA partners in land use planning processes is extremely important to ensure that the plans are based on, or at least include, social and environmental sustainability criteria. Advanced tools for geospatial analysis, environmental assessments and ecosystem valuation have proven very useful in these processes. In addition, increased support to legislative processes related to land use planning and the implementation and law enforcement capacity is necessary, as these constitute bottlenecks in many countries.

Integration of engagement and campaigning

A combined strategy of engagement and exerting pressure can be useful. Collaboration between different CSOs in a coalition offers opportunities to combine varying (potentially conflicting) strategies. Some CSOs try to find a delicate balance between campaigning and engagement with government. For example, WARSI (Indonesia) has established province and district multi-stakeholder task forces for CBFM and worked with the national government to shorten and simplify the legal recognition process. At the same time, it is involved in media campaigns against the same local government officers in cases of corruption and malpractices.

2.2 / Theme 2 – Greening the Economy

The second theme of the Ecosystem Alliance was facilitating the transition to a green economy, based on a transparent and responsible business sector and more sustainable value chains and consumption patterns, taking into account impacts and dependencies on ecosystems and linkages with livelihoods. We also aimed at more ambitious green government policies and land use planning and economic models that acknowledge the value of ecosystem services, not only to local livelihoods but also the global economy. Under this theme the EA focused on various approaches that can be summarized as follows:

- Empower local communities and indigenous people to defend their rights against threats by unsustainable land use practices and natural resources exploitation caused by global trade chains.
- Influence policy processes through joint lobbying and advocacy, targeted at commodity roundtables (RSPO, RTRS) and legislation on commodity standards, production and trade practices in the EU, the Netherlands and partner countries.
- Engage with and support private-sector frontrunners in applying green business models and practices that reduce their ecological footprint and that are based on sustainable exploitation of raw materials and value/trade chains. Beside this carrot, or insider, approach, we applied the stick, or outsider, approach to halt unsustainable business practices, for example through critical observation and feedback, campaigning and filing court cases (link with first approach).

We focused on commodity chains linked to the EA programme countries that have both a large ecological footprint and a significant uptake by EU and Dutch markets: biomass, soy, palm oil and the extractive industries. The production and exploitation of these commodities and accompanying infrastructure is expanding at an unprecedented pace, often into remote and biodiverse regions, including high conservation value (HCV) areas. Apart from the negative environmental and social effects on local communities, these activities are often accompanied by human rights violations against environmental rights defenders. Besides this value chain focus, the programme promoted innovative valuation and green payment mechanisms, including TEEB and PES.

The intervention strategies revolved around capacity building of CSOs. Activities included coaching, training and providing guidance to strengthen their knowledge and skills to influence global trade chains and their knowledge of sustainable production practices. We provided training on specific tools and instruments, including dispute settlement, certification, legal issues, TEEB, PES, and compliance monitoring of EIA, SEA and other licensing and regulatory processes. Those enhanced capacities helped CSOs to support local communities in defending their rights and interests against pressures from global trade chains, to engage in local dialogues on sustainability issues, and to apply more sustainable production and harvesting practices. It also helped to strengthen their lobby and outreach work.

Achievements

The activities and results of the EA under this theme relate to Private Sector and Agriculture (MDG1) and, more specifically, making trade chains more sustainable (PRA4). The highlights of the programme are described below for each of the commodity chains – palm oil, soy, biomass and the extractive industries – and TEEB.

Palm oil

Much of our work was targeted at the Roundtable on Sustainable Palm Oil (RSPO) (see Box 2.3). The RSPO was created as a voluntary initiative of stakeholders from throughout the palm oil supply chain, businesses and NGOs to help achieve sustainable palm oil. The involvement of EA members and partners in the RSPO date back many years to before the start of the EA. Here we summarise the outcomes arising from inputs from the EA programme.

As proposed by Both ENDS, the RSPO established a Dispute Settlement Facility (DSF) to help local communities and plantation companies resolve their conflicts with the assistance of external mediators. In 2014 the RSPO Board endorsed the proposed establishment of a DSF Trust Fund, which is now chaired by Both ENDS. A growing number of disputes are being submitted to DSF and plantation companies are increasingly respecting the decisions of the DSF. The Dutch Corbey Commission on sustainable biomass policy included the DSF mechanism in its advice to the Dutch government on social responsibility (Social Responsibility: Advice

Box 2.3

Combating tropical peatland destruction

Wetlands International led the international EA lobby and advocacy on tropical peatlands. In recent decades, over 10 million hectares of peat swamp forest in South East Asia have been converted to agriculture, palm oil and pulp wood plantations. Drainage of the peat soils causes rapid oxidation of the peat soil and has led to major loss of biodiversity. The degradation of peatlands in South East Asia is causing 1 Gt of CO_2 emissions per year, or 3% of global anthropogenic CO_2 emissions. Emissions from peatland fires add to this (in 2015 more than 1 Gt for Indonesia alone). Combined with compaction and shrinkage of peat, the oxidation of peat will lead to subsidence of almost all lowland peat and increase the probability of flooding well beyond the projected effects of climate change.

Wetlands International advocates a complete halt to further development of drainage-dependent plantations on peat, the implementation of best management practices and the gradual removal of existing plantations on peat. It has promoted the piloting and upscaling of paludi culture (cultivation of indigenous commercial species that do not require drainage, such as illipe nut, jelutung, melaleuca, rattans and sagu). This can be combined with other non-peat based economic activities (e.g. chicken, duck, goat, vegetable and fish farming) as well as REDD+ initiatives.

Wetlands International has helped to strengthen the science base on peatland issues and solutions, and has brought this knowledge to the Roundtable for Sustainable Palm Oil (RSPO) and into policy discussions with government, industry and civil society. For example, at the instigation of Wetlands International, the RSPO Peatland Working Group was established, which recently published a review of the social and environmental impacts of oil palm plantations on peat.

In 2013, the RSPO Principles and Criteria were revised, with many new clauses concerning peatlands, greenhouse gas emissions and management of high conservation value areas. Furthermore, the advocacy has pushed major players in the industry, such as Wilmar, Unilever and APP, to commit to avoiding further developments on peat and has led to the extension of the Indonesian moratorium on the development of peatlands.

Throughout the EA programme, Wetlands International has strategically supported local CSOs in their efforts to steer the palm oil and pulp wood sectors away from peatland, and has provided advice to industry and governments.

Drained peat swamps planted with oil palm on Borneo. (Photo by Caspar Verwer)

for the Expansion of European Sustainability Criteria for biofuels, 8 April 2003).

In 2013 the General Assembly of the RSPO passed a resolution to review the RSPO complaints procedure and agreed that there should be a strict separation of executive powers when handling complaints and grievances. In 2013, the RSPO Board adopted the Both ENDS proposal for an RSPO outreach to intermediate organizations (local NGOs, CBOs). A needs assessment, an action plan and a budget were prepared for adoption by the RSPO Board.

The EA partner Forest Peoples Programme (FPP) managed to get the rights-based approach (land and user rights; free, prior and informed consent) incorporated into the High Carbon Stock (HCS) Approach, which is a toolkit to help companies and other stakeholders implement commitments to end deforestation and identify tropical forests for conservation and degraded lands for potential plantation development. The HCS Steering Group consists of representatives from NGOs, including FPP, and large companies, including Wilmar, APP, GAR, Agropalma, Cargill, Unilever and Procter & Gamble.

Through Wetlands International, the EA also played an active role in the RSPO Peatland Working Group, the GHG Working Group, the Emissions Reduction Working Group and the Principles and Criteria Task Force, and contributed to the revised principles and criteria in relation to peatlands, GHG emissions and HCV area management. The Palm GHG Tool was developed, which enables growers to assess their GHG emissions in a standard manner for use in their annual public carbon footprint reporting (as of 2016). Wetlands International also prepared the Guidelines for Implementation of the RSPO P&C 2013 in existing plantations on peat, and organized training workshops for RSPO growers, smallholders and auditors. At the instigation of Wetlands International, the RSPO Emission Reduction Working Group is currently working on the development of a GHG Compensation Mechanism, also in consultation with the RSPO Compensation Working Group (related to HCV).

The RSPO national interpretation process in **Indonesia** (NI-INA) led to policy adjustments and regulations, especially regarding free, prior and informed consent (FPIC), HCV areas, and swamps and peatland, to address issues of flooding, subsidence and GHG emissions. Both ENDS and WWF, with input from Wetlands International and a range of NGOs, negotiated a final version of the NI-INA with the NI-INA working group chairs and the Indonesian plantation companies. During the 13th Annual Rountable Conference (RT13) in Kuala Lumpur (November 2015), Both ENDS was requested by the RSPO Board to lead a task force to review RSPO's assessment system, following heavy criticism of weak performance by some auditors. Both ENDS initiated an NGO caucus meeting prior to RT13, which led to more concerted NGO advocacy and collaboration in the RSPO arena.
Various national results were achieved outside the RSPO sphere. A campaign by Indonesian NGOs, including EA partners was successful in getting a two-year extension to the moratorium on new forest and peatland concessions, including expansion of palm oil. In **Cameroon**, EA partner CED managed to reduce the size of a palm oil concession near Korup National Park from 73,000 ha to less than 20,000 ha. The concession was granted provisionally for three years. In the **Netherlands**, the Dutch Industry Task Force on Sustainable Palm Oil agreed to increase involvement with companies in the supply chain to ensure adherence to the RSPO standard. Lilianne Ploumen, minister for foreign trade and development cooperation, agreed to take action to increase the uptake of CSPO by the EU.

Soy

EA partners in **Argentina** lobbied effectively to prevent the adoption of a proposed law for the privatization of delta islands and prevent the illegal cultivation of rice and soy cultivation in about 500,000 ha of Entre Rios province.
The Observatorio Socioambiental de Soja (soy observatory OSAS) was established by partners from **Argentina**, **Bolivia**, **Brazil** and **Paraguay**. OSAS collects reliable information on the impact of soy expansion and production and on soy-related developments, such as deforestation, use of agro-chemicals and trends in certification, as an input to developing sustainable solutions and possible alternative scenarios for the expansion of soy in the region (see also the Learning Agenda). Pro Yungas, the OSAS coordinator, designed land use plans for an ecological corridor across

three provinces in northern Argentina. In 2015, OSAS members in **Argentina**, **Brazil** and **Paraguay** contributed to the preparation of land use guidance maps by the Round Table on Responsible Soy (RTRS) for soy expansion (including conservation areas and go and no-go zones). In **Brazil**, EA partners put soy expansion in and around the Pantanal wetland on the political agenda through research, awareness raising and advocacy (see Box 2.4).

The EA also provided support to the RTRS. During 2012 and 2013, the RTRS produced broad conservation maps indicating HCV areas. The EA produced and submitted a report to the RTRS Board on 'Potential of PES schemes to support HCVA implementation in RTRS certified areas'.
Lobbying in the **Netherlands** was done through the Dutch Soy Coalition (DSC), which published the third edition of the soy barometer, showing the main trends in the soy production worldwide and how the Dutch are dragging their feet on implementing their commitment to 100% RTRS in 2015. Continued monitoring of different players in the Dutch soy sector resulted in preventing the Dutch accepting lower standards. According to the 2014 annual report, the 'Betting on best quality' study on commodity standards commissioned by the EA had some positive effect on the sourcing requirements of the Dutch retail industry. Since then, the EA has turned its attention to the international retail sector to get the Consumer Goods Forum to change its benchmarking tools and soy sourcing guidance to its members. In 2015, an EA lobby (Dutch EA members and OSAS members) persuaded the European Feed Manufacturers' Federation (FEFAC) to amend the minimum requirements for soy sourcing in its Guidelines, including requirements on pesticide use and verification requirements.

In 2014, the EA and partners from palm oil and soy producing countries jointly targeted the Dutch/EU government and private sector by organizing an agro-commodity outreach and lobby event in the Netherlands and by drafting and disseminating an EA Call for Action (for sustainable agro-commodity value chains). The Call for Action has been used as a tool for dialogue with three Dutch ministries (Foreign Affairs, Economic Affairs; Infrastructure and the Environment).

Biomass

The activities in the biomass commodity chain were targeted primarily at Dutch and EU policies through the Dutch Corbey Commission on sustainable biomass policy and a publication in Dutch on smart use (cascading) of biomass (*Biomassa als grondstof of als brandstof*). Cascading, or rather the optimal use of biomass, is a critical element of good resource governance. In September 2013, the European Parliament adopted a first reading position on the proposal to amend the Fuel Quality Directive and the Renewable Energy Directive that included the mandatory accounting of indirect land use change (ILUC) emissions through a series of feedstock-specific emission factors. In 2015, the Corbey Commission published two agenda-setting reports providing concrete policy options: *Naar een duurzame bio-economie* ('Towards a sustainable bio-economy', published in 2015) on sustainability criteria for all biomass applications, and 'Simple steps towards more sustainable European policies' on the EU Food Quality Directive and the Renewable Energy Directive after 2020.

On behalf of the EA, Wetlands International collaborated with other European NGOs to influence EU policies on climate and bioenergy. This included raising the issue of perverse subsidies on uncertified biomass imports, burning 'green waste' and the need for improved certification schemes. A number of Brussels-based NGOs developed a joint position paper on bioenergy. The EA also influenced the Climate Action Network's position paper on the role of LULUCF (land use, land use change and forestry) in the Clean Development Mechanism.

Extractive industries

In the **Philippines**, EA partners promoted municipal resolutions to cancel mineral agreements and municipal resolutions to establish watersheds. The Mount Mantalingahan Protected Landscape – a critical biodiversity and watershed area that was under threat from large-scale mining – is now protected. The advocacy efforts of EA partner CPA led to the formation of the environmental and human rights networks BAMPIS Mining Watch and the Northern Luzon Mining and Human Rights Network. The empowerment of indigenous elders, women and youth has mobilized local governments to speak up against large-scale mining companies. These efforts halted several large-scale mining operations,

Box 2.4

Influencing soybean expansion in the Pantanal

Studies supported by the EA show that around 10% of the land under soybean cultivation in Brazil is located in the Upper Paraguay River Basin, and the expansion continues. The springs region is especially threatened and data show a close relationship between the presence of soy and the Paraguay-Paraná inland waterway. The study created awareness among local communities and local organizations started to include the impact of soy in their agenda of actions in defence of the Pantanal. Local organizations presented the issue to a wider audience at the Ramsar COP held in Uruguay in June 2015. The findings have also been shared with the Dutch NGOs and government representatives and other stakeholders of the soy value chain.

During the project, local organizations promoted a meeting with the Public Ministry (MP) to expose and discuss threats to the Pantanal, and presented data on the cultivation of soybeans. The representatives of the MP stressed that this information is essential for their actions.

The results are encouraging. The MP has now created a unit that focuses on the whole basin (BAP) instead of on only parts of it. People hope that it will be possible to get pesticides banned in certain areas. The MP is closely monitoring the presence of soy in preservation areas where streams and rivers that feed the Paraguay River have their source.

The meetings with the MP also resulted in the creation of a working group for local organizations and MP to regularly review the results of these actions and the need for others. To ensure the success of these initiatives, the information collected must be updated and distributed to obtain the support of international organizations and participate in discussion fora with governments and producers to influence the decisions taken.

Paraguay River upstream of Corumba, Mato Grosso do Sul, Brazil (Photo by Tamara Mohr)

prevented the granting of new mining permits, and contributed to improved environmental and social performance. For example, the Australian mining company OceanGold decided to build a water treatment plant immediately after the release of a critical report about its operations. At the national level, EA joint advocacy efforts contributed to the preparation of the consolidated Alternative Minerals Management Bill and an amendment to the mining law, including positive reforms such as a moratorium on new mining concessions and the inclusion of no-go zones.

In the **DRC**, EA partners were involved in a global campaign to save Virunga National Park from oil extraction by the UK-based oil company SOCO. The launch of the documentary film *Virunga*, which was nominated for an Oscar, has been followed by screenings to key decision-makers and a local environmental activist from the DRC was brought to a shareholder meeting to present the concerns. The lobby even reached the European Parliament, which in December 2012 adopted a joint resolution on the situation in Virunga National Park, condemning the granting of oil concessions. In February 2015, SOCO's CEO asked for an internal investigation and a response from the company on the allegations of human rights violations.
In **Uganda**, action by EA partner NAPE led Hima Lafarge Cement Industries to commit to reducing its environmental impacts. NAPE entered into a tripartite engagement with the Kasese District Natural Resources Department and the Uganda Wildlife Authority and mobilized local communities to make them aware of their rights. As a result, the company installed new filters in the old limestone processing plant and set up a new limestone processing plant, reducing the amount of dust released to the environment to almost zero. Hima also supported substantive tree planting investments, built settlement ponds to filter limestone waste and has agreed to do no excavation on the limestone quarry site located in the Lake George Ramsar Site. NAPE's advocacy, even taking Hima to court, helped the Kasese district authorities to enforce compliance standards for limestone mining. Also in Uganda, engagements on oil by the EA partners, in close collaboration with other advocacy networks such as Oil Watch, Publish What You Pay and NESMACU have resulted into the abandonment of two major oil wells sunk under Lake Albert.

In the **Netherlands and the EU**, continued pressure by Milieudefensie (Friends of the Earth Netherlands) on major electronics companies, the IDH Tin Working Group (TWG), which includes major companies (ASUS, Acer, Dell, Microsoft, ArcelorMittal, TataSteel, Canon and Nikon), committed to a Roadmap of Sustainable Tin Mining Operations in Indonesia. In addition, the EU Directive on disclosure of non-financial and diversity information by certain large undertakings and groups was adopted. Furthermore, in 2013, the European Parliament took a final position on the Non-Financial Reporting Directive, asking the European Commission to tighten the requirements for transparency and corporate social responsibility (CSR) aspects.

Ecosystem valuation – TEEB

Various EA partners were trained and some are actively involved in the implementation of ecosystem valuation exercises (TEEB): Wetlands International in **Kenya** (Tana River Basin), NTFP-EP in **Indonesia** (Kampar peninsula, Sumatra), NAPE and AFIEGO in **Uganda** (Lutembe wetlands), and MMC-XU in the **Philippines** (CDO River Basin). In addition, through a proposal developed by EA, A Rocha Ghana obtained a project with the Netherlands embassy for the protection of the Atewa forest, which also includes an ecosystem valuation exercise.

Some of the projects, for example in the Tana River Basin, are for comprehensive ecosystem valuation exercises requiring long-term expertise and complex scientific methods, whereas others, such as the Lutembe wetlands, primarily have a learning objective, enabling partners to obtain experience with the implementation of the TEEB concept and use the results in their lobby work. The goal of the support to TEEB is to mainstream the concept of ecosystem services and ecosystem valuation into land use planning, which will in turn promote sustainable development scenarios and integrated landscape development.

Sustainable business practices in partner countries

The LIFE institute in **Brazil** developed a certification mechanism for the primary (agricultural) sector to promote voluntary and effective biodiversity conservation actions. The methodology was tested with nine companies in Brazil and Paraguay (with support from Guyra). A report of technical assistance is being prepared for each of the companies to provide guidance on the improvements needed to obtain LIFE Certification.

ProYungas in **Argentina** works with the private sector (sugar cane farmers) on more sustainable production and especially on protecting certain areas so that they qualify for compensation under the National Law on Minimum Protection of Indigenous Forests (*Ley de Presupuestos Mínimos de Protección de los Bosques Nativos*). They aimed to establish 'sustainable areas' and corridors that share critical ecosystems as well as support mechanisms for certification of good agricultural practices, based on sustainability criteria, including social and ecological indicators. Another example of the EA efforts to improve sustainable business practices is the Climate Smart Cocoa Landscape in Ghana (see Box 2.5).

Greening Dutch business practices

The EA provided support to Dutch businesses on greening the economy through the Leaders for Nature (LfN) network, the IUCN NL business engagement network of multinationals and Dutch enterprises. By offering knowledge, training, hands-on project support and inspiration, LfN encourages and helps companies to incorporate natural capital into their core business. Masterclasses and forum meetings were organized on specific business and other tools. The programme follows a roadmap approach, starting from creating awareness and identifying risks. A number of business ecosystems training courses were given to identify risks and opportunities, with the idea of developing strategies and projects. Innovative tools, such as the integrated biodiversity assessment tool, were made available to encourage businesses to incorporate biodiversity considerations into key project planning and management decisions.

Apart from the general platform-awareness related work, more specific collaboration projects with some companies were established. Examples are sustainability criteria of products (cocoa) with the Port of Amsterdam, and assessing impacts and dependencies on biodiversity and ecosystems in product supply chains with Akzo Nobel, Nutreco, FrieslandCampina and Philips. Some of these companies joined the Natural Capital Protocol in 2015 and are involved in pilots to make the natural capital concept operational in business strategies and practices.

During the LfN Annual Forum in February 2014, a Green Deal with the Dutch government on Natural Capital Accounting was signed. Under the agreement, companies will take steps to make their impact on natural and social capital visible, with the help of CSOs. The Dutch government is exploring ways to integrate natural capital into national accounting.
Despite some encouraging results, on balance the collaboration with the LfN network and individual LfN companies did not lead to concrete impacts on the ground. This can partly be attributed to the difference in geographical focus between the EA and the sourcing areas of LfN companies, but also to differences in the priorities of the EA and of LfN companies.

Lessons learned

At the outcome level, we did not achieve our ambitions for greening the business practices of Dutch companies by reducing their ecological footprints through their supply chains or for greening the production practices of agro-commodities and extractive industries in partner countries.

Empowering communities: coalition building and multi-stakeholder dialogue successful

Coalition building among CSOs is a key mechanism for mobilizing local communities and facilitating their participation in decision-making. Multi-stakeholder dialogues involving government, the private sector and civil society has proven to be a successful strategy.

Land and user rights: policy influencing should focus on implementation and enforcement

Defending and ensuring land rights and access/user rights is a first requirement for halting expansion of plantations and mining. Getting policies and legislation changed can be a valuable first step, but the resulting laws and regulations are often poorly implemented and enforced. This may be compounded by powerful vested commercial and personal interests, corruption and a poor security situation, which reduces the CSOs' operational space. International campaigning can help, as shown by the case of oil exploitation in Virunga National Park.

Box 2.5

Climate Smart Cocoa Landscape in Ghana

Ghana's Emissions Reduction Programme (ERP) aims to reduce carbon emissions related to deforestation. The government is working with companies and NGOs to implement the programme, focusing on an area in the Western Region that produces one third of Ghana's total cocoa yield. The aim is to increase local incomes and increase the productivity of the plantations. The cocoa landscape is being planted with shade-giving trees that provide nuts, fruits and spices, which provide extra income for women. Together with cocoa farmers, producers, investors, insurance companies, researchers and policymakers, local EA partner NCRC has set up the Climate Smart Cocoa Working Group. Supported by the EA, this working group has tested the Community Resource Management Area concept in the area. CREMA is an inclusive, locally driven governance model which is being increasingly supported in policies and legislation throughout Ghana. At the same time the working group and the government developed a plan for the Climate Smart Cocoa Landscape.

Research has shown that climate smart production techniques for cocoa can result in a 90% CO_2 emission reduction per ton of cocoa produced. The planting of shade trees, smarter choice of genetic varieties, input regimes adjusted to specific soil conditions, enhanced productivity of plantations, reduced deforestation and ecosystem restoration all contribute to climate adaptation and improved resilience of men and women in the cocoa sector.

The Climate Smart Cocoa Working Group has booked significant institutional progress with government institutions and is translating this into political support at the highest level. EA partners are working on embedding community-based governance and biodiversity conservation into policies and legislation. Collaboration with the most important cocoa traders is being strengthened and other actors in the cocoa value chain have been approached, including chocolate factories, SMEs, pre-investors, insurance companies and ports.

Cocoa farmer in Ghana (Photo by Jan-Willem den Besten)

Commodity value chains: more hands-on approach to roundtables

Working through the roundtables resulted in little progress on the ground. A specific problem for soy has been the low market demand for certified soy and the lack of commitment of the industry and retail to buy RTRS certified soy. Palm oil plantations in Indonesia are still encroaching into forest. Few RSPO members are involved in deforestation and forest fires, but most plantations are still not RSPO-certified. The weak implementation of RSPO and especially of RTRS remains strong is heavily criticised. What is needed is a more hands-on approach to convincing producers to meet the pledges made, with full support from the key players further down the supply chain: brands, retailers and financiers.

Commodity value chains: continuous lobbying across value chains

A challenge with certification is the development of parallel 'watered-down' certification systems that are less ambitious and demanding. Continuous lobbying is needed to ensure that standards are kept up.

Commodity value chains: linkage with government decision-making

Although progress with certification is slow, persistent support and linkage with the national and international lobbies of Dutch and EU decision-making bodies, also linking to consumer patterns, should not be underestimated. Activities such as the EA Call for Action on Agro-commodities have shown to be useful in triggering further actions.

Link greening measures: voluntary with legislative

A key lesson is that voluntary mechanisms alone will not suffice. The EA therefore lobbied for stricter sustainability criteria for commodity imports by EU and the Netherlands, and in the producing countries for moratoria on expansion in 'no-go areas' and for sustainable land use planning and integrated landscape management (see Theme 1). The EA has promoted and actively supported mechanisms such as IWRM, TEEB and PES, but the overall positive impacts for ecosystems and livelihoods are still modest.

Link greening measures: North with South

The EA established a strong link between policy work to reduce the ecological foot print in the North and supporting activities in the producing countries in the South. Nevertheless, there is much room for improvement by strengthening the synergies between activities at the various levels on the same commodity value chain and intensifying the collaboration between different stakeholders (private sector, governments and civil society).

Engagement with the private sector: more concrete collaboration in North

Getting companies to adopt more sustainable sourcing and production practices has proven to be the hardest challenge. In the Netherlands, further efforts should be made to build on the trust already established and engage with individual companies to define concrete targets, make a more in-depth analysis of their impacts and dependencies through supply chains (linking with production countries in the South), and agree on concrete priority actions to reduce their ecological footprint. With some companies we are now entering into a more action-oriented collaboration, for instance in the context of the Natural Capital Protocol. Knowledge on standard quality and benchmarking is another potential tool to influence individual companies from the outside by demands from end-users (retail).

Engaging the private sector: CSO capacity building

In the South, many CSOs need further capacity building and training to enable them to successfully collaborate with the private sector on sustainable production and financing for CSR actions. Although relations with the private sector in the South tend to be hostile and EA partners have mostly achieved results by taking an 'outsider approach' – using the stick rather than the carrot – a growing number of EA partners see the need to cooperate with producers, but lack the skills to do so.

Engagement with the private sector: combine stick and carrot approaches

A challenge in our future work will be to better complement the various stick and carrot approaches (ranging from public campaigns to building partnerships). Collaborations between CSOs from all levels and across countries has been and remains a key ingredient to make that happen, in addition to fostering stronger government involvement to support the frontrunners in their journey and push the less willing.

2.3 / Theme 3 – Ecosystems, People and Climate Change

During its 2011–15 programme, the EA promoted and supported the implementation of ecosystem-based solutions for climate change adaptation and mitigation. It emphasised strengthening the role of local actors as a keystone to achieving ecosystem-based adaptation (EbA) and mitigation.
The EA based its work on four interlinked strategies and operated at local, national and international levels:

- Strengthening the capacity and knowledge base of partners and EA members on the role and use of ecosystem-based mitigation and adaptation in supporting livelihoods in the context of climate change. This supported informed lobbying and advocacy and the empowerment of local partners for the implementation of gender-sensitive, EbA and mitigation.
- Influencing policymakers at global, regional, national and local levels to achieve recognition of the key role of ecosystem-based approaches and the need to involve civil society actors in decision-making on, and implementation of, adaptation and mitigation.
- Supporting field projects aimed either at improving the conservation, condition or management of ecosystems that contribute to adaptation and resilience of local communities, or at integrating EbA and the UN REDD+ carbon offsetting programme into land use, adaptation or resource management plans.
- Facilitating sharing and learning among local partners on EbA and REDD+ through exchanges and setting up or linking to learning networks.

Achievements
Highlights of the 2011–2015 EA programme are presented below in relation to the two key subthemes: Ecosystem-Based Adaptation to Climate Change (EbA), and Reduced Emissions from Deforestation and forest Degradation (REDD+).

A. Ecosystem-Based Adaptation to Climate Change

Capacity building

During its five years programme, the EA built the EbA capacity of more than 160 partner NGOs and other CSOs. The large majority of these CSOs are now more aware of the advantages of EbA and the opportunities it provides. They have acquired knowledge and skills useful for promoting the inclusion of EbA in relevant policies and increased participation of local actors in relevant decision-making processes (also see 'Policy influencing' below). Regional EbA-related capacity-building workshops were held between 2012 and 2014 in Africa, Asia and South America. For these workshops we prepared analyses of climate policies in these regions to inform the partners. Two national workshops were organized to cater for the needs of national partners in the **Philippines** (on social marketing) and Indonesia (on climate justice).
Efforts to build the capacity of various local partners and actors continued in later stages of the programme, notably on a 'learning by doing' basis. In 2015, for instance, some 50 NGOs from **Benin** and **Mali** participated in meetings and workshops with the Nationally Designated Authorities (NDAs) established in these countries as contact points for the Green Climate Fund (GCF).[10] This enabled NGOs not only to learn more about the roles of NDAs and promote involvement of civil society in programmes and projects to be designed and submitted to the GCF, but also to increase their negotiation skills in relation to NDAs and similar institutions.
EA action inspired partners to develop new EbA initiatives or become 'resource partners' for authorities in their countries. Seven EA partners developed EbA activities directly as a result of capacity-building and awareness-raising activities. These initiatives include the integration of EbA into the land use planning and management plan for the Cagayan de Oro River Basin on Mindanao, **Philippines** (MMC-XU) and the development of adaptation plans by adjoining Chaco municipalities in **Bolivia**, **Argentina** and **Paraguay** (Fundación Nativa, Bolivia). Another example is the involvement of ACEEN (**Cameroon**) in adaptation work by the Lake Chad Basin Commission and their current joint efforts to set up a CSO platform for consultation between civil society and the lake basin authority.
The 2014 workshop on the aforementioned climate adaptation plans in the Chaco demonstrated that both CSOs and local authorities need practical guidance on how EbA action can be designed and organized and that current

10 An NDA (or focal point) is the core interface between a receiving country and the GCF. It seeks to ensure that activities supported by the Fund align with strategic national objectives and priorities.

knowledge on EbA was not available in a form that matches the needs and reality of practitioners. The EA started to cater for this need during 2015 by preparing a step-by-step guide to developing an EbA initiative at the local (municipal and provincial) level. However, more technical and practical knowledge on EbA will be required by partners and local actors in future to further boost uptake and implementation of EbA.

Policy influencing

The EA carried out and supported policy influencing at various levels, from the global level down to the local (provincial and municipal) level.

As the GCF was being set up during the implementation of the EA programme, the EA and its partners emphasized direct access to funds for local actors working on EbA and effective participation of civil society in decision-making processes related to the fund at the international and national levels. A success to which the EA contributed is the decision by the GCF Board to launch a pilot programme for enhanced direct access, an opportunity to improve local access and multi-stakeholder decision-making. The EA also advocated increased involvement of CSOs, transparency and inclusive decision-making. Local access and participation in decision-making are now recognized, but unfortunately not sufficiently anchored in the GCF. For example, best practice guidelines were adopted for NDAs in relation to country coordination and multi-stakeholder engagement, but mandatory requirements were preferred (see also Box 2.6).

Partners in South America and West Africa engaged in policy influencing at the regional level, whereas partners in **Asia** (India, Indonesia and the Philippines) considered action at the national level to be more realistic. During COP12 of the Ramsar Convention, a group of EA partners in **South America**, coordinated by Alianza Sistema de Humedales Paraguay-Paraná, advocated the adoption by the five countries sharing the Plata River Basin of a regional strategy for the protection and sustainable management of wetlands, as these ecosystems are important to adaptation efforts. In **West Africa**, BEES (Benin), ACEEN (Cameroon) and AMFCE (Mali) jointly promoted mainstreaming EbA in the climate-related policies of two major regional institutions: the Economic Community of West African States (ECOWAS) and the Senegal River Basin Authority (OMVS). An analysis of the level of integration of EbA into policies and programmes of the ECOWAS countries was carried out and a policy note on integrating EbA into development action planning offered to the ECOWAS headquarters. A Technical Note on the relevance of EbA to the policies and programmes of the OMVS was submitted to this river basin authority. The work carried out led to increased visibility of the partners in relation to EbA and related themes and, as a result, governmental institutions have contributed to a variety of actions and events. A good example is the inclusion of BEES in the national delegation of Benin to COP21 of the United Nations Framework Convention on Climate Change (UNFCCC).

Between 2011 and 2015 the EA and its partners proposed 50 EbA-related policy recommendations to authorities at the global, regional, national and local levels. In nine cases, the activities of EA partners inspired government to adapt policy or develop new policy, including **Benin** (Aquaded), the **Philippines** (NSLC) and **Indonesia** (Wetlands International Indonesia).

Field results

As a result of action by NGO partners during 2011–15, EbA plans and measures are in place for a total area of more than 525,000ha. These plans and measures involve a variety of approaches, such as FMNR on degraded lands, integration of EbA into community-based management of areas, mangrove restoration and protection, reforestation in areas prone to violent flooding, etc. The projects of two **Philippine** partners contributed a large part of the area benefiting from EbA: MMC-XU has mainstreamed EbA and associated measures such as PES mechanisms in the Cagayan de Oro River Basin Master Plan, and NSLC adjusted management measures in a large coastal area (including community-based marine protected areas) to improve resilience.

In the various areas where EbA has been introduced, 69 local communities have reported a decrease in their vulnerability to the impacts of climate change and improvements in the management of the ecosystems on which they depend.

Box 2.6

Green Climate Fund

The Green Climate Fund (GCF) is a fund within the framework of the UNFCCC. It is meant to play a key role in disbursing $100 billion per year to developing countries to 2020 to assist them in adapting to and mitigating the effects of climate change. In 2012 the GCF Board was founded to establish the Fund. The GCF became operational in 2015 and the first institutions were accredited and the first projects approved.

Over these years Both ENDS and a number of Ecosystem Alliance partners – Aksi! from Indonesia, M'biguá from Argentina, Keystone from India, and KIN and NSLC from the Philippines – with co-funding from the Climate and Development Knowledge Network, set out to ensure that the GCF is not only accessible to large banks and international players, but also to subnational stakeholders, including local authorities, CSOs and knowledge institutions, so that they can design and implement sustainable ecosystem-based adaptation strategies.

At the national level, important contacts were established with the National Designated Authorities leading to increased awareness and commitment to enhance participation, transparency and uptake of local projects in national climate finance discussions. In India for example, Keystone and partner Oxford Climate Policy engaged in successful dialogue with national policymakers about the creation of an Indian National Climate Fund to pool climate finance from different national and international sources and channel it to state *and* local levels using already existing mechanisms to reach these local levels.

The EA partners were among the few Southern partners attending the GCF Board meetings, allowing them to bring in the much-needed voice of Southern practitioners in the often technical GCF discussions.

Leonie Wezendonk (centre) and partners at the GCF Board meeting (Photo by Both ENDS)

B. REDD+

Capacity building

Four learning, exchange and capacity-building workshops were held between 2012 and 2015 in the **Philippines**, **Ethiopia**, **Brazil** and **Ghana** and were attended by 31 EA partners, 20 other CSOs and 10 governmental organizations from Africa, Latin America and South East Asia. These workshops provided participants with an opportunity to substantially increase their knowledge of REDD+ and make progress with the development or implementation of specific projects (see below). They culminated in the establishment of a REDD+ Landscape Alliance to continue the capacity building and learning work initiated under the EA to support the further development, operationalization and financing of REDD+ landscape approaches. The REDD+ capacity building and learning work supported eight pilot projects, readiness initiatives and landscape programmes.

The workshops enabled exchanges between partners in different countries, which led to considerable progress with incorporating community-based governance and management solutions into the relevant legislation. They also triggered new collaborations between partners on the development of REDD+ projects and relevant policies. Two important outcomes of these collaborations were the incorporation of FMNR and CREMAs into the national REDD+ strategies of **Burkina Faso** and **Ghana** respectively. The workshops also facilitated progress with the development and funding of REDD+ projects and programmes. These include the collaboration between Althelia Climate Fund and EA partner ICV to finance ICV's sustainable beef & REDD+ programme in **Brazil**, the Climate Smart Cocoa Landscape programme of NCRC in **Ghana**, a successfully implemented REDD+ project in **Vietnam**, and the development of PES initiatives with regional governments in the **Philippines**.

Each workshop also created opportunities for EA partners to provide inputs into REDD+ and REDD+ landscape programme development in the host countries. The September 2015 workshop, for example, constituted a timely opportunity for partners in the REDD+ Cocoa Landscape Programme (ERP Cocoa)[11] of Southwest **Ghana** to meet, have strategic discussions and share their progress with other partners in the country. This programme achieved progress with setting up CREMAs in preparation for collective certification or labelling of the cocoa crop in these areas and the identification of the key elements on which the business case will have to be based. In the Northern Region of Ghana, A Rocha finalized baseline studies for REDD+ incentive packages for the savannah landscape in collaboration with the IUCN Secretariat and IUCN Ghana. The inclusion of both the cocoa landscape programme and the shea butter savannah landscape in the National REDD+ Strategy constitutes a major success for the EA partners in Ghana.

11 Ghana's Emission Reductions Programme for the Cocoa Forest Mosaic Landscape.

Policy influencing

REDD+ work focused on in-country government policy, international policies and corporate policies. During the EA programme, 11 cases of adaptation or development of climate change policies based on inputs from, or inspired by, NGO partners were recorded. At the international level, two EA recommendations were taken up in policy submissions to parties negotiating at the COP18 and COP20 of the UNFCCC. Over the years, the EA and its partners have advised the UNFCCC and REDD+ negotiators on private-sector involvement in REDD+. The EA input was used in the negotiations on social and environmental safeguards, including by the chair of the REDD+ discussions at the UNFCCC technical body. A year later, at COP19 in Warsaw, the EA (represented by IUCN NL) and Platform BEE launched the REDD+ Business Initiative, which attracted considerable attention from governmental delegates and representatives of the private sector, research institutions and NGOs. The EU negotiator later reported that the REDD+ Business Initiative enthused and inspired various negotiators during the final stages of the REDD+ negotiation process. The launch also triggered interest among German and UK partners. Both the UK Department for Energy and Climate Change and the German GIZ expressed interest in the REDD+ Business Initiative as a promising example of public-private cooperation.

The work done by the EA and the REDD+ Business Initiative was presented at two events during COP21 in Paris. The three LfN companies that joined the Ministry of Foreign Affairs to invest in a REDD+ project in the Madre de Dios region of the Peruvian Amazon presented their initiative during a side event in the Dutch Pavilion. Another event was held with the Althelia Climate Fund on 5 December 2015, at the start of the Global Landscapes Forum alongside COP21. During this high level session, CEOs and sustainability managers from international companies, members of delegations from donor and recipient countries, and NGOs discussed how REDD+ could be better linked to value chain initiatives, such as the zero-deforestation commitments of large corporations under the New York Declaration on Forests (2014) and the Tropical Forest Alliance. The EA also supported the Global Peatland Hotspots Map, which was presented at COP21 (see Box 2.7).

Field results

EA partners in **India**, the **Philippines**, **Indonesia**, **Ghana** and **Burkina Faso** were able to assist local communities engaging in dialogues on their rights and benefits in REDD+ initiatives. Such dialogues are crucial to ensure that local communities truly benefit from REDD+ schemes. Since 2011, 63 communities (34 in 2015) reported that they are now better equipped to defend their interests in REDD+ initiatives as a result of the EA programme.

In addition to the involvement of companies from the LfN network in a REDD+ project through Platform BEE, EA partners in **Benin** (mangrove restoration) and **Ghana** (ERP Cocoa) succeeded in involving companies in activities related to REDD+ in their project areas. Two of these companies, Touton and Olam, are leading traders in agricultural produce, including cocoa. They are continuing to develop the programme with the aim of making a third of the cocoa production landscape of Ghana sustainable. They give advice and help define the investments needed in the value chain and how this could be translated into a new type of certification or labelling at the landscape level. This initiative is a rare and international example of government-led REDD+ being matched by value chain initiatives developed by the private sector.

The EA supported the development of six REDD+ initiatives in the **Philippines**, **Ethiopia**, **Vietnam**, **India** and **Burkina Faso**. It also played a role in the collaboration between the Althelia Climate Fund and ICV in Brazil.

Lessons learned

Reflecting on the EA actions in the fields of EbA and REDD+ during the past five years, we highlight the following conclusions and lessons learned.

A. Ecosystem-Based Adaptation to Climate Change

EbA relies on community involvement and local knowledge

The success of EbA relies on local community involvement in planning and implementation. Local knowledge is key to informing planning processes. Not only does it provide vital insights, but it also supports community-based management of adaptation measures, which has been shown to improve the chances of success: it increases the resilience of communities and ecosystems to climate variability and long-term change.

Embed EbA in plans at the appropriate administrative scale

To succeed, EbA must be embedded in an enabling policy environment by integrating it into sectoral and development plans and implementation processes. EbA initiatives must also be designed at the appropriate scale to include the areas providing the ecosystem services that support adaptation. This implies cooperation between administrative units (municipalities, provinces, countries) that share the relevant areas.

Identify the most responsive tier of government in each country

Experience gained by partners shows that in countries which devolve responsibilities, advocacy at the local (municipal, provincial) level is often more effective in bringing about change than advocacy at the national level. Local planning processes are often more accessible to local partners and communities and the resulting local policies and regulations can inspire and trigger improvements to national policies. In many other countries, prioritizing the national above the regional and international levels for advocacy purposes appears to be the most realistic choice for CSOs, as national authorities and agencies are more accessible to local NGOs than supranational institutions. However,

Box 2.7

UNFCCC COP21 in Paris – Peat Hotspot Atlas

At the UNFCCC COP21 held in Paris in December 2015, Wetlands International joined with the Convention on Biological Diversity (CBD), Wetlands (Ramsar) and Desertification (UNCCD) to launch a Global Peatland Hotspots Map. The map shows where the most urgent action is needed to reduce the carbon emissions from the oxidization of drained peatlands. Wetlands International also presented a roadmap for accelerated action to conserve and restore the productive, hydrological and ecological functions of peatlands. This launching event was attended by key representatives from important peatland countries, including Indonesia, Russia, Ireland and Germany. The roadmap was discussed by a panel and with the public. It raised awareness about emissions from peatlands and drew attention to the fact that many countries (both developed and developing) are still not aware of the GHG emissions from organic soils or its relevance to them. A good example is Mongolia, which recently began an inventory of the status of its peatlands, and made a presentation on this at the EA side event.
A press release was circulated to attract attention to the importance of peatland rewetting to cut GHG emissions and to the Peatland Hotspot initiative.

The Nordic Council of Ministers organized an event called 'Reducing GHG emissions by restoring and rewetting peatlands', with speakers from Germany, Sweden, Denmark, Russia, the Ramsar Convention and the FAO. Wetlands International was also invited to speak at this event.

Scientists acknowledge the huge mitigation potential of peatland restoration, but initiatives to reduce emissions from the land use sector tend to focus primarily on forests. Peatlands are largely overlooked. As a result, the resources needed to restore the hydrological and ecological function of these areas is sorely lacking. Efforts to conserve and restore peatlands are underway in some countries, but there is an urgent need to scale up these efforts, especially in the hotspots identified on the new map.

The Global Peatland Atlas could become a key instrument to further highlight important peatland issues related to water regulation, soil subsidence, flooding and fire risks, as well as options and case studies of improved management practices, peatland restoration (including for REDD+) and sustainable production activities.

A global mechanism on 'Reducing Emissions from Peatland Degradation' is called for. This would:

- **link peatland hotspot countries with regional and international peatland professional networks and organizations;**
- **improve policies and efforts on accounting, reporting, verifying and monitoring peat-related greenhouse gas emissions; and**
- **mobilize finance for the large-scale implementation of peatland conservation and restoration programmes and for the integrated management of peatland landscapes.**

Conversion of peat swamp forests in Borneo – a huge source of GHG emissions (Photo by Caspar Verwer)

regional organizations and institutions can have considerable impacts, not only on regional but also national climate policies and funding resources. CSOs that are willing to influence the policies of regional institutions should be supported and preferably provided with guidance.

Build CSO capacity on policy and EbA initiatives

The capacities of local CSOs to influence policy and design EbA initiatives should continue to be strengthened in the future. Although progress has been achieved during the EA programme, further action is needed to develop the capacity of CSOs to understand how governmental climate adaptation policies and programmes are designed, how resources are allocated and where decision-making processes can be influenced. Comparing this insight with their own strengths will enable them to identify adequate advocacy strategies. The EA programme has also showed that CSOs are in need of more guidance and examples of concrete EbA action to develop their own initiatives and support advocacy efforts.

Focus on in-country advocacy to steer development and implementation of EbA initiatives

At the international level, targeting the GCF proved a good choice as it was in the process of being set up and so important EbA issues could be taken up during its design phase. The work done during the programme has led to a number of successes and opportunities to build on. It also resulted in a good network of contacts with policymakers and other NGOs. Now that the Fund is becoming operational, attention should be shifted towards in-country advocacy to make sure that decision-making processes are inclusive, local initiatives are taken up, and adequate monitoring is established and carried out to detect potentially negative effects of GCF funding on local communities.

B. REDD+

Strengthen communities and partner collaboration

It is difficult to show how EA work on the development and implementation of REDD+ has resulted in measurable livelihood improvements in our target countries. This can be attributed in part to the slow progress of REDD+ at the international level. As a consequence, most projects did not receive results-based payments for carbon credits, but they did help to strengthen the capacity of communities to influence policy, develop carbon projects and engage with private-sector organizations. The inclusive natural resource management governance arrangements and the successful REDD+ and sustainable sourcing programmes all resulted in improved conditions for communities. They also generated new exchanges and collaboration between EA partners in the Philippines and IUCN NL partners in Ecuador, intensive collaboration between partners in Ghana and public and non-profit organizations working on REDD+ programmes in Ethiopia, and exchange between Ethiopia, Mali and Burkina Faso.

Integrate REDD+ into the landscape approach

EA activities have contributed to the further development of the landscape approach to REDD+, which emphasises combining sustainable production (e.g. agricultural production) with the creation of a financial value for the carbon stored in forests. Such an approach is highly relevant for developing countries that are currently designing low-carbon development and climate resilience strategies. Moreover, integrating REDD+ with value chain initiatives by companies can contribute to achieving the newly adopted Sustainable Development Goals as it combines efforts on climate resilience and low-carbon development with efforts to address rural poverty (increased productivity, incomes).

Develop capacities to engage government and economic sectors.

Continued efforts will be needed to build the capacity of local communities and NGOs to participate in policymaking, expand forest and landscape restoration activities, engage with governments and companies at all levels on the need for more ambitious binding and voluntary commitments to reduce deforestation and forest degradation. Such engagement is crucial for identifying and designing solutions, giving low income countries access to financial resources (e.g. through GCF, REDD+ and other public and private climate financing mechanisms), and using instruments that make mitigation action support adaptation (e.g. Nationally Appropriate Mitigation Action, and Intended National Determined Contributions).

2.4 / Capacity Building

An explicit intervention strategy of the EA programme was strengthening the capacity of EA partners through a continuous and interactive process. Capacity building is a broad concept that involves strengthening the skills, competencies and abilities of EA partner CSOs, local NGOs and other key stakeholders to make them more effective. It includes institutional development and empowerment to increase the voice and operational space of the CSOs.

The EA has pursued various activities to build the capacities of EA partner CSOs:

- Learning by doing trajectories embedded in project implementation
- Transfer of knowledge and skills through training
- Peer-to-peer exchange of experiences
- Coaching by EA staff in project development and reporting
- Participation in piloting of new tools
- Joint actions through national or regional networks
- Support to institutional capacity that helps partners to operationalize their activities

An external survey of the lessons learned in the EA programme[12] confirms that the most valued capacity strengthening strategies have been 'learning by doing' and national networking to exchange ideas and knowledge and undertake collaborative action. A particularly useful strategy was clustering projects in priority themes, which created more synergy between projects. The survey revealed that the EA was most effective in strengthening capacities for (i) improving the operational space and voice, (ii) influencing policies, and (iii) participation in national/regional coalitions and networks.

Analysis of capacity building

The EA used the 5C analysis more as a tool for communication with the Southern partners than as an evaluation tool. We use the 5 Capabilities (5C) model to structure this chapter.

1. Capacity to act and commit: Financial sustainability and security issues

All our Southern EA partners faced the important challenge of ensuring the financial sustainability of their activities and consolidating the economics of their organization. The EA commissioned four financial sustainability training courses in three countries: Mango in Uganda (3 partners) and Indonesia (5); Pena Bulu Institute in Indonesia (9) and RACI in Argentina (7). The evaluation of these capacity-building training courses[13] found that the majority of CSOs surveyed have good strategic planning but lack a solid financial plan. Although there is considerable room for improvement in financial planning, the interviewed CSOs all said that no other donors had offered similar training. Further capacity-building initiatives should ensure that financial sustainability is viewed from an organizational perspective and not as a once-only technical training to improve the skills of the fundraising or financial staff.

Many partners face a deterioration in the security situation in their countries and require improved skills to deal with the threats. For example, our partners in the DRC, Philippines and Indonesia have been arrested, threatened and banned from certain areas, had their offices raided and searched, and in some cases staff or community members have even been killed. This dramatically affects the capacity of organizations to act, mobilize support, follow up on activities, and ensure consistency between their vision, strategy and operations on the ground. EA contributions to strengthening their capacities for managing security risks scores poorly in both of the above mentioned surveys.

In December 2014, the EA, Protection International and the Dutch Ministry of Foreign Affairs hosted a three-day event in The Hague on security and operational space for CSOs. Participants included partner CSOs from Bolivia, Chile, Ecuador, Uganda, the DRC, Cameroon, Indonesia and the Philippines. They said the communities they are working with would benefit greatly from a similar participative risk mapping exercise as was done in The Hague. We are exploring the opportunities for collaboration in this field with organizations like Amnesty International, Peace Brigade International and Global Witness.

12 Remme, H. 2015. Lessons Learnt of the EA - Report of consultancy services undertaken for the Ecosystem Alliance

13 Evaluation of the capacity-building training courses on financial sustainability held in Argentina, Indonesia and Uganda was done by Ubora (www.ubora.services).

2. Capacity to generate development results: Monitoring & evaluation and reporting

Most EA projects included monitoring and evaluation (M&E). However, many CSOs tended to focus on activity and output monitoring, rather than using M&E as an essential tool for learning, planning and improving their effectiveness. The EA recognizes the importance of M&E as a management tool for the CSOs and for substantiating results. Moreover, it is essential to understand the immediate and medium to long-term effects of ecosystem management and livelihood improvement interventions. EA partner CSOs in Ghana and Senegal reported that the training they received enabled them to compile M&E reports that improved transparency and accountability, providing a more robust basis for raising funds and influencing policy. However, the EA only supported a few training courses in some countries. This was partly because of a limited budget for capacity building, but it also reflected the lack of a systematic approach to establishing baseline data and outcome monitoring in the EA programme as a whole.

The Keystone Performance Survey[14] reports highly positive opinions on the EA reporting formats and requirements. Several EA partners managed to improve their project management capacities as a result of the requirement for regular reporting and use of the reporting formats. For example, at the onset of the programme EA partner HDS in Mali struggled to report and showcase its activities, but during the course of the programme its reporting and communication skills improved significantly.

3. Capacity to relate: Increasing synergy and joint learning

In all 16 countries the EA stimulated networking among the partner CSOs to exchange ideas and knowledge and undertake collaborative action. In the annual country meetings the partner CSOs discussed the progress being made with individual projects and the country programme. In several countries (e.g. Ghana and Indonesia), the partner meetings took the form of a joint visit to an EA project site, which was the subject of discussion in a sharing and learning session. Collaborative action was either planned in the country programme or resulted from the interactions at the partner meetings. Joint activities allowed CSOs to learn from and make optimal use of each other's skills and make their lobby and advocacy more effective. Many EA partners consider the national networking and increased synergy the most valuable contribution of the programme. Some partners were initially sceptical about the work and strategies of other partners, but are now cooperating with them because of their experiences in the national alliances.

The EA also brought partners into contact with other stakeholders, policymakers and the private sector. EA support for policy influencing focused on publicity (e.g. in Mali, Burkina Faso, Uganda, Senegal, Ghana), joint learning by CSOs and government (e.g. in the Philippines, Cameroon, Uganda, Indonesia, Mali, Burkina Faso), dialogue with policymakers (e.g. in Brazil, Uganda, Cameroon, Indonesia) and dialogue with private companies and the roundtables for soy and palm oil (e.g. in Argentina, Brazil, Cameroon). In earlier EA reports we described how these joint activities increased the capacity of partner CSOs to increase synergy and joint learning.

Although the strategy of 'linking and learning' proved useful, the lessons learned survey concludes that increased synergy (capacity to relate) could be achieved through a stronger programmatic approach that further integrates the interventions of the various partners within a common planning framework, and by providing resources for joint projects.

4. Capacity to adapt and renew: Shifting context and relevant trends/tools

As a response to rising challenges related to the rapid loss of ecosystem services and climate change, much effort was expended on introducing new tools and concepts, such as TEEB, EbA, SEA, REDD+ and PES. The CSO partners put great importance on these tools and concepts for strengthening their bargaining position in advocacy-related work and in creating higher impact (and upscaling) their fieldwork.

The Economics of Ecosystems and Biodiversity (TEEB) – EA partners piloted TEEB studies in a variety of landscapes and policy contexts for a variety of objectives in Ghana, Uganda, Indonesia, Kenya, Bolivia, Philippines, Benin and Brazil. They participated in an EA expert meeting (Amsterdam, 2015) to harvest and share the lessons learned from implementing these TEEB projects, learn from various TEEB experts, and look forward to the next five years and think about strategies, plans and capacity needs.

Ecosystem-based Adaptation (EbA) – EA partners from Indonesia and the Philippines participated in an EbA workshop where they learned what EbA is and how to effectively convey the EbA message to relevant target groups, both at the landscape (local) and national level. The Philippine CSOs also followed a vulnerability assessment training on various methodologies for vulnerability assessments and how to use the results when designing EbA interventions. In Bolivia, the EA organized a technical capacity-building workshop on EbA for the regional authorities and partner CSO from the Chaco.

Strategic Environmental Assessment (SEA) and Environmental Impact Assessment (EIA) – In Cameroon, EA partners ACEEN and IUCN Cameroon participated in an SEA and EIA training course which gave them the competence to formally approach the government and the World Bank and make representations on the planning of the World Bank funded dike/road in combination with the oil developments in the floodplain. In collaboration with PT DHI Water & Environment, three Indonesian EA partners (Walhi, YADUPA and Sawit Watch) organized SEA Readiness training courses for local government agencies and CSOs in Berau (East Kalimantan) and Merauke (Papua). The training provided insight into the SEA process and the participants started to draft the scope of the envisioned SEAs in the two districts.

Reduced Emissions from Deforestation and Degradation (REDD+) and Payment for Ecosystem Services (PES) – The EA organized regional REDD+ workshops in Asia, Africa and Latin America attended by many EA partners, representatives from forestry ministries and international organizations (CIFOR, SNV, etc.). In India, Keystone is now working with PES and has attracted more corporate interest. They are collaborating on climate change research and biodiversity monitoring with Cornell University, through the Nilgiri Field Learning Centre and the Forest Department in Tamil Nadu. Three Philippine EA partners and local government representatives visited eight PES sites in Ecuador and visited NGOs and groups with projects in watersheds and trust funds for water protection. This learning visit gave the participants first-hand experience of the lessons and approaches that can be replicated in their own area, which was highly valuable for the successful establishment of two PES pilots in the Philippines. These PES schemes were in turn visited by other EA partners to learn from.

5. Capacity to achieve coherence

The EA did not specifically invest in increasing CSO capacity to achieve coherence. Nevertheless, coherence with the objectives and strategies of the partner CSOs was the starting point in the formulation of EA projects. Partner CSOs were also able to develop projects that linked their own targets and strategies with those of the EA. These links sometimes threw up interesting opportunities for lobby and advocacy.

The programmatic approach of the EA, which focused on building national CSO coalitions, resulted in cross-learning between the partner CSOs in many countries. For instance, in Indonesia, WARSI, who focused on tenure security, learned that land security should be accompanied by livelihood improvement. CSO partner NTFP-EP assisted WARSI by providing its experience and knowledge on sustainable harvesting and marketing of NTFPs. In return, NTFP-EP learned that sustainable land use plans do not work if the communities have no tenure security and received support from WARSI and its tenure security strategies.

CIVICUS (World Alliance for Citizen Participation)

As the baseline evaluation coordinated by Partos (Dutch association of NGOs working in international development) and WOTRO (the science division of the Netherlands Organization for Scientific Research NWO) has shown, a number of constraints restrict the usefulness of the CIVICUS framework as a tool for evaluating changes in the

14 Development Partnerships Survey 2015, Partner Feedback Report: ECOSYSTEM ALLIANCE

strength of civil society, especially for attributing these changes to interventions by Southern partners.[15] The particular design of our programme, with many smaller partners and projects in 16 countries, makes it a challenge to attribute measurable changes in the strength of civil society in a country as a whole to our interventions. We used CIVICUS as a starting point for discussing with partners and other stakeholders the overall progress in strengthening civil society.[16] We opted for a qualitative approach, which also reflects our baseline report for this result category.

We made the part of civil society that focuses on our domain of strengthening sustainable ecosystem management our priority and opted for a 'programmatic' approach. With our partners we defined country programmes that contained specific lobby objectives. We subsequently developed individual but often related projects, and allocated roles and sub-strategies between partners along the programmatic lines. We discussed CSO cooperation and programme progress every six months or every year and adapted the country and project strategies where needed. In the process, we also used our capacity-building efforts and the Learning Agenda to strengthen civil society cooperation between the EA partners and other CSO partners and between private and public partners.

In most cases, our programmatic approach led to improved organization of the EA (as a part of civil society) and better relations with other CSO actors. From our programme results we also conclude that the better EA partners are organized, the more effective they are in policy influencing and sustaining achieved results. Moreover, results inspire! The results achieved have helped our partners to position themselves better and positively influence cooperation between CSOs at large to prepare themselves to face upcoming societal challenges. Obviously, in each country the EA has a distinctive set of partners with its own characteristics and dynamics. In some countries, the EA was more effective in strengthening cooperation between CSOs and engaging in the policy debate than in others. This depended primarily on the relative size of the EA investment in a country. In a country like Brazil, our position is far less significant in relative terms than that in a country like Benin, for example.

In addition to our programmatic approach, we invested in improved communication on action and results between partners, and especially with other peers and stakeholders, which has also helped to build a more organized civil society. We actively supported our partners in developing financially sustainable strategies to increase their independence from donors. Besides the acquisition of funds, we stimulated them to think more strategically about their funding, finance and spending.

An important indicator of a stronger civil society is that in Indonesia, the Philippines, Argentina and Benin the EA will continue as a national coalition of CSOs after the conclusion of the programme. Similarly, a number of CSOs have joined forces to develop new programmes in Senegal (PREFELAG), the DRC (TGAL), Ghana (Atewa) and Benin (Mono River Delta).

To conclude on a less positive note, although civil society has been strengthened, we see that the political context is hardening and respect for a free and strong civil society for sustainable natural resource management is diminishing. In a number of countries, such as Uganda, DRC, Indonesia and Philippines, our partners have experienced an increasingly limited operational space. In some countries, partners have been threatened and even physically attacked. We believe that this will only increase the thirst for natural resources and undermine civil society (with violence and corruption). The best remedies are the rule of law and strong civil societies (both in the resource rich countries as well as in the countries that buy these resources) that hold their governments and other stakeholders to account.

15 Among these constraints are (1) highly variable units of analysis at project levels, including sometimes weak links between changes in the strength of civil society and deliberate efforts by EA partners; and (2) short periods between baseline and final evaluations, with the risk of 'false negatives'.

16 In its response to our 2013 report, the Ministry of Foreign Affairs appreciated our practical and modest approach to CIVICUS. Moreover, current findings underpin our approach. The minister for foreign trade and development, Lilianne Ploumen, stated that it is hard to tell whether interventions supported by MFS II funding from the Dutch government have resulted in a stronger civil society in the countries of implementation because the political context is determinative for this result. The joint evaluation of MFS II concludes: 'The evaluations of the projects that aim to strengthen civil society arguably face the most problems. First, processes that improve the functioning of civil society take a long time, and the evaluations only covered a two-year period. Second, changes in the functioning of civil society are hard to measure and rely mostly on subjective impressions.'

2.5 / Learning Agenda

Our Learning Agenda was an ambitious one, with 24 objectives under 3 major themes at 3 levels of learning. This chapter builds on all that has been reported earlier, numerous case studies and the latest insights from country level experts within the EA. We focus on the main lessons learned, which are set in bold type. At the end of the chapter we reflect on the learning methodologies used and the challenges ahead. To wind up the EA Learning Agenda, we discuss several 'metacases', multi-country reviews of our work on specific themes. These are an important source of information for this chapter and our institutional memory. We refer to these metacases in the following sections. Three of the metacases referred to here are not publicly available for reasons of confidentiality, but can be provided on request.

Main lessons per theme

Learning theme 1: Participatory resource use planning and management

As this learning theme is very broad the decision was made early in the programme to pay particular attention to approaches to promote participative forms of planning and management. We highlight the potential of a number of participatory approaches to area management, planning and/or regeneration of ecosystem services. The ICCA concept (see below) covers a variety of participatory approaches to the management of particular areas. Integrated landscape development (ILD), integrated water resources management (IWRM) and the negotiated approach (NA) are planning and management methods that give space to a multiplicity of interests. Farmer-managed natural regeneration (FMNR) has proven to be an effective participatory approach to re-establishing important ecosystem services (also in the face of climate change). We focus below on these now well-tested approaches to achieving objectives 1.1–1.11 of the Learning Agenda (see Annex 4).

Indigenous Peoples' and Community Conserved Territories and Areas (ICCAs)

ICCAs are ecosystems containing significant biodiversity values, ecological services and cultural values that are voluntarily conserved by indigenous peoples and local communities.[17] Three features identify an ICCA: there is a strong bond between a community or people and a well-defined territory, area or habitat; the community has the capacity and power to take key management decisions and enforce regulations; and the decisions of the community lead to *de facto* conservation of nature, regardless of the primary intentions. The last feature is interesting, as it makes the concept a tool for nature conservation by definition. ICCAs show how indigenous, customary and community rights and conservation goals have a common interest in defending ecosystems against development threats. However, the trade-offs between the two should also be recognized.

We have learned that **ICCAs can be effective vehicles for establishing the rights of local communities, connecting their interests in a bottom-up way to policy, and increasing stakeholder and tenure diversity** in landscape approaches and land use planning. Gender equity is more easily achieved in ICCAs that focus on livelihoods than in those focusing primarily on indigenous rights. Participatory mapping is a very useful tool for raising awareness of community (and women's) rights and the threats to these rights, and for getting governments to recognise the existence and boundaries of such areas.

As a partner said, ICCAs offer 'an extra layer of protection'. However, from our experience with ICCAs we learned that **without clarity on the rights of its participants, an ICCA will have no strong basis for operation.** Stronger government recognition and protection is needed for ICCAs to resist threats from outside and continue as mechanisms for effective management.

In Asia, ICCA-type constructions are used for NTFP use and management. NTFPs are an important source of income, sometimes from quality markets (fashion, design), and are compatible with forest protection and conservation. In Indonesia customary and community forests (*hutan adat* and *hutan desa*) are becoming increasingly recognized in law as effective protection mechanisms. In the Philippines legislation is being prepared to include ICCAs as an official category of conservation area. In

17 See https://www.iucn.org/about/union/commissions/ceesp/topics/governance/icca/.

Bolivia a practical toolbox was developed for ICCAs to assess the value of ecosystem services they provide and to monitor pressures, such as from hydropower, oil, gas and mining industries, agricultural frontiers and roads. The ICCA Consortium and UNDP-GEF Small Grants Programme have expressed interest in promoting the toolbox at the global scale. The toolbox will be made available at http://www.iccaconsortium.org/.

An example that has been supported by the EA is the officially recognized Community Resource Management Areas (CREMAs) in Ghana. Established CREMAs around Mole National Park have resulted in clear regulations for the management of resources on the park's fringes and in improved relationships with and the involvement of communities in park management. The approach has been studied by ten other African countries and efforts to replicate the arrangement are underway. Their management structures offer potential for wildlife protection, well-managed carbon finance (e.g. REDD+) other income-generating value chains, and even landscape certification of crops like cacao. The CREMAs have a long history of support and show that **long-term community capacity-building support is needed to make them work**. However, under economic pressure the system may collapse, for example the scramble for timber (see also metacase #1).

Lessons on Integrated Landscape Development (ILD) and related approaches

In the final year of the EA programme a review was made of EA experiences with ILD, highlighting lessons from various countries. In 2013, the EA adopted ILD as a leading approach in multi-stakeholder and multi-land use settings that cuts across all themes. A wide variety of ILD interventions and instruments have been applied in EA projects, but just a few single projects addressed the whole set of social and ecological principles, because ILD was only adopted later on in the programme. In 2015, the EA saw the need to draw lessons on success factors, constraints, gaps and preconditions from EA projects containing ILD elements to provide guidance for future work of the EA partners. This resulted in a review of 11 projects in five landscapes in Indonesia, Kenya, Ghana, the Philippines and Argentina.[18]

From a programmatic point of view we conclude that the current revival in the international debate on ILD reflects much of the holistic approach and design principles the EA and its partners have always been advocating. A key lesson is to **connect all scales and levels. However, if ILD outgrows the pilot stage, it requires long-term investment and with its multi-actor and multi-level dimensions it becomes very complex.**

Getting to the next level presents a number of challenges the EA members and partners need to reflect upon. What is our role and positioning? What is our niche and added value? Do we have sufficient financial and human capacities? Are we sufficiently neutral to be conveners? Can we build coalitions to strengthen our knowledge and support base? Can we engage in co-creation and have sufficient room to experiment? There are no easy answers to these questions and, as noted previously, before we can engage in such long-term processes we need to answer them.

Some of our partners have highlighted that **true participation is only possible when both management and planning are built on locally available knowledge and affordable measures (e.g. Uganda) as well as understandable concepts.** For example, in Indonesia experiments are being done with 'eco-cultural zoning' to complement the highly knowledge intensive land use planning or High Conservation Value Area assessments.

Integrated water resources management (IWRM) aims to manage competing demands for water across actors and sectors, but managing these conflicting demands in practice remains a challenge. The NA goes beyond merely creating a multi-stakeholder dialogue and involves creating opportunities for local actors to actively develop, propose and negotiate policy and investment measures based on local knowledge, needs and environmental realities. As with participatory land use planning, there is still a long way to go in most cases to achieve this objective in Africa and beyond.[19,20]

Farmer-Managed Natural Regeneration (FMNR)

FMNR (see section 2.1 on Theme 1) has been used around critical biodiversity hotspots in Burkina Faso and Mali to change previously barren land into productive agroforestry landscapes. It promotes the involvement of farmers in decision-making on and carrying out sustainable landscape development and adds to their incomes. **At the local level, two key intervention strategies have led to improvements in the management of farm trees: the development *and* enforcement of local agreements; and our partners' active engagement with forestry departments, local officials and other key stakeholders, and the media.**

To create an enabling environment for the practice of FMNR, however, laws will have to be amended and their interpreted in a consistent manner to allow private ownership of land and farm trees. Also, procedures for the acquisition of land titles in rural areas should be more accessible, which at the moment is a hurdle for the rural poor. These land tenure reforms are also needed to meet the requirements for obtaining funding under the UNFCCC, for example for projects identified in the countries' National Adaptation Programmes of Action (see also metacase #2).

Learning theme 2: Improvement, promotion and monitoring of best standards, and limiting expansion in agro-commodities and extractives

This theme concerned the battleground of protecting IPGs against unsustainable agriculture and mining expansion (learning objectives 2.1–2.7).

Agro-commodities: uphill battle with best-in-class criteria

The EA has been active in at least five Southern countries, in the Netherlands and internationally, on three import value chains: palm oil, soy and biofuels (including biodiesel derived from these commodities). In 2011, at the start of the EA programme, roundtables were expected to make a real difference in moving towards more sustainable production methods. They have indeed been important multi-stakeholder spaces for dialogue and defining sustainability, and their certification standards stand out as the best-in-class among many.[21] Improvements were obtained within the systems through EA lobbying on the topics of peatlands, dispute settlement and HCV mapping/land use planning.

The uptake of these standards in the Netherlands and Europe started off well, with country-wide pledges for 100% sourcing of Dutch-processed feed in 2015 (soy) and 100% uptake for palm oil in food in the Netherlands in 2020. However, **many producers and the feed and meat industries shy away from 'costly' certification of soy**. The EA tried to encourage the RTRS in its search for a business case, for example through PES mechanisms. It became clear, though, that **without stronger legislation and land use planning, the roundtables will not be successful.** This is because without these measures the first requirement for certification – 'legality' – becomes an obstacle in terms of costs and effort, and because voluntary certification cannot become widespread enough at the landscape level, especially if importers like China, India and the majority of Europe do not require produce to be certified. Retailers are very important stakeholders to ensure uptake by the market. They have spoken out on quality standards such as RTRS and RSPO in the framework of their zero (net) deforestation goals, but so far they have failed to clearly communicate to their suppliers what they want and that they are prepared to pay for it. Consequently, low-cost but less value-added certification remains dominant, especially in soy. The key to successful certification, therefore, is stronger and clear communication about sourcing requirements by the retail sector.

The uptake of RSPO certification has been higher. However, unsustainable levels of

18 http://www.ecosystem-alliance.org/document/ea-general-livelihoods-and-ecosystems-ecosystem-landscape-approach-participatory-resource-0

19 http://www.bothends.org/en/Publications/document/112/Water-Security-for-All-Participatory-IWRM-in-Africa.

20 http://www.bothends.org/nl/Publicaties/document/80/Approach-with-Caution-A-learning-process-on-three-approaches-to-sustainable-development.

21 IUCN NL 2013. Betting on Best Quality. http://cmsdata.iucn.org/downloads/betting_on_best_quality.pdf

consumption (in Europe 45% goes into biofuels and electricity production) are adding pressure to expand cultivation of (non-certified) palm oil further into peatland and forests. Furthermore, many practical and legal obstacles prevent RSPO from making sufficient impact in the field. Efforts to promote uptake should therefore be flanked by efforts to gain legal compliance and other aspects of good governance in the field in both soy and palm oil. EA partners are pushing for this and offer interesting pilot projects on sustainable landscape approaches with municipalities and regional governments.

Our support to local NGOs in Indonesia, Paraguay, Bolivia, Argentina and Brazil to pursue this good governance has been relevant, but remains relatively small scale, despite many local successes. The economic interests of the commodity industry and governments remain vastly more powerful than the interest of grassroots communities and ecosystems – despite the increased awareness that change is needed and the increasing number of commitments to change practices. Efforts at international cooperation between CSOs in producing countries (for example through OSAS) to boost their influence need further institutional strengthening. A lobby by the EA of the EU led to recognition of the need to protect peatlands and the need for a cap on agrofuels, but has not yet led to a structural abandoning of unsustainable pressure on land by the EU.

To improve practices in the field, governments in both producing and consuming countries must act more strongly not only to establish legal frameworks that are more inclusive and coherent, but also to adopt a number of additional methods, such as tax measures or mandatory import criteria. Only then can we expect a significant positive difference for the IPGs in the years to come (metacase #3, for internal EA partner use[22]).

Extractives: legal compliance and environmental impact assessments

Extractives form an important threat to protected areas and valuable natural resources. From an analysis of nine EIAs and SEAs and their reviews, we have learned that major hurdles still have to be overcome to ensure they are of adequate quality and effective. Lessons from the Philippines, Indonesia, Cameroon, Uganda, DRC and Bolivia underlined **the importance of affiliations with legal and paralegal experts and scientists from various disciplines**, not only for training and capacity building of CSO advocates, but also as direct allies in lobby and advocacy on complex matters (such as impacts on ecological processes in a river basin) or complex processes (such as EIA requirements and procedures).

In Uganda, joint multiple stakeholder monitoring teams were successfully tried out to test adherence to standards by the corporate sector. In a country like Cameroon, where transparency and accountability in land use planning, contracting procedures and public funding are largely absent, the enabling environment is not in place. In some countries (such as the Philippines and Indonesia), building the EA was a fruitful mechanism for sharing intelligence and building a front to counter the agro sector, and especially the high concentrations of power involved in mining concessions. This may be continued, even under different Strategic Partnerships after 2015. In the Philippines, the EA has surely strengthened the advocacy against unsustainable mining, but here, as in some other EA countries, lobby and advocacy are increasingly dangerous, especially when the stakes get bigger. This has made us reflect seriously on measures for CSO safety (metacase #4, for internal EA partner use).

Learning theme 3: Equitable climate change mitigation and adaptation

This theme focused on two main strategies: 1) REDD+, and 2) Ecosystem-based adaptation and equitable adaptation finance (learning objectives 3.1–3.6). Two metacases are available for an extensive overview of actions, results and lessons learned.

Development of the REDD+ approach

The EA helped to mainstream ecosystems and biodiversity and the interests of indigenous peoples and local communities into REDD+ policymaking and programme development. Pro-poor principles such as rights, benefit sharing and local livelihoods were central to our 3-element approach. We supported partners in their efforts to influence national REDD+ strategies and local and international policy. Some partners were given support for developing and preparing community-based REDD+ initiatives. We also held international workshops to foster a global community of practice, including research institutions, that contributed to the thinking about REDD+ as part of a broader landscape approach, with equality as a major ingredient. The example projects attracted interest from private companies. The cross-border exchange resulted in the inclusion of community-based governance and management solutions into relevant REDD + and climate legislation and strategies.

The key lessons learned are that **sustainable management of forests and forest restoration can only be achieved with the involvement of those economic sectors in the landscape that depend on or have an impact on these forests**. Moreover, **no effective interventions can be designed if governments are not fully engaged**. It is particularly important that solutions are embedded and integrated into existing and new public sector planning policy and legislation. Finally, and this is inherent to the approach that EA takes, **all solutions must be locally driven and have local ownership**. No fixed solutions fit what the EA partners call 'landscape approaches' to REDD+. They should be site-specific, and, depending on the kind of value chains, the business case has to be tailored to all stakeholders along these value chains, from producers, traders and the processing industry to retailers, insurers and financiers. A broad landscape approach is needed in which carbon finance forms are just one of the possible income streams. Initiatives now look at diversified incentive structures where the long-term return on investment comes not only from the sale of carbon credits, but also from any of the following elements: sustainable value chains around local production, payments for non-carbon ecosystem services, ecotourism, and the marketing and value creation around NTFPs.

In Ghana and Burkina Faso, partners were successful in getting community-based instruments such as CREMA and FMNR included in national REDD+ policies and strategies. We learned that the **key to this success was that these instruments were embedded in policy and practice not through advocacy alone but also through shared capacity building and exchange between NGOs and governments**. Cross-sector, face-to-face meetings foster mutual understanding and foundations for collaboration. The inclusion of private-sector actors and financiers in those interactions and capacity-building activities is also very useful in this regard. It will be necessary to scale up and integrate today's successful REDD+ projects into larger frameworks in which emissions are not credited to projects alone, but to programmes at the state, provincial or national levels. Special attention is required for the lack of REDD+ initiatives across Africa. This is a result of limited capacities, slow progress in REDD readiness processes in many countries, and the limited availability of funding opportunities.

Ecosystem-based Adaptation (EbA) and equitable adaptation finance

EbA involves a wide range of ecosystem management activities aimed at increasing resilience and reducing the vulnerability of people and the environment to the effects of climate change. These activities include protecting and restoring the green infrastructure as provider of ecosystems services (e.g. floodwater storage by wetlands, coastal protection by mangroves), preserving genetic diversity of crops and livestock to ensure food security in changing climatic conditions, and managing grasslands and rangelands in a sustainable way to increase resilience of pastoral livelihoods to drought and flooding. Such activities are not always referred to as EbA. Depending on the case, EbA can advantageously complement or replace adaptation measures such as flood-control embankments, reservoirs and other major engineering works and infrastructure. Nevertheless, EbA is given very little attention in adaptation planning. It can be concluded that there is a growing but still limited interest in EbA by policymakers and investors. The EA and its local partners have made the institutional environment more receptive to EbA as a step towards a greater role for EbA in climate adaptation policies.

22 This means that the current version will be sent to relevant EA partners, but not be publicly shared on the internet.

Climate-related projects must integrate locally-supported, site-specific solutions based on locally available knowledge and techniques that offer alternative livelihood options and resilience. As financial support is crucial to the development, replication and scaling up of EbA that takes local needs and solutions into account, the EA's international efforts were geared to ensuring local access to climate finance, notably in relation to the GCF.

From our international climate-related lobby efforts we learned that **field-based knowledge and evidence are necessary to convince global (e.g. GCF), national and local policymakers and decision-makers of the advantages of EbA and demonstrate how it can be operationalized.** Acquiring this knowledge and evidence requires investment in monitoring and sharing information on the performance of EbA projects. To create a sound evidence-base, academic studies must be infused with the realities on the ground. At the same time, both CSOs and local authorities need further practical guidance on how EbA action can be designed and organized.

Learning exchanges have driven the development of successful EA examples, for example in the Philippines, where PES is used for green adaptation measures in the Cagayan de Oro river basin. EA experience in the Philippines shows that an effective way to strategically influence government disaster risk reduction programmes is to get local government involved, especially during provincial planning processes and annual investment decisions, constitutes. At the same time, this requires sustained effort to build the capacity of local actors (communities, NGOs and local government units) to design and implement EbA projects. A constraint is that **current knowledge on EbA is often not readily available to practitioners as it not presented in a form and language that fit their needs and local realities** (scientific nature of information, level of abstraction, etc.). This needs to be rectified.

The EA supported learning and strategic climate adaptation planning by important municipalities in the Chaco in South America through the inclusion of ecological sustainability criteria in land use planning, measures to minimize and mitigate the critical impacts of agricultural expansion, etc. Although municipal climate adaptation planning has proven to be a good and accessible method for assessing climate-related risks, **EbA instruments must fully take into account ecosystem services and use them for adaptation purposes at a higher scale than the municipal level**, such as river basins or large landscape units. A guide on how to set up an EbA initiative is being developed (metacase #6, for internal EA partner use).

Some concluding remarks on the Learning Agenda

The Learning Agenda was ambitious, with 3 major themes at 3 levels, subdivided in 24 questions. This was difficult to manage and future learning agendas should be more focused. Another improvement would be to build in stronger feedback loops by including more debate on lessons learned within and outside the offices. Learning needs to be an integral part of programme monitoring and evaluation. Looking back, dividing lessons over 3 levels (a requirement from the Ministry of Foreign Affairs) was not felt to be very useful. Theme 1 was defined too broadly to steer investments in learning, but the advantage was that learning was quite demand driven. Theme 2 was more focused, but paid too little attention to the major governance hurdle of limiting agricultural and mining expansion. Under theme 3, REDD+ immediately took off as an international learning subject, whereas climate adaptation entailed a more tedious process of creating awareness and finding the right niches.

The main activities undertaken to stimulate and monitor learning within the EA programme are summarized in Table 2.1. Our main tool for learning is national and international face-to-face encounters. This can take the form of meetings or field missions, or other types of gatherings. We made ample resources available for this, which was greatly appreciated by the partners because it facilitated both learning and coalition building. Arrangements for more specific and creative communication with partners and country specialists will be made for a subsequent programme. A learning agenda can be a much more motivating process than a ticking boxes reporting requirement. In a similar vein, more face-to-face discussion on the lessons learned process with theme/country specialists is needed to ensure proper feedback into programme development. 'Paper is patient', not only in policy change or private-sector behaviour, but also in learning.

Table 2.1 Learning Agenda (based on the MP-O)

Indicator	Targets	Activities/results 2011–2015
Increased expertise at personal level of EA members	Learning programmes (internally) for EA members Lessons learned, captured and shared	Internal sharing of expertise has been vivid at all layers of the Alliance. Apart from meetings and partner/annual/thematic reports, many case studies have been written in different forms. In addition to this final EA report we share a number of multi-country 'metacases' with our partner network that review lessons learned on a number of major approaches.
Increased learning capacity of CSO partners	–	Many if not all partners have been involved in various EA learning activities at national, regional and international scale. These meetings were greatly valued by the participants. They often took a combined learning and advocacy strategizing approach, and multiple learning methods were used. Other stakeholders (from government, universities, private sector) frequently participated in these meetings as well. Besides the learning process itself, we hope that our partners have also gained a better capacity to organize learning in their future work. A learning meeting toolkit was prepared in 2012.
Learning events of EA members and partners	1–2 multi-stakeholder events annually Learning projects on all 3 priority themes	Many more than 1–2 multi-stakeholder meetings were held each year. Considerable effort was made to learn internationally, with events uniting between 15 and 50 people from 2–8 countries. We can say there has been a very vivid learning and exchange on all themes. Some started relatively late (extractives, EbA) but all took off and delivered many lessons learned.
Use of portal for sharing and learning	The new web facility plays a supportive role for learning and international cooperation	The Drupal facility has merely functioned as a platform for exposing international learning events results and documents. Learning meetings were the main tool; the EA website played a supportive role. Until at least the end of 2016 http://www.ecosystem-alliance.org will showcase our good examples and useful reports and products. The site's name makes it hard to continue as a platform under the new Strategic Partnerships, but we will take time to ensure the resources can be made available elsewhere.

3 / Cross-cutting lessons

The Ecosystem Alliance set itself high targets for catalysing change on the ground and influencing key policies and investment decisions. In the final year of the EA much effort was devoted to finalizing some of the last policy influencing processes as well as wrapping up the projects and reporting on achievements and lessons learned from the programme. We performed several selective (thematic) lessons learned exercises, which have already been referred to in previous chapters. In addition, we drew lessons learned from internal discussions, feedback from partners and a number of studies by external consultants. Most of the lessons have been extensively discussed and each of the EA members has taken them into account when designing the new Strategic Partnerships. In addition, the joint evaluation with Partos of the Dutch government's MFS II funding programme provided us with feedback and important lessons learned, especially on lobby and advocacy.

In the previous chapter we presented a selection of the lessons learned at the thematic level. This chapter highlights some more generic and cross-cutting lessons learned on programme design (3.1), lobby and advocacy (3.2.), operational space (3.3.), added value of EA cooperation (3.4.), partner satisfaction (3.5.), our exit strategy and finally on our relationship with the Ministry of Foreign Affairs.

3.1 Programme design

Given the nature of our ambitions, the impacts of the EA programme on reducing poverty, restoring ecosystems to health and bringing about big policy changes often require longer than five years to take effect. In fact, several impacts achieved during the MFS II funding period were actually built on projects that started before the MFS II grant. This makes it important to divide the pathways towards the long-term goals (impacts) into well-defined steps with 'intermediate outcomes', allowing separate and/or subsequent projects to cover the whole trajectory of change.

The programme invested resources in 16 countries and within most countries over a number of partners. For some of our smaller partners we were a major donor, but for others, often bigger CSOs, this was not the case. It has been suggested that we may have spread our resources too thin to obtain a lasting impact, but we have seen that **small-scale and well-targeted interventions can be very powerful and initiate real change, especially when it empowers communities to do what they always wanted to do** (as is the case for the *hutan desa* and ancestral domains, for example). Identifying and engaging the right CSOs and CBOs at the start of a programme is a challenge and of strategic importance as it greatly determines the course and success of the programme. It requires good intelligence of the context, a good understanding of what makes the partners and their propositions distinctive, and knowing how to support their work and engage with a wider circle of stakeholders.

Recently established grassroots organizations should be given support to help them gradually assume their role as an intermediary and representative interest organization. The aim should also be to **establish continuity of funding for CSOs**, for example through local fund development and fund diversification, to decrease their dependence on unpredictable foreign donor support. A challenge is to strengthen and link local voice to 'higher' levels and bigger scales. This calls for flexible funding arrangements, guided by counterparts with a thorough understanding of local conditions, needs and opportunities. We have experienced that peer-to-peer learning is an effective instrument for that.

A key success factor for any programme design is local ownership, especially if the programme is geared towards organizing and mobilizing civil society. Local ownership should be reflected in the set-up of any programme, including participatory agenda-setting. Local ownership is a strong platform for community engagement, which can be stimulated by training and awareness on the links between ecosystem services and local livelihoods. Advocacy for ecosystem conservation and rights needs to include or be combined with tangible livelihood improvement aspects and material incentives to enable local populations to buy in and achieve sustainable results.

The importance of adding a gender lens, prioritizing local leadership by women and exposing the gender impacts of

ill-designed top-down policies and projects has surfaced during various EA-supported initiatives. This gender dimension opens a range of additional and effective advocacy and capacity-building opportunities in support of participatory environmental conservation. We have to acknowledge that gender remained an afterthought in most EA projects.

The International Component (IC) of the programme complemented the country programmes and proved to be of value in various ways. The IC typically facilitated regional capacity building through workshops, learning and exchange events. It supported lobby activities at regional and international levels on cross-cutting priority themes (e.g. IWRM, mining, agro-commodities, ecosystem-based climate change adaptation, REDD+) by compiling cases and building evidence from different countries and developing joint policy positions and recommendations. Cross-fertilization has worked in two directions. National and local evidence, cases studies and voices have been indispensable ingredients for EA regional and international lobbies, while insights, experiences and outcomes from international processes and other regions have benefited CSO partners in their national lobby efforts (e.g. on agro-commodities and mining).

3.2 Lobby and advocacy

Environmental lobby and advocacy often deals with complex political processes and complex sets of rights-holders and stakeholders. We concluded that the code words for success in policy influencing are **combinations and coalitions**. Throughout the EA programme, CSOs have applied **a combination of strategies and complementary approaches** to influence policies. Where CSO partners and strategies are complementary, **good communication** between them is required. The facilitation by the EA programme of coalition building and networking between CSOs helped to make their lobbying more effective. When partners learn from each other they appreciate each other's work and, more importantly, start to collaborate and jointly strategize their activities to increase their impact and visibility. In addition, they make use of each other's strengths and capacities. For example, NGOs working on legal matters provide legal advice to other EA members. Some partners are more action-oriented (campaigning), whereas others engage constructively with government, the private sector and other relevant stakeholders (carrot and stick); some partners are stronger on evidence-based approaches and others on rights-based approaches; some operate on a local scale, others at the national or international scale. In some countries the EA members have decided to continue their national EA arrangement after the programme ends. In other countries, CSO partners may have different interests and approaches and often work in dynamic and demanding environments, which may bring tensions and it is a continuous balancing act to maintain a set of shared objectives as a binding element. This happened in Paraguay, where a number of dramatic political changes led to conflicting demands upon the EA and partner organizations with different political preferences. If CSOs within the same country have conflicting views and strategies on certain policies, it is important to ensure that the CSO strategies reinforce each other. In some instances, CSOs integrate engagement and campaigning, which requires that they have a certain credibility and recognition. This credibility can be gained from various factors, such as the use of reliable and timely data and information, sound preparation, careful planning of activities, relevance of campaigns and broad public support.

Organized, institutionalized forms of collaboration and management, for example in the form of ICCAs, offer not only potential for effective participatory management, but are also key to influencing policies. They show it is possible to meet multiple needs and interests while conserving vital resources, and they offer a structure for dialogue with government and the implementation of decisions. For example, some CREMAs in Ghana act as vehicles for bridging the gap between traditional and formal authorities and a means to landscape certification. This does not mean it is easy. Sometimes the management of such areas does not succeed in accommodating all the different interests, such as gender interests. Furthermore, to be successful, local governance mechanisms need a sound policy and legal framework in place to provide protection against encroachment by agriculture, mining operations, infrastructure and the like.

Some NGOs try to bridge the gap between evidence-based approaches and rights-based approaches through the integration of scientific data (for example climate change models) or instruments (ecosystems valuation, TEEB, SEA) in their lobbying activities. **The use of evidence-based tools in lobbying activities improves the quality of information and raises the credibility of NGOs**. Many CSOs see the value of the use of such tools and expressed a wish to improve their capacity in this respect. In addition, coalitions of CSOs and academic institutions can have more impact because they have complementary roles and strengths.

CSOs may be successful in making changes at the local level (especially on ecosystems management, local governance structures and enforcement of local agreements on the use of natural resources), but find it difficult to scale up their programmes. This involves efforts at a much higher level, including changes to national legislation, high level policy agreements and changes in land use/tenure policies, etc. **Replication and scaling up requires strong capacity and coordinated and systematic collaborative efforts by various CSOs and other stakeholders**. Discussing the potential for scaling up should ideally be part of the inception phase of any project. Such a discussion needs to be done collaboratively in a multi-stakeholder setting that includes governments.

CSOs have been most effective in agenda-setting and contributing to changes in policies and governance structures, but getting these policies implemented is more difficult because of inadequate government capacities, lack of willingness, corruption and other factors. Some countries already have progressive policies, but these are often not being implemented, or at least not fully. **Much policy influencing should therefore focus on policy implementation**. Some CSOs try to support authorities with policy implementation, whereas others assume a watchdog role. The capacity of CSOs to monitor the implementation of national and subnational level policies could still be further strengthened and is key to achieving sustainable development.

The EA supported and strengthened CSOs to claim and defend the rights of local and indigenous communities more effectively. In various EA programme countries a major obstacle is the poor implementation of and adherence to existing laws and regulations on natural resource management. **Empowering CSOs and local communities to defend their rights and proactively advocate legal issues are essential strategies to improve legal compliance**. Successes have been achieved In both areas (e.g. mining in Philippines, India and DRC, and the extension of a moratorium on plantation expansion in Indonesia).

Apart from a clear target and flexibility, **a strong and validated knowledge base is crucial for effective lobby and advocacy** as it provides both credibility and the right arguments to underpin messages and proposed solutions. Other identified key success factors are linking with reputable knowledge institutes, timely and broad engagement between CSOs and between CSOs and other stakeholders, the capacity to get knowledge consolidated on paper, and making sure to have a delivery mechanism in place when deciding to perform complex and costly studies (for example TEEB or valuation studies). CSOs that combine knowledge and networks are better able to unlock more creativity and obtain broader access to the traditional knowledge that contains at least some of the solutions to sustainability challenges. Many of the EA's results were built on facilitating knowledge exchange about approaches, best practices, policies, climate effects, etc., between CSOs, both within and between countries (South–South learning). Lobby and advocacy on extractives involved a combination of a legal compliance approach with the use of a strong and validated knowledge base. The rights discourse was informed by technical knowledge on impacts on environmental services, such as water provision and safety, and effects (of chemicals, for example) on human health. In areas with extractives or agro-expansion, rights-based approaches may steer development of the knowledge base towards pollution, land grabbing, abuse and other types of violence against humans.

Timely involvement of government actors in projects and processes is key. Once the goal and direction is clear, involving government officials in learning

and knowledge exchange may enhance ownership and the necessary political will to act (examples are REDD+ and FMNR in Burkina Faso, EbA capacity building Philippines and Chaco, and SEA training Indonesia). Joint field missions surface time and again as an important tool. Evidence-based approaches are helpful for ensuring continuity in settings of changing governments.

The EA has been an important vehicle for cooperation in some countries (Indonesia, Philippines,) but could not create unity and collaboration in others (Cameroon or Paraguay) because of issues such as political differences and competition. **Offering a vehicle for collaboration**, such as a country or landscape programme, allows CSOs to build collective knowledge, build coalitions and make a more powerful stand against government in situations of political and physical vulnerability. This EA programme has again underlined the key importance of meeting regularly, but especially in countries and on topics where digital communication can never be reliably used for information exchange and building trust.

Another key factor for lobby and advocacy is **flexibility in timing and allowing a diversity of approaches** for CSOs to navigate on their strategic compass and create and use political opportunities. A blueprint or step-wise approach is hardly feasible for exerting political influence. Although policy and legal frameworks still need to be improved, the main bottleneck in most countries is implementation of the paperwork. A follow-up programme must devote time, effort and resources to building skills in communication and compliance monitoring. CSOs cannot and should not do this on their own. Our goal should be to get the private sector and government more involved in monitoring legal compliance and implementing voluntary frameworks, including certification.

3.3 Reduced operational space

In some countries the operational space of CSOs is increasingly being controlled and restricted by the national government, especially with respect to lobbying against its main policies for economic growth. We helped CSOs to adopt strategies that still give them an opportunity to influence policies. Some follow a more technical support approach in areas in which the government does not have adequate capacity, such as climate change issues, because these are less controversial and high on the political agenda, and also provide opportunities to work on change 'from within'. Others engage with decentralized government on EbA, establishing task forces, developing regional policies and other activities to improve ecosystem management. The strategy of providing support through lower tiers of government can be useful, but has some limitations and carries a risk of CSOs being co-opted by the government. However, we will continue to support CSOs and work to secure their safety and a safe operational space by building networks and calling on other stakeholders, such as the Dutch Ministry of Foreign Affairs, its embassies and other EU members, to denounce threats wherever possible and take proactive measures (e.g. provide safety nets and safe houses).

3.4 Alliance collaboration

Working as an alliance generated good results and synergies because it brought together complementary skills and experience, partner networks and target audiences. This was most evident at the local level and between Southern partners, where it matters the most, and for specific thematic issues (e.g. agro-commodities). The EA needs to create a joint space to celebrate its successes, inspire each other and convince other stakeholders to participate in future.

The key lessons learned are the need to make clear arrangements for cooperation and coordination (including the division of tasks, roles and responsibilities), the need to make a clear division of the budget, the need to understand each other's expectations, capacities and interests, and the need to clarify what each member does and does not do as part of the Alliance. There will always be differences in approaches and visions, and this needs to be respected. There is much to learn from that as well and there is an important role for a neutral programme coordinator to facilitate collaboration and identify, avert and manage potential conflicts. Each of the EA members will benefit from these lessons and will apply them in the Strategic Partnerships and other forms of cooperation.

3.5 Partner satisfaction

The Ministry of Foreign Affairs asked us to comment on the level of satisfaction of the Southern partners with the EA. We participated twice (2011 and 2014) in the Keystone client satisfaction survey and. The summary of the survey states that the EA is rated 10th out of 70 in the wider cohort and 5th in the Dutch cohort in terms of 'overall satisfaction'. In 2012 it was rated 19th out of 46 and 12th in the Dutch cohort. The picture that emerges from the survey is of an alliance that maintains respectful relationships with its partners and brings considerable added value to them. The EA received above average ratings in 5 of the 6 main performance areas. This is a significant improvement over the 2012 results. All scores were significantly higher than the scores received in 2012. Regardless of these results, we feel there is always room for further improvement, which is confirmed by the Keystone recommendations.

When it comes to financial support, the EA received higher than average scores in both cohorts. While the EA consistently provided fewer capacity-building services than the wider cohort, it generally provided more than other members in the Dutch cohort. There is room for improvement in the quality of the capacity-building support, improvements can be made in areas related to governance and financial management, and improvements can still be made in helping partners protect themselves from threats. With regard to administration, participants reported a longer period of time between the date they first discussed support and the date they received support than for both the global and Dutch cohorts. Furthermore, the EA is given lower ratings for aspects related to finalizing partnership agreements. Further improvements can be made in promoting partners in the media and involving them more in shaping Alliance strategies. Respondents say the EA had a very good understanding of their sector of work and made a great contribution to it. However, they do not seem to consider the EA to be a leader in the sector. While they see the EA as able to learn from its mistakes, they remain sceptical as to whether the EA will use the feedback provided through the survey for making improvements in its work.

Looking ahead, respondents would like to receive additional support with accessing other sources of funds and with long-term planning and financial viability. As in 2012, respondents think the EA should improve its monitoring and reporting process by facilitating the sharing of lessons and experiences among partners and focusing monitoring and reporting on more long-term social changes. Finally, respondents hope future alliances will develop joint strategies with partners and invest more effort in promoting their work.

3.6 Finalizing the programme: an exit strategy

An exit strategy describes how to withdraw from an intervention after the objectives have been achieved or how to minimize losses if the objectives were not achieved. The key criterion for the EA is the sustainability of partners and project results. Although securing project results is difficult, there are a number of conditions that help to sustain results (such as uptake by multi-stakeholders, inclusion in government policies, adequate financial mechanisms in place, etc.). We have extensively reported and reflected on results in the thematic chapters. An important lesson learned is that most of our results require long-term efforts and some of the results achieved under the EA build on processes that were initiated in programmes previous to the EA. Similarly, in the Strategic Partnerships and other programmes, we will replicate and scale up a number of the successes achieved under the EA.

The sustainability of partners has also been a general concern of the programme, especially as not only budgets but also political, policy and public support for ODA is declining. Against this background, we were careful to let our partners know that they should not expect there to be a generic follow-up to the EA after 2015. With the uncertain outlook at the onset of the programme, we invested in the challenge of CSO financial sustainability throughout the programme and encouraged our partners to find co-financing for EA projects. We prepared a guide on alternative financing mechanisms and provided training on financial sustainability with Mango. This went beyond just finding access to new funds and also covered aligning financial management to strategy, smart spending, diversification into alternative financing mechanisms and risk management.

In Indonesia and Philippines our partners decided to continue as the Ecosystem Alliance and are currently looking into possibilities for follow-up funding. In other countries EA members with Southern partners have formed consortia and are successfully developing follow-up projects (see section on CIVICUS). Many of these proposals are led by Southern partners, which helps to further enhance their capacities, credibility and ownership. However, we have 136 local NGO partners and our capacity and budget is limited. We cannot help them all. Ultimately, they are responsible for their future and a track record of successful projects with sustainable results seems to provide the best platform to build on. The relationship between the EA and its partners also varies. For some of our Southern partners we are just one of many small financial backers and sometimes these partners are an inspiring example of how to successfully raise and diversify funds.

We did not develop a specific exit strategy for the EA programme, even though the Alliance does not continue under the Strategic Partnership framework. However, some partners will participate in the six Strategic Partnerships stemming from or closely related to the EA and its members (IUCN: SRJS, Green Livelihoods Alliance; Both ENDS: Fair Green and Global, GAGA; Wetlands International: WASH Alliance and Partners for Resilience (PfR)). This provides ample opportunities for partners in the countries that are on the LLMIC list (lower and lower-middle income countries). However, under the new development assistance framework and shorter country list, some of our 136 partners will not be eligible to join us under the Strategic Partnerships. We will cherish the relationships we have built up with them and continue to collaborate with them as we did before the EA. The termination of our financial support may have more serious consequences for some partners that are beyond our reach and responsibility.

3.7 Final reflections

Reflecting on our relations with the Ministry of Foreign Affairs during the MFS II funding period, we are generally positive about the cooperation and support we enjoyed. It has allowed us to develop a strong programme with inspiring results. At the beginning the relationship with the ministry was sporadic, possibly because of the difficult political climate (criticism of the role of ODA, the political downgrading of the environment and the pressure to cut back on ODA). During the grant period the relations gradually improved with some of the ministry's key departments, which took a genuine interest in our work and results and promoted them in the ministry and to the embassies. It is also clear that not all departments recognize the importance of ecosystems and biodiversity for economic development and stability and further awareness raising is needed to truly integrate the aid and trade agenda. We expect that the recent Paris climate change agreement will provide opportunities to reposition ecosystems and biodiversity as a part of the solution. We believe we can capitalize on this set of commitments under the Strategic Partnerships.

The working relationship with the ministry has always been good and respectful, and has improved over the years as we have developed a better understanding of each other's roles, capacities and added value. Formal feedback and approval from the ministry on reports and planning was usually relatively slow, but on a day-to-day basis the working relationship has always been responsive and agile. We believe this to be a true achievement and a result of professional and personal commitment, especially in view of the increasing workload at the ministry due to budget cuts and staff reductions.

We have enjoyed very productive working relationships with some embassies and jointly developed some programmes (the Great Lakes, Ghana, Kenya and Brazil), but the overall impression has been mixed. Responsiveness and attention have sometimes been limited, for three reasons: ecosystems are no longer a priority; the consequent phasing out of relevant expertise; and a general lack of staff capacity. Although there is genuine interest in cooperating under the Strategic Partnerships, we are also aware that the embassies will have difficulty in freeing up sufficient capacity to meet expectations.

We are very grateful to the ministry for making it possible over the past five years for the EA to strengthen local organizations working on social and environmental issues and to make their voices heard. We are looking forward to continuing this important work in even closer cooperation with the ministry. Even though the three EA organizations will not continue as the Alliance, we will continue to collaborate and coordinate our efforts and support the EA partners.

Annex 1 / Project list

Country	NGO	Project title
Argentina	FARN	(BE) (IC) RBA Argentina
Argentina	FARN	(BE) (IC) Unpacking a Rights-Based Approach to IRBM
Argentina	FARN	(IC) Participation in the CBD COP 12 in Korea
Argentina	FARN	(WI) Participation, green economy and governance in the Plata Basin: biofuels and soy
Argentina	FARN	(WI) Participation, green economy and governance in the Plata Basin: Paraná Delta
Argentina	Fundación Humedales	(BE) (IC) Directions for climate change adaptation of artisanal fisheries in the Plata basin
Argentina	Fundación Humedales	(WI) Land planning and capacity building for the sustainable development of Paraná Delta
Argentina	FVSA	Payments for Environmental Services in Plata Basin forests
Argentina	IUCN NL	(IC) Capacity building workshop 8–10 December 2014, Buenos Aires
Argentina	M'Bigua	(WI) (IC) Ramsar COP and lobby plan, EbA and Delta Paraná lobby project
Argentina	M'Bigua	(WI) Advocacy for Environmental Land Use Planning in Entre Rios Wetlands
Argentina	PROTEGER	(BE) (IC) Climate change and Humedales: informing and capacitating communities in the Ramsar sites Jaaukanigás and Humedales Chaco
Argentina	PROTEGER	Biodiversity conservation and poverty reduction in Middle Paraná
Argentina	ProYungas	Land use planning and biodiversity conservation in critical ecosystems
Argentina	Taller-Ec	(BE) Paraná Delta Wetlands: contribution to socioenvironmental sustainability
Argentina	WI NL	(WI) (IC) WI HQ staff contribution to write shop follow-up
Benin	actionplus	Rehabilitation of mangroves and gallery forest in Southern Benin
Benin	actionplus	Workshop on Sustainable Finance Mechanisms for Biodiversity Conservation and Local Development
Benin	Agbangla G.D.	Faciliter la liaison entre l'UICN NL et les partenaires bénéficiaires
Benin	Agbangla G.D.	Technical support to Ecosystem Alliance grants monitoring
Benin	AMN	Protection of Sitatunga marsh antelope and its habitat around Lake Toho in Benin
Benin	aquaded	Conservation and improvement of fish resources in the Oueme delta
Benin	BEES	Benin Business Event
Benin	BEES	Conservation of waterbirds at Ramsar Site 1018 Benin
Benin	CREDI	The Sitatunga Valley; conservation and restoration of swamp forest in the Oueme delta
Benin	ecobenin	Development of ecotourism in the Southern Wetlands of Benin
Benin	IHE Delft	Working with Ecosystem Services to understand and manage wetlands in West Africa
Benin	IUCN NL	Flexible country budget Benin
Benin	JVE	(BE) (IC) Cases E&L – Case Mono Basin NA
Benin	JVE Benin	(BE) (IC) IWRM Africa – Build capacity of EA IWRM partners, and set up a strong CSO group in Africa around bottom-up IWR
Benin	JVE Benin	(BE) (IC) Negotiated Approach: Ecosystem Alliance meeting in Uganda and Benin
Benin	JVE Benin	Integrated Water Resource Management in the Mono/Couffou River Basin; a negotiated approach
Benin	NT	Conservation of the African Manatee in the Oueme delta
Bolivia	CER-DET	Support Weenhayek etnic in the sustainable management of the Pilcomayo
Bolivia	FAUNAGUA	Optimization of the production chain of shad (Prochilodus lineatus) in the Pilcomayo River Basin
Bolivia	FN Bolivia	Improved water productivity through watershed management in Santa Cruz, Bolivia
Bolivia	FN Bolivia	Sustainable Forest Life as driver of adaptation, mitigation and development
Bolivia	IUCN NL	Flexible country budget Bolivia
Bolivia	Nativa	(IC) Support to Southern partners, participation Jeju World Conservation Congress, September 2012
Bolivia	Nativa	Capacity building workshop 'Ecosystem-based climate change adaptation'
Bolivia	Nativa	Promote sustainable alternatives that empower local communities to combat climate change
Bolivia	Probioma	Lobby for biodiversity conservation in the Chiquitania and the Pantanal
Bolivia	profundo	Mapping and description of Dutch trade, investment and financial relationships with Bolivia during the last 3 years
Bolivia	SAVIA	Strengthening environmental governance of different social actors linked to protected areas
Bolivia	SBDA	Communication plan Ecosystem Alliance Bolivia
Bolivia	SBDA	Generation of citizenship with environmental awareness and public accountability in the Bolivian Pantanal
Brazil	4cantos	(BE) (IC) Support proposal writing Observatorio
Brazil	4cantos	Biofuel scoping study
Brazil	4cantos	Scoping Study Biofuels Brazil
Brazil	FONASC-CBH	Cooperation among Local ONGs to consolidate the outcomes of the EA projects based in the Pantanal
Brazil	ICV	Advocacy for the Conservation of the Pantanal
Brazil	ICV	Conservation of Paraguay Headwaters
Brazil	ICV	Producing sustainable soy and conserving biodiversity
Brazil	Instituto Gaia	Perception of riverine communities that are affected by the increase in hydroelectric plants in the Upper Paraguay Basin
Brazil	IPE	Corridors for life: improving livelihoods and connecting forests in Brazil
Brazil	IUCN BR	Cooperation among NGOs Pantanal and IUCN-Brazil to strengthen their political incidence and RedList of Ecosystem
Brazil	IUCN BR	Expansion of economic activities in the Pantanal – with main focus on soy
Brazil	IUCN BR	Leaders for Nature in Brazil
Brazil	IUCN NL	Flexible country budget Brazil
Brazil	LIFE Institute Brazil	Refining LIFE Certification Methodology for Primary Sector
Brazil	Mupan	(IC) Pantanal Poetica Plus
Brazil	Mupan	Strengthening civil society in the Brazilian Pantanal
Brazil	Mupan	Training of trainers for gender mainstreaming in water resource management and environmental education
Brazil	NEOTROPICA	A network of environmental communicators in the Pantanal
Brazil	Nicola R.	(BE) (IC) Joint work plan Brazil EA, EbA
Brazil	Nicola R.	(BE) (IC) Rumania Alianza Sistema support
Brazil	Nicola R.	Pantanal coordinator of the Ecosystem Alliance
Brazil	RTRS	Payment for Environmental Services (PES) in RTRS maps in Brazil

Country	NGO	Project title
Brazil	RTRS	Viability Assessment of RTRS Biodiversity/High Conservation Value Fund (RTRS Biodiversity/HCV Fund)
Brazil	Schlesinger	Assistance to the activities of EA partners in the Pantanal and OSAS
Brazil	SFV	Consolidating a joint articulation for defending the Rio Paraguay, the Pantanal and its people
Burkina Faso	AGED	(IC) West Africa regional workshop on FMNR
Burkina Faso	AGED	Burkina Faso Sustainable Rice Value Chain Study
Burkina Faso	AGED	Climate change adaptation and improving livelihoods and ecosystems in Séno et de l'Oudala / Burkina Faso
Burkina Faso	AGED	EA Burkina Faso Country Coordination
Burkina Faso	AGEREFCL	(IC) Atelier de renforcement de capacites EA REDD+, Banfora
Burkina Faso	AGEREFCL	Improve livelihoods through climate change adaptation measures around Comoé-Léraba Fauna Reserve
Burkina Faso	MARP	EA Burkina National FMNR lobby and Strategy Proposal
Burkina Faso	Naturama	Supporting sustainable management of Kabore Tambi National Park and improving livelihoods of adjacent communities
Burkina Faso	NEWTREE	(BE) Improving livelihood resources in the Soum region of Burkina Faso by introducing Assisted Natural Regeneration
Congo (D.Rep.)	AGIR	Support to the participative and sustainable development plan of Bapere
Congo (D.Rep.)	CAMV	Pygmee participation in the management of natural resources in South Kivu
Congo (D.Rep.)	CDRN	Strengthening of environmental capacities of civil society actors in Equateur
Congo (D.Rep.)	COPEILE	Renforcement de capacites des pecheurs en intrant de peche
Congo (D.Rep.)	COPEILE	Strengthening Transboundary Collaboration Fisheries Uganda – DRC
Congo (D.Rep.)	CREDDHO	Support to North Kivu communities in their rights revendications related to natural resource exploitation
Congo (D.Rep.)	FFI	Community conservation of natural resources in the Maiko-Tayna-Kahuzi-Biega landscape
Congo (D.Rep.)	GRA	Business and Human Rights in the Great Lakes Region – Capacity Development local costs
Congo (D.Rep.)	Grain Media	Transboundary Observatory and Communication Strategy – component 2
Congo (D.Rep.)	ICCN-PNVi	Creation Historical Database for Fisheries Lake Edward
Congo (D.Rep.)	IDPE	Natural resource monitoring and sustainable income-generating activities for the protection of Virunga National Park
Congo (D.Rep.)	IFDP	Participative rehabilitation and governance of forest ecosystems
Congo (D.Rep.)	IUCN DRC	Exchange forum for NGO partners IUCN PPI, GEF-SGP and IUCN NL
Congo (D.Rep.)	IUCN NL	Flex Budget Meetings Transboundary and Extractives
Congo (D.Rep.)	IUCN NL	Flex Budget Security Local Defenders DRC
Congo (D.Rep.)	IUCN NL	Flexible Country budget DRC Lobby and Training
Congo (D.Rep.)	IUCN NL	Joint Expert Meeting IUCN NL – MinBuza: Capacity Building CSO Security
Congo (D.Rep.)	NKFP	PROTECTING the irreplaceable and INSPIRING the world into ACTION through innovative MEDIA
Congo (D.Rep.)	PADERU	Renforcement du système de fumage amélioré des poissons Vitshumbi
Congo (D.Rep.)	RCREF	Multi-actor process in the sustainable management of natural resources in North Kivu
Congo (D.Rep.)	RCREF	Renforcement de la Sécurité des Acteurs par l'énergie Renouvelable
Congo (D.Rep.)	RRN	Support to the greening of DRC's economy
Congo (D.Rep.)	SFCG	Multimedia Campagne Virunga Alliance
Congo (D.Rep.)	SOPR	Strengthening of local natural resource governance in Lake Edward
Congo (D.Rep.)	Whyze	Local Campaign Plan Virunga Part 1
Philippines	ATM	Enhancing NGO & Community capacity on safety & security in relation to natural resources advocacy work
Philippines	Cerd	Participation to IUCN World Parks Congress
Philippines	CPA	Capacity building and campaigning for the protection of Cordillera ecosystems
Philippines	CPA	Indigenous peoples learning exchange on mining
Philippines	ELAC	Enhancing local conservation capacities and advocacy initiatives in Mt. Mantalingahan Range
Philippines	Jensen A.	Evaluation of EA Project No. 600532, implemented by NTFP-EP-TF, Philippines
Philippines	KIN	Strengthening indigenous governance through management of forest ecosystems and ancestral domains
Philippines	Mabuwaya	Contribution to the publication: 'The Philippine crocodile: ecology, culture and conservation'
Philippines	MMC-XU	(IC) Sustaining Green Growth by valuing ecosystem services in CDO River Basin, Mindanao
Philippines	MMC-XU	Exchange visit from Benin to Phillipines
Philippines	MMC-XU	Strengthening the ridge to reef ecosystem management approach for sustainable development in Mindanao
Philippines	NSLC	(IC) Policy Advocacy for Promoting Ecosystem-based Adaptation in the Philippines
Philippines	NSLC	Rebuilding coastal ecosystems through community pride and ownership in Bicol
Philippines	NTFP-EP	(IC) REDD+ capacity building workshop
Philippines	NTFP-Task Force	Community-based enterprise development training for Ecosystem Alliance partners
Philippines	NTFP-Task Force	Documenting experiences with new FPIC guidelines and lobby for revision
Philippines	NTFP-Task Force	EA Philippines – Coordination of 2nd annual partners meeting
Philippines	NTFP-Task Force	EA Philippines – Coordination of 4th annual partners meeting
Philippines	NTFP-Task Force	EA Philippines Annual Partners Meeting, October 2015
Philippines	NTFP-Task Force	Forest Conservation through Sustainable NTFP Management and REDD+ in Luzon and Palawan
Philippines	NTFP-Task Force	Opportunity Fund for urgent actions & partners meeting 2013
Philippines	PARTS	Upstream-downstream approach to sustainable ecosystem management in the Dioyo watershed, North Mindanao
Philippines	SAMDHANA PHILIPPINES	(BE) (IC) Bringing together local actors for CbA
Philippines	SAMDHANA PHILIPPINES	Building constituency for social and environmental safeguards in natural and mineral resources laws and policies
Philippines	SAMDHANA PHILIPPINES	Enhancing resiliency and community preparedness to Climate Change and Disasters in an Ancestral Domain
Philippines	SAMDHANA PHILIPPINES	Enhancing the Capacities of Indigenous Peoples Mandatory Representatives on natural resource governance
Philippines	Springfilm	Documentary: Who's behind the murder of environmental activist Willem Geertman, Philippines?
Philippines	Tanggol	(IC) PES learning exchange Asia – Latin America
Philippines	Tanggol	Enhancing the capacity of Philippine EA partners on EIA processes
Philippines	Tanggol	Strengthening capacity towards ecosystems-based management of critical ecosystems in Luzon, Philippines
Philippines	TRICOM	Sustaining initiatives for effective natural resource management in Ancestral Domains, Mindanao

Country	NGO	Project title
Ghana	arochaghana	(IC) Terrestrial Carbon Accounting Certificate Programme
Ghana	arochaghana	Expansion of community managed conservation areas (CREMAs) around Mole National Park
Ghana	IUCN Ghana	Ghana Ecosystem Alliance Facilitation Agreement
Ghana	IUCN NL	Flexible country budget Ghana
Ghana	NCRC	Capacity building for CREMA communities for resilient ecosystem services
Ghana	RECA	Enhancing environment and rural economy through community-based biodiversity management
Ghana	TDI	Ecosystem approach to CREMAs in Woadze and Gwira-Banso
Ghana	Trop-Gh	Monitoring & Learning support for Ecosystem Alliance in Ghana
India	Both ENDS	(BE) (IC) Palmoil India
India	KEYSTONE	(BE) (IC) ISPO – India: Sustainable Palm Oil
India	KEYSTONE	(BE) (IC) Creating a Platform: A Place to Bee
India	KEYSTONE	(BE) (IC) Promoting devolvement to the local level in the operationalization of enhanced direct access to the GCF
India	KEYSTONE	(BE) India Country Programme
India	KEYSTONE	(BE) Precluding human–wildlife conflicts in the Western Ghat
India	KEYSTONE	(BE) Using multi-disciplinary approaches for ecological and livelihoods security in the Western Ghats
India	LIFE India	(BE) Empowering communities to protect ecosystems through participation in the Environmental Impact Assessment process
India	NCF India	(BE) Reconnecting landscapes and people in Western Ghats: Reducing conflict and enhancing landscape-scale conservation
India	PHCC	(BE) Mountain Marsh Restoration and Tropical Dry Evergreen F
India	PRERAK	(BE) People's empowerment through regeneration, conservation, protection of natural resources for sustainable livelihood
India	RCDC	(BE) Save Eastern Ghats-Odisha Ecosystem
India	Samata	(BE) Eastern Ghats ecosystem protection and management plan
India	WTI	(BE) (IC) Investing in Next Generation Environmental Leadership Development in India
India	WTI	(BE) Working with Communities to Conserve Wildlife in Central India
Indonesia	AKSI	(BE) (IC) Training on GCF Advocacy for Indonesian CSOs
Indonesia	Both ENDS	(BE) (IC) BITS (Bilateral Investment Treaties)
Indonesia	ECOTON	(BE) (IC) IWRM Indonesia – Build capacity of EA IWRM partners and set up a strong CSO group in Indonesia around bottom-up IWRM
Indonesia	IUCN NL	(IC) Additional TEEB support Indonesia/SEA
Indonesia	JKPP	(BE) (IC) Community mapping and participatory land use planning
Indonesia	JKPP	(BE) (IC) Formalizing Participatory Land Use Planning in Indonesia
Indonesia	NTFP INDONESIA	(BE) (IC) Creating leverage: Strengthening the position of indigenous people vis-a-vis government and companies
Indonesia	NTFP INDONESIA	(IC) Participation Bali Conference on PES
Indonesia	NTFP INDONESIA	(IC) The project seeks to arrive at the total economic value of the Kampar peninsula in particular at Teluk Meranti subdistr
Indonesia	NTFP-EP	(IC) TEEB in Indonesia
Indonesia	NTFP-EP	Sustainable Livelihoods Initiatives and Models – SLIMming Indonesia
Indonesia	NTFP-EP	Upscaling sustainable community-based forest livelihoods
Indonesia	PPMA	Empowerment of Papua Customary Peoples for sustainable natural resources management
Indonesia	Samdhana	(BE) (IC) Preparation of base documents for a regional Ecosystem-based Adaptation (EbA) workshop planned for September 2013
Indonesia	Samdhana	(BE) (IC) Supporting EA Partners' participation in climate change and adaptation related meetings, fora and trainings
Indonesia	Samdhana	Coordination of Ecosystem Alliance country programme Indonesia 2012–2013
Indonesia	Samdhana	National coordination for EA Programme Indonesia
Indonesia	Samdhana	Strengthening rights and livelihoods in critical ecosystems
Indonesia	SAWIT	(BE) (IC) Participation in The RSPO 10th Annual RoundTable Meeting (RT10) on Sustainable Palm Oil, Singapore
Indonesia	SAWIT	(WI) (IC) Enhancing NGOs role in the preparation of initiatives to push the National Interpretation of RSPO Principles and Criteria in Indonesia
Indonesia	SAWIT	Enhancing capacities of CSOs and influencing policies
Indonesia	SAWIT	Thematic strategy halting irresponsible oil palm expansion
Indonesia	TELAPAK	(BE) Replicating community-based forest management and river basin council forum to promot sustainable management
Indonesia	WALHI	(IC) National Conference on Environment and Natural Resources Management
Indonesia	WALHI	(IC) SEA Readiness trainings
Indonesia	WALHI	Ensuring ecosystem carrying capacity and services based on local knowledge
Indonesia	WALHI	Food estate policy advocacy to ensure preservation of sources of livelihood and to reduce ecological disaster risks
Indonesia	warsi	Advocacy on rules of licensing procedures of village forest and community forestry at central government
Indonesia	warsi	Coordination EA Indonesia programme
Indonesia	warsi	EA ID Opportunity Fund
Indonesia	warsi	Increasing community welfare through participative forest management
Indonesia	warsi	Mango in House Training
Indonesia	WI Indonesia	(IC) Co financinering Shrimp (Adessium)
Indonesia	WI Indonesia	(IC) Technical workshop Indonesian Interpretation of RSPO P&C
Indonesia	WI Indonesia	(WI) (IC) Responsibloe Shrimp Culture Improvement Programme / RSCIP Phase 2
Indonesia	WI Indonesia	(WI) Integrating sustainable peatland and mangrove management approaches in land use planning
Indonesia	WI Indonesia	(WI) Mangrove Capital
Indonesia	WI Indonesia	Responsible shrimp culture improvement programme
Indonesia	YADUPA	Integrated Algae System: Biomass Production and additional profits to community
Indonesia	YADUPA	Sustainable community forest management
Cameroon	ACEEN	Governance of the Waza Logone floodplain
Cameroon	CED	Consultancy on the political economy behind mining contracts
Cameroon	CED	Enhancing improved practices in the extractive industries governance of Southern Cameroon
Cameroon	CWCS	Cameroon Atlantic Coastal and Upper Nyong Wetlands project
Cameroon	GVC	Improvement of the regulatory framework for renewable energy sources

Country	NGO	Project title
Cameroon	IUCN CMR	International Expert meeting on Oil Developments in the Waza Logone flood plain Cameroon
Cameroon	IUCN Kameroen	Coordination agreement EA – IUCN Cameroon
Cameroon	IUCN NL	Flexible Country Budget Cameroon
Cameroon	OPFCR	Improved livelihoods and environmental management linked to mining developments in the forests of South East Cameroon
Kenia	ELCI	(WI) Enhancing community environmental stewardship and utilization of natural resources in the Tana Delta, Kenya
Kenia	Nature Kenya	(WI) Sustainable Development and Management: Empowering People and Nature in the Tana Delta, Kenya
Kenia	WI Kenya	(WI) (IC) Quick scan assessment of ecosystem service delivery in the Tana Basin
Kenia	WI Kenya	(WI) EA Kenya: Country Coordination + Reserve Funds (37,990 Inception + 86,997 Coordination + 11,390 reserve funds)
Kenia	WI Kenya	(WI) Sustainable wetlands and water management in a changing climate: Empowering people and nature in the Tana Delta, Kenya
Kenia	WLR	(WI) Empowering people and nature in the Tana Delta, Kenya
Mali	AMCFE	(IC) Etude Etats des lieux de l'exploitation miniere Falea, Mali
Mali	AMCFE	Country Coordination Agreement EA Programme
Mali	AMCFE	EA Mali-Burkina exchange visit to Humbo Ethiopia AR-CDM and REDD+ projects
Mali	AMCFE	Improvement of community livelihoods in and around Bafing Fauna Reserve and Lake Magui
Mali	AMPRODE	Poverty reduction in the Seri Plain through the restoration and protection of inundated forests
Mali	Donko	Strengthening poverty alleviation and sustainable livelihoods in the Sahelian Ecosystems-Kayes region, Mali
Mali	HDS	Assisted Natural Regeneration: an initiative for a sustainable reforestation on Dogon Plateau
Mali	SAHEL ECO	(BE) Project to promote RNA in Mali
Uganda	AFIEGO	2015 Additional activities under the Uganda EA programme
Uganda	AFIEGO	A high level conference on the implementation of oil laws and protection of citizens' rights in Uganda and beyond
Uganda	AFIEGO	Additional Activities to Implement the Uganda EA Programme Mid Term Review Recommendations
Uganda	AFIEGO	Empowering communities for sustainable natural resource management in the Albertine Rift – Hoima district
Uganda	Grain Media	Transboundary Observatory and Communication Strategy – component 2
Uganda	IUCN NL	(IC) Optimal use of Biomass resources, creating economic opportunities and conditions for sound ecosystem management in Uganda
Uganda	IUCN NL	(IC) TEEB research Lutembe wetland, Uganda
Uganda	IUCN NL	Flexible country budget Uganda
Uganda	NAPE	(BE) (IC) Participation to International Workshop Negotiated Approach in Benin 5–8 November 2012
Uganda	NAPE	Consolidating achievements registered by the EA programme in Uganda and Enhancing the Programme impact Visibility
Uganda	NAPE	Empowering communities for sustainable natural resource management in the Albertine rift – Kasese Sub Region
Uganda	NAPE	Promoting the visibility of the EA Programme interventions at National Level through National level Advocacy, Joint docu
Uganda	NBD	(BE) (IC) Water security in the Eastern Nile basin
Uganda	UWS	Empowering communities for sustainable natural resource management in the Albertine rift – Buliisa region
Uganda	UWS	Enhancing visibility and Impact of Ecosystem Alliance Uganda Country Programme -UWS
Uganda	UWS	Strengthening Capacity for Managing Human–Wildlife Conflicts caused by Problem Animals

Country	NGO	Project title
Paraguay	Bragayrac	Communication plan Ecosystem Alliance Paraguay
Paraguay	CODES	Sustainable production for biodiversity conservation in the Pantanal of Paraguay
Paraguay	FMB	Strengthening the process of creating conservation areas in the Paraguayan Chaco
Paraguay	GUYRA	Building experience for the sustainable development of the Chaco
Paraguay	GUYRA	Strengthening environmental governance in Alto Paraguay through land use monitoring
Paraguay	IDEA-PARAGUAY	Strengthening of local governments in the Chaco
Paraguay	IDEA-PARAGUAY	Strengthening environmental governance in Alto Paraguay through knowing the law
Paraguay	IUCN NL	Flexible country budget Paraguay
Paraguay	SOBREVIVENCIA	(BE) (IC) Strengthening the resilience against climate change
Paraguay	SOBREVIVENCIA	Generating conditions for sustainability of the Pantanal in Alto Paraguay
Paraguay	YVY PORÃ	Conservation and Chaco forest management in the Pilcomayo
Senegal	AIVdassilamé	(WI) Restoration and improvement of ecosystem resources of Niombato mangrove forests
Senegal	AIVndiaël	(WI) Contribution to the restoration of the Ndiael's Reserve
Senegal	ENDA	(WI) Restoration of mangrove ecosystems in the Saloum Delta
Senegal	Forum Civile	(WI) Capacity building of CBOs and CSOs in terms of environmental advocacy / ecosystem approach
Senegal	Sokone	(WI) Improving cashew value chain in Sokone area
Senegal	WAAME	(WI) Sustainable management of natural resources in the Saloum Delta
Senegal	WI Africa	(WI) A Senegal Country Coordination + Reserve Funds + Inception Phase Coordination
Senegal	WI Africa	(WI) Capacity building of CSOs for ecosystem restoration for the benefit of communities
Global	AMCFE	(IC) Reinforcement du Programme EA en cours
Global	arochaghana	(IC) Forest carbon and forest regeneration in West Africa's savannah landscape
Global	ASOG	(IC) Compliance Assessment to ICMM sustainability principles of Glencore-Xstrata in the Philippines
Global	BEES	(IC) Advocating the integration of Ecosystem-based adaptation in the policies of West African regional institutions
Global	Both ENDS	(BE) (IC) Advise report on setting up a regional advocacy programme in support of participatory IWRM in Africa
Global	Both ENDS	(BE) (IC) Capacity building and strategy IWRM
Global	Both ENDS	(BE) (IC) Flex Money
Global	Both ENDS	(BE) (IC) Follow-up regional Asia lobby process
Global	Both ENDS	(BE) (IC) Implementing national and regional lobby strategy for EbA
Global	Both ENDS	(BE) (IC) La Plata regional lobby process
Global	Both ENDS	(BE) (IC) Lobby Green Climate Fund
Global	Both ENDS	(BE) (IC) NA / PLUP / RBA cases for lobby
Global	Both ENDS	(BE) (IC) NA Africa meeting in Amsterdam (February 2014)
Global	Both ENDS	(BE) (IC) Rio+20 preparation: influencing ecosystem-livelihoods
Global	Both ENDS	(BE) (IC) Strengthening the voice of civil society in the political process of the 6th World Water Forum (WWF6)
Global	CRESA	(BE) (IC) The Regreening of Niger: Taking stock and guidelines for a new phase

Country	NGO	Project title
Global	FERN	(BE) (IC) Fern proposal
Global	Forum Suape	(BE) (IC) Registration of Forum Suape
Global	FPP	(BE) (IC) Build capacity of local NGOs to effectively address land conflicts
Global	FPP	(BE) (IC) Supporting the EA programme and partners on ecosystem protection and human rights issues
Global	GUYRA	(BE) (IC) Regional capacity building meeting adaptation
Global	GUYRA	(IC) Technical workshop on monitoring of agricultural frontiers
Global	ICV	(IC) South America Facing Soy Challenges Together
Global	ICV	(IC) Third REDD+ Capacity Building Workshop
Global	iied	(BE) (IC) Participation of four Asian EA partners in the Community-Based Adaptation conference in Hanoi, Vietnam, April 16–22 2012
Global	IUCN NL	(IC) Africa regional capacity building and lobby process.
Global	IUCN NL	(IC) Agro Commodity Event
Global	IUCN NL	(IC) BuZa risk reduction
Global	IUCN NL	(IC) Commodity cooking pot / EA agro-commodity policy event
Global	IUCN NL	(IC) COP20 Private Sector Readiness for CSOs and communities
Global	IUCN NL	(IC) COP21 UNFCCC Parijs
Global	IUCN NL	(IC) Documentation of case studies and lessons learned for Learning Agenda
Global	IUCN NL	(IC) EA partner participation in CBD COP 12 or WPC 2014
Global	IUCN NL	(IC) Follow-up support to partners involved in CBD and WPC
Global	IUCN NL	(IC) Linking ILD to value chains & private sector
Global	IUCN NL	(IC) Making the business case for ecosystem restoration
Global	IUCN NL	(IC) Optimal use of Biomass by local communities
Global	IUCN NL	(IC) OSAS presentation analysis
Global	IUCN NL	(IC) Post EA/IC Learning cases
Global	IUCN NL	(IC) Side event COP21 REDD+ and greening of supply chains
Global	IUCN NL	(IC) Support partner budget traject Ian Henderson
Global	IUCN NL	(IC) Support to regional cases (partners)
Global	IUCN NL	(IC) Support to Southern partners, participation Rio+20, June 2012
Global	IUCN NL	(IC) TEEB Lessons Learned
Global	IUCN NL	(IC) TEEB West Africa
Global	IUCN NL	(IC) Top up leverage – case promotion
Global	JVE	(BE) (IC) AfriWater II
Global	JVE	(BE) (IC) AfriWaterCop secretariat – extension to previous contract
Global	JVE	(BE) (IC) IWRM Africa – Build capacity of EA IWRM partners, and set up a strong CSO group in Africa around bottom-up IWR
Global	JVE Benin	(BE) (IC) IWRM Africa – Build capacity of EA IWRM partners, and set up a strong CSO group in Africa around bottom-up IWR

Country	NGO	Project title
Global	M'Bigua	(IC) Advocacy for the approval of the sustainability strategy for the Paraguay-Paraná wetland system
Global	Mekon Ecology	(BE) (IC) Economic development of the Saramaka in Surinam
Global	Milieudefensie	(IC) Mining Limits
Global	Nativa	(IC) Support to the 2nd Gran Chaco Meeting
Global	NCIV	(IC) Reducing the impact of the Dutch economy on indigenous peoples and their livelihoods
Global	NCRC	(IC) Africa/Asia Terrestrial Carbon Training Course
Global	NCRC	(IC) Launching of African Terrestrial Carbon Centre Initiative at Climate COP in Durban
Global	NCRC	(IC) Participation of ATCC in the African Carbon Forum, Addis Abbea, Ethiopia
Global	NCRC	(IC) REDD+ agroforestry crops
Global	NCRC	(IC) REDD+ Landscape alliance workshop
Global	NCRC	(IC) REDD+ Terrestrial carbon workshop
Global	Nicola R.	(BE) (IC) Assistance to Regional capacity building meeting adaptation
Global	NT	(IC) EA Africa workshop on ecosystem-based adaptation to climate change
Global	NTFP-EP	(IC) Community-based monitoring systems for NTFP resources
Global	NTFP-EP	(IC) ICCAs documentation and learning exchange in Asia
Global	NTFP-Task Force	(IC) Natural Capital Accounting in the Philippines: WAVES Monitoring and Engagement
Global	Probioma	(BE) (IC) Lobby case non-GMO soy
Global	ProForest	(IC) Benchmarking agro-commodity sustainability standards
Global	ProForest	(IC) High Conservation Value Resource Network
Global	Provita	(IC) Red List Ecosystems Latin America
Global	ProYungas	(IC) Soy Observatory
Global	RRDC	(BE) (IC) Developing a complaint before RSPO on the Wilmar Ekinta Oil Palm plantation
Global	RRDC	(BE) (IC) RRDC campaign against the transfer by the government of Cross River State of IBIAE community land to
Global	Ruijgrok H.	(IC) WPC Video production
Global	Samdhana	(IC) Participation Alliance for Women in Development – AWID
Global	SAVIA	(IC) Participatory monitoring of ecosystem services in ICCAs
Global	SEEAC	(IC) EIA-tool impact enhancement
Global	SPDA	(IC) Facing illegal mining in the Amazon basin countries: from the local to the international perspective
Global	SPDA	(IC) The route of gold: reflections from the cases on the problematic of illegal gold mining and trafficking
Global	sqconsult	(IC) Sustainable standards for biofuel, soy and palm oil
Global	WALHI	(BE) (IC) An assessment of local access to climate change financing in Indonesia – lessons for the Green Climate Fund
Global	WI Senegal	(BE) (IC) AfriWater
Global	WI Senegal	(BE) (IC) IWRM Africa – Build capacity of EA IWRM partners, and set up a strong CSO group in Africa around bottom-up IWR
Global	WI Senegal	(WI) (IC) Towards a more sustainable food & water security in the Senegal River basin – Quick scan assessment and multi-stakeholder platform

Country	NGO	Project title
Global	WI IP	(IC) Terrestrial Carbon Internship Programme
Global	WISE	(IC) Enhancing transparency in the uranium chain. U mining and CSO capacity building
Internal	Both ENDS	(BE) (IC) thematic work Adaptation
Internal	Both ENDS	(BE) (IC) thematic work Biomassa
Internal	Both ENDS	(BE) (IC) thematic work Greening the Economy overall
Internal	Both ENDS	(BE) (IC) thematic work Livelihoods and Ecosystems
Internal	Both ENDS	(BE) (IC) thematic work Palmoil
Internal	Both ENDS	(BE) (IC) thematic work Soy
Internal	IUCN NL	(IC) thematic work Adaptation
Internal	IUCN NL	(IC) thematic work Biomass
Internal	IUCN NL	(IC) thematic work Greening the Economy overall
Internal	IUCN NL	(IC) thematic work Livelihoods and Ecosystems
Internal	IUCN NL	(IC) thematic work Mining
Internal	IUCN NL	(IC) thematic work Mitigation
Internal	IUCN NL	(IC) thematic work Soy
Internal	IUCN NL	(IC) thematic work TEEB
Internal	WI NL	(WI) (IC) thematic work Adaptation
Internal	WI NL	(WI) (IC) thematic work Greening the Economy overall
Internal	WI NL	(WI) (IC) thematic work Livelihoods and Ecosystems
Internal	WI NL	(WI) (IC) thematic work Mitigation
Internal	WI NL	(WI) (IC) thematic work Palmoil

Annex 2 / Ecosystem Alliance Monitoring Protocol (EA MP)

Programme outputs	Programme output indicators	Baseline November 2011	Net Programme target	Realized 2011–2015	Realized / Net Programme Target	Programme outcomes	Programme outcome indicators	Baseline November 2011	Net Programme target	Realized 2011–2015	Realized / Net Programme Target
MDG 1 Private Sector and Agriculture											
PRA 4 -Trade chains have been made more sustainable											
1. Enhanced capacity of communities in or near production areas for global trade chains to engage in local dialogues on sustainability issues.	1.a- 48 communities report a stronger position in dialogues on social and ecological sustainability issues in selected trade chains.	8	40	185	463%	I. Four (4) global trade chains that are important to communities have become more sustainable.	I.A 39 communities that are target groups in global trade chain activities of the EA report more sustainable production practices.	6	33	35	106%
2. Communities affected by global trade chains are more aware of relevant legal procedures and claim their rights.	2.a- 194 communities engage in actions to defend their rights and interests against pressures from global trade chains.	35	159	227	143%		I.B 16 communities in or affected by global trade chains activities report a stronger position in decision-making on land use.	0	16	99	619%
3. Partnerships established between the Ecosystem Alliance and companies from selected global trade chains to make their production practices more sustainable.	3.a- 12 Dutch or EU companies engage in partnerships with the Ecosystem Alliance to make production practices more sustainable.	4	8	37	463%		I.C 42 communities report decreased threats by company practices to livelihoods that depend on the ecosystem services of 2 million hectares of land and water.	0	42	22	52%
4. CSOs and CSO networks have improved their skills to participate in national and international policy processes on sustainable economy and trade.	4.a- Policy influencing skills of 70 CSOs in 8 countries enhanced.	3	67	171	255%		I.D 7 target companies apply more sustainable practices as a result of partnerships with the Ecosystem Alliance.	1	6	3	50%
4. CSOs and CSO networks have improved their skills to participate in national and international policy processes on sustainable economy and trade.	4.b- Capacities enhanced of 23 CSOs in instruments meant for greening economies (e.g. TEEB, GRI, PES or Biorights).	2	21	173	824%	II. CSOs and their networks have become more effective in making economic policies and practices more sustainable.	II.A CSO partners involved in 34 successful initiatives to implement sustainable production practices.	4	30	25	83%
5. CSOs have increased their knowledge on sustainable production practices in selected global trade chains.	5.a- Knowledge enhanced of 38 CSOs in 6 countries on sustainable production practices in selected global trade chains.	6	32	85	266%		II.B 30 successful initiatives by CSOs to reduce threats by unsustainable economic developments to ecosystems on which livelihoods depend.	0	30	26	87%
6. Stronger CSO litigation and negotiation capacity to respond to economic practices that threaten ecosystems and livelihoods of the poor.	6.a- Litigation and negotiation capacities of 84 CSOs in 7 countries enhanced.	2	82	146	178%						
7. Strengthened knowledge base and expertise on economic policies and their impacts (for outreach and policy influencing purposes).	7.a. At least 27 country/policy-oriented reports (for at least 8 countries) on the importance of more sustainable economy and trade chains.	0	27	58	215%	III. Economic policies and practices of government and the private sector in 8 countries and at the global level have become more sustainable.	III.A- In 6 countries, 9 adjustments in economic and trade policies and practices to limit their impact on ecosystem services.	0	9	16	178%
8. Policy proposals by CSOs to governments and private sector to make their economic policies and practices in selected commodities more sustainable.	8.a. 22 CSO proposals to strengthen ecosystem–livelihood links in 3 sustainability standards and certification schemes and related economic policies (incl. RSPO, RTRS, RSB).	0	22	75	341%		III.B- 24 cases of more sustainable production practices of private companies.	0	24	14	58%
9. Policy proposals prepared and disseminated on reducing the ecological footprint of the Dutch and EU economies in relation to selected commodities from the South.	9.a. 9 policy proposals of the Ecosystem Alliance highlighted in major Dutch newspapers.	0	9	35	389%	IV. Trade policies and practices have been adjusted to reduce the ecological footprint of the Dutch and EU economies on the South.	IV.A- 8 policy adjustments in the Netherlands or the EU that strengthen sustainability standards in N-S trade.	0	8	16	200%
10. TEEB-, PES- or HCVA-related initiatives launched with companies towards more sustainable production and trade in selected commodities.	10.a. 4 Dutch companies engage in TEEB-, PES- or HCVA-related initiatives of the Ecosystem Alliance in 3 countries.	0	4	20	500%		IV.B- 21 Dutch or EU-based companies adopt sector-specific standards on ecosystem values and associated community interests in their international CSR policies.	7	14	3	21%
							IV.C- 6 agreements with corporate umbrella organizations and/or individual companies to make their production and trade practices more sustainable.	0	6	13	217%

Programme outputs	Programme output indicators	Baseline November 2011	Net Programme target	Realized 2011–2015	Realized / Net Programme Target	Programme outcomes	Programme outcome indicators	Baseline November 2011	Net Programme target	Realized 2011–2015	Realized / Net Programme Target
MDG 7a: Safeguards for a sustainable management of ecosystems and biodiversity											
PRA 3 – Better adaptation to climate change by the poor, and deceleration of biodiversity loss											
11. Ecosystem-based adaptation measures to climate change taken for pilot areas.	11.a- 340.000 hectares of land used by 100 communities under ecosystem-based climate change adaptation plans.	3.000	342.503	525.533	153%	V. Improved livelihood assets of rural communities as a result of climate change measures.	V.A. 49 communities report decreased vulnerability to climate change impacts as a result of improved ecosystem management (adaptation).	1	48	69	144%
12. CSOs and communities have increased their knowledge and skills to support community rights and needs in ecosystem-based climate change adaptation or mitigation, such as REDD.	12.a- At least 145 partner CSOs trained in advocacy, negotiation and community support in relation to ecosystem-based climate change adaptation or mitigation.	2	143	316	221%	VI. In 14 countries CSOs have effectively advocated safeguards for ecosystem – livelihood links in climate change initiatives.	VI.A 18 cases where partner CSOs successfully defend ecosystem–livelihood links in REDD and climate change fora.	0	18	7	39%
	12.b- 150 communities that have been involved in exchange visits or awareness-raising events report to be more aware of the potential benefits and risks of REDD.	7	144	168	117%		VI.B 109 communities targeted in climate change initiatives report to be better equipped to defend their interests in REDD initiatives.	16	93	63	68%
13. Outreach towards communities and policy fora by CSO networks has increased and improved.	13.a- 10 networks of partner CSOs represented in national or regional climate change fora as a result of EA support.	1	9	31	344%		VI.C 18 REDD or adaptation initiatives taken thanks to capacity building by the programme.	0	18	11	61%
MDG 7b: Forests and biodiversity											
PRA 1 – Increasingly sustainable management of ecosystems and biodiversity											
14. Management plans or measures prepared or improved that maintain or restore ecosystem services on which communities depend.	14.a- 1.6 million hectares covered by ecosystem management plans or measures.	208.813	1.399.589	2.293.870	164%	VII. More sustainable management of natural resources that increases ecosystem health.	VII.A- 1.1 million hectares where management plans or measures that increase ecosystem health are being implemented.	166.040	913.878	1.505.625	165%
15. Partner CSOs and CBOs have improved knowledge and skills to work on ecosystem-poverty linkages.	15.a- Technical capacities enhanced of at least 480 partner CSOs and CBOs.	11	470	1.037	221%	VIII. Increased civil society engagement and voice in all 16 countries on ecosystem–livelihood linkages.	VIII.A- 235 partner CSOs are able to respond to requests by other communities for support as a result of the pilot value and outreach of the current programme.	18	217	161	74%
	15.b- Capacities to defend community rights enhanced of at least 170 partner CSOs and CBOs.	10	163	370	227%		VIII.B- 141 partner CSOs report improved relations with key stakeholders in initiatives for community-based ecosystem management.	8	133	164	124%
16. In all 16 EA countries, the outreach of our programme by CSOs towards other communities has increased.	16.a- At least 47 initiatives prepared for the replication or upscaling of EA pilots.	0	47	44	94%						
17. Strengthened knowledge base and expertise on the values of ecosystems, their relevance for poverty alleviation, and the associated policy context.	17.a At least 51 policy-oriented reports (at least for 13 countries) on the importance of ecosystem services for rural livelihoods.	2	49	125	255%	IX. In 13 countries and at the global level, policies and legislation have been adjusted to promote ecosystem–livelihood linkages.	IX.A- 42 adjustments in national or local policies and legislation in relation to ecosystem–livelihood links.	5	37	77	208%
18. The consequence of not integrating ecosystem–livelihood concerns in policies by government and the private sector is highlighted to decision-makers, the press and politicians.	18.a Target communities and their CBOs are voicing their rights and concerns in 113 policy and planning discussions.	8	105	235	224%		IX.B- at the level of global or regional agreements, 10 decisions in relation to ecosystem–livelihood links were influenced by inputs from the Ecosystem Alliance and its partners.	0	10	33	330%
18. The consequence of not integrating ecosystem–livelihood concerns in policies by government and the private sector is highlighted to decision-makers, the press and politicians.	18.b In 9 countries partner CSOs presented 71 policy adjustments with decision-makers and in media events (TV, radio, newspapers).	18	53	204	385%						
18. The consequence of not integrating ecosystem–livelihood concerns in policies by government and the private sector is highlighted to decision-makers, the press and politicians.	18.c at 4 international fora, 13 interventions by Ecosystem Alliance partners highlight the consequence of not integrating ecosystem–livelihood concerns.	0	13	108	831%						

Programme outputs	Programme output indicators	Baseline November 2011	Net Programme target	Realized 2011–2015	Realized / Net Programme Target	Programme outcomes	Programme outcome indicators	Baseline November 2011	Net Programme target	Realized 2011–2015	Realized / Net Programme Target
PRA 2 – Income supplements for the poor based on sustainable ecosystem management											
19. Households have adopted more sustainable land / resource use practices.	19.a- 110.000 households have adopted more sustainable land/better resource use practices.	21.399	95.833	111.063	116%	X. Improved livelihoods due to more sustainable management of natural resources that increases ecosystem health.	X.A- 160.000 households benefit from improvement in livelihood assets	21.275	139.824	123.251	88%
20. 170 communities and their CBOs have been empowered to participate in and/or benefit from REDD initiatives.	20.a- 132 communities engaged in dialogues on their rights and benefits in REDD initiatives.	16	116	149	128%		X.B- livelihoods of 15,000 households improved due to direct project support (equipment, livestock, seeds, infrastructure).	2.130	12.998	14.375	111%
						XI. Improved livelihood assets of rural communities as a result of engaging in REDD initiatives.	XI.A- Livelihood assets of 37 rural communities have improved as a result of REDD initiatives.	0	37	0	0%
PRA 3 – Local communities have easier access to water and land as a result of integrated water management and sustainable land use											
21. Target communities are organized and empowered to manage and benefit from ecosystems and claim their rights on natural resources.	21.a- 880 empowered communities engage in dialogues on their natural resource rights in ecosystem management schemes.	259	621	1.078	174%	XII. Easier access by communities to water and land as a result of more sustainable management.	XII.A 720 communities report improved rights-based access to resources.	184	536	261	49%
21. Target communities are organized and empowered to manage and benefit from ecosystems and claim their rights on natural resources.	21.b- women have been empowered or women's organizations strengthened in 127 communities, in relation to access or benefits from natural resources.	8	119	433	364%	XII. Easier access by communities to water and land as a result of more sustainable management.	XII.B- Women report in 192 target communities where their position is weak improved rights-based access to and benefit from ecosystem use.	108	84	64	76%
PRA 4 – Better use of biodiversity and forests in climate adaptation											
22. Strengthened knowledge base on ecosystem–livelihood links in climate change adaptation and mitigation, incl. field-based evidence, for informed policy influencing.	22.a. At least 23 reports in 11 countries on ecosystem-based climate change adaptation and/or mitigation (emphasis on REDD) that also benefits local livelihoods.	0	23	34	148%	XIII. Global and national climate change policies and mechanisms (of governments and of the private sector) support local livelihoods, community rights and ecosystem health.	XIII.A- 11 country cases of climate change policy development based on inputs from local EA pilots.	0	11	23	209%
23. Policy recommendations by the Ecosystem Alliance and partner CSOs to governments and private sector on ecosystem-based adaptation and mitigation that also benefits local livelihoods and community rights.	23.a. 22 policy recommendations in relation to ecosystem- and community-based climate change adaptation and mitigation presented to local, national and international fora and donors.	0	22	91	414%		XIII.B- 6 cases of recommendations by the EA included by at least 3 national delegations in policy submissions or interventions at FCCC on climate change mitigation and resilience.	0	6	13	217%
23. Policy recommendations by the Ecosystem Alliance and partner CSOs to governments and private sector on ecosystem-based adaptation and mitigation that also benefits local livelihoods and community rights.	23.b. 15 companies received technical support and advice from EA members and their CSO partners on REDD initiatives.	0	15	42	280%		XIII.C- 4 companies involved in socially and ecologically sound REDD-type projects.	0	4	6	150%

Annex 3 / Organization Monitoring Protocol (MP-O)

1 25% other funding sources (not Ministry of Foreign Affairs)		
Indicator	Target 2011 – 2015	Main activities / comments
Non-MFS funds % of total MFS funding for Alliance	Minimum 25% realized	Target off more than 25% other funding sources realized. All three partners in the EA have secured two new Strategic Partnerships under the dialogue and dissent scheme next to other projects realized Funding strategy in capacity building plans of partners has been tested in the past years of the EA programme and will be expanded to most countries EA is working in.

2 Compliance with the norms for executive pay		
Indicator	Target 2011 – 2015	Main activities / comments
Director's salaries of EA members	Salaries below DG norm	Check with controllers – re-affirmed in the Dialogue and Dissent application process. Publish in annual report

3 Efficiency of Ecosystem Alliance		
Indicator	Targets 2011–2015	Main activities / comments
Ratio operational to support staff	80% – max 20% Further progress on gradual reduction from 25 reaching the 20% target	Measuring operational cost efficiency and optimizing procedures for staff cost efficiency
Overall spending versus budget	Spending according to overall budget bi-annual technical and financial reports up to date and in time	Monitoring by technical and financial reports 2015: 90–100% of targeted output results realized, 100% of country budgets allocated, 100% of international grants budget allocated
Real time spent as % of work time planned	90%	Time writing system fully aligned with EA staff deployment (IUCN NL)
Use of travel budget (trips to combine purposes), use of Skype and videoconferencing	Max 90% of travel budget spent	Travel budget actually fully spent – steps have been made to improve travel related efficiency Skype implementation for all organizations involved fully operational Some facilities realized but due to slow partner internet not fully operational videoconferencing Combining of country visits is becoming more standard procedure and will be taken further in the development of the SP's
Devolvement of responsibilities to Southern partners	By 31–12–15 approx. 10% of country grants budget management devolved Further devolvement proved	Further devolvement has proven to be difficult – provide analysis including monitoring and reporting activities around final reports.

4 Budget	
Indicator	Targets 2011- 2015
Annual actual spending as % of budgeted spending	Minimal 80% of planned annual spending realized. For overflow and costs for finalizing the programme, we expect to spend € 776.789 in 2016 (<10% of the 2015 spending).
% of earmarked grants for Southern partners in-country	By 31–12–2015: all available grants spent and accounted for. Remark on target: 100% of grants for Southern partners spent (including free fall which has been reinvested in related project activities), including IC

5 Quality system	
Indicator	Targets 2011–2015
Donor response to annual reports and plans	Target met. Deadlines for submitting annual plans and reports have been met. Donor is satisfied with the quality of technical and financial reports.
Number and types of queries, statistical aggregations and quantified illustrations derived from EA project database.	Statements in reports on EA programme performance substantiated by database products. See project portfolio section in FR 2015. 2 knowledge products.
Quality requirements of CBF certification (lead applicant)	Renewal up until 2016 realized – contact with registry office maintained in 2015
Programme evaluations performed as planned	Satisfactory evaluation of EA components in joined evaluation programme coordinated by WOTRO/Partos. Satisfactory evaluation of EA component in joined baseline evaluation.

6 Partner policy		
Indicator	Targets	Main activities / comments
Aligned partner policy EA members	Policies aligned by 31–12–2011	Partner policies of EA aligned and Partner satisfaction survey repeated in 2014/2015 in cooperation with Keystone GB. Transparency policy fully implemented by using bi-annual check with the partners using transparency risk register and management procedure. Transparency policy also reaching out to partner involvement and transparency of (partner) procedures. Risk registry and risk reduction procedure operational and in continued use, flagging potential transparency risks within the EA organizations

7 Harmonization and complementarity		
Indicator	Target 2011 – 2015	Main activities / comments
Joint action with relevant international networks and key institutions	4 examples per year of joint action with mutual goals and complementary strengths between the EA and partner organizations	Multiple examples of joint activities in the EA countries – joint workshops and conferences on Oil governance, partner security, Mining, protected areas, REDD
Complementarity with other MFS alliances	2 Examples per year of complementary and/or joint actions	Continuation of work spreading results of activities in Peru and Bolivia with Hivos alliance and Bio Energy related work in Uganda, Argentina and Kenya Joint activities with Hivos alliance in India continued using common partner and newly erected NGO, also focusing at post 2015 continuation
Complementarity with work of Dutch embassies	All embassies in EA countries know of the work of the EA	Multiple embassy visits in search of synergy (Rwanda, DRC, Uganda, Ghana, Philippines, Indonesia, Peru, Mali, Benin) Philippines field visit with embassy staff. DRC (visit and joint meetings organized), Rwanda (multiple visits and joint field visit organized), briefing of embassy staff for DRC position organized, teleconference organized between embassies Great Lakes Burundi, DRC and RW on situation start of 2015 in joint effort with Burundi platform. Partner presentation of future SP programmes (SRJS and GLA) in embassy meeting Uganda, Project proposals negotiated with NL embassies implemented (Ghana, Tanzania, DRC) – NL embassy in Tanzania in steering group of new Sustain programme. Uganda embassy involved in TEEB study local wetland. TGAL programme with embassy DRC/Rwanda finalized. Atewa project in Ghana with embassy started up and implemented.

Annex 4 / Learning Agenda framework

Level of learning	Livelihoods and Ecosystems ***Participatory resource use planning & management***	Greening the Economy ***Improvement, promotion and monitoring of best standards, & limit expansion***	Ecosystems & Climate Change ***Equitable climate change mitigation and adaptation***
Alliance members (IUCN-BE-WI) learn:	1.1-What are the most promising approaches to participatory resource use planning? 1.2-They analyse –with partners- key factors for effective planning and implementation, especially for biodiversity & access rights for the resource poor. 1.3- How to upscale such initiatives in support of partners and 1.4-(to understand) how to help partners to advocate for participatory mechanisms, including monitoring and evaluation, in the management of key ecosystems	2.1-to better advance the improvement and implementation of high standards for agro-commodities (biofuels, soy and palm oil) and specific mineral value chains at the level of the Dutch and European governments, as well as among the corporate sector. 2.2-They effectively promote – with partners – the avoidance of harmful land use change caused by agro-commodities & minerals by being well-informed about evidence.	3.1-preconditions, methods and operational measures to ensure ecosystem-based and socially just climate adaptation as well as mitigation (REDD+). 3.2-They also improve their knowledge on how to promote these measures and how to support partners on these topics.
Partner level = grantees learn:	1.5-To promote and engage in participatory water and land use planning, 1.6-To analyse and express the relationships between different development options and their implications for ecosystem service delivery and related dependent communities. 1.7- How to support community empowerment and to cooperate with power holders to effectuate participatory plans and their implementation 1.8- to achieve genuinely participatory multi-stakeholder mechanisms in the institutional frameworks for management of key ecosystems	2.3-How to optimize their role in the improvement, advancement and monitoring of implementation of social/ biodiversity standards in commodities, with special reference biofuels, soy and palm oil & minerals. 2.4-How to detect and communicate risks and promote policy and concrete implementation measures to avoid harmful land use changes from commodities.	3.3-about the different ways that ecosystems can support adaptation and mitigation 3.4-how to stimulate & support equitable ecosystem-based climate mitigation and/or adaptation measures, including REDD +.
Target group level (= community level, target groups of partners) learn:	1.9- to be more effectively involved in the participatory planning of land, forest and water resource use 1.10- to better advocate for implementation of such plans, and 1.11-(to advocate) for participatory multi-stakeholder mechanisms in the institutional frameworks for management	2.5-local communities in key areas learn how to effectively engage with and use standard setting mechanisms to enhance their claim making power, and 2.6-how to monitor implementation of the commodity criteria (of biofuels/soy/ palm oil and mining). 2.7 Extra: how to monitor and promote containment of expansion	3.5 -how to enhance their rights, improve their contribution to ecosystem protection and be compensated/ stimulated financially for their contributions to climate change mitigation and/or adaptation. 3.6 how to adapt to climate change while protecting and making sustainable use of ecosystems

Annex 5 / List of EA publications

Selection of EA publications. Copies of these and more publications can be shared upon request.

Year	Title
2012	EA Annual report 2011
2013	EA Annual report 2012
2014	Bio-rights micro-credits support people and nature
2014	Climate adaptation through 'payment for ecosystem services' in the Philippines
2014	Communities at the heart of river basin management
2014	Communities working together to protect their water supply (Bolivia)
2014	EA Annual report 2013
2014	Ecosystem based adaptation (infographic)
2014	Empowering local climate adaptation action
2014	Examining Advocacy Avenues for Ecosystem-based Adaptation in Communities of Southeast Asia - A Study prepared for Samdhana Institute by Ateneo School of Government with case study contributions and support from the Ecosystem Alliance
2014	Green economy with sustainable value chains - From habitat to home – responsible agro-commodity governance – palm oil (infographic)
2014	Green economy with sustainable value chains - From habitat to home – responsible agro-commodity governance – soy (infographic)
2014	Greening the economy – promoting sustainable soy
2014	Lineamientos y Conceptos para la Adaptación de las pesquerías Fluviales de la Cuenca del Plata al Cambio Climático – Fundación Humedales – 2014
2014	Local forest economies
2014	Native Forests in Salta are not in order
2014	Protecting nature, people and livelihoods through stronger mining laws (Philippines)
2014	Regreening the Sahel: restoring native vegetation using Assisted Natural Regeneration
2014	Restoration of natural capital - Restoring nature's innate ability to support all living things (infographic)
2014	Securing land tenure rights and sustainable land-use planning in Indonesia
2014	Sistematización de la Experiencia de la Producción de Semilla de Soya No Transgénica en Santa Cruz – Bolivia - 2014
2014	Sojabarometer 2014
2014	Territorial planning of Native Forests in Salta
2014	The importance of ecosystems – Ecosystem approach to natural resource management (infographic)
2014	The importance of ecosystems and the ecosystem approach
2014	The link between ecosystem health and sustainable development - The Ecosystem Alliance approach to influencing policy and practice toward enhanced ecosystem services (infographic)
2014	The true value of ecosystems
2014	The whole Pantanal, not just the half – Soy, waterway and other threats to the integrity of the Pantanal
2014	Water for people
2014	Water Security for All? Participatory IWRM in Africa - Handout for Lunch Session at Dutch Ministry of Foreign Affairs 5 February 2014
2015	Beyond the Flow: Building Strong Communities and Resilient Basins in Africa
2015	Consolidation and devolution of national climate finance - The case of India
2015	EA Annual report 2014
2015	EA Lessons learnt with the landscape approach
2015	Ecosystem Restoration
2015	EU RED sojastandaarden
2015	Lessons Learnt of the EA - Report of consultancy services undertaken for the Ecosystem Alliance
2016	Civil Society & Integrated Landscape Development Lessons from the Ecosystem Alliance
2016	EA Final report
2016	Indigenous Peoples' and Community Conserved Territories and Areas (ICCAs) - Lessons learnt by the Ecosystem Alliance

Colofon

Samenstelling: Caspar Verwer, IUCN NL
Layout: Joseph Plateau Grafisch Ontwerpers
Print: Straatsma Print
2016

IUCN NL
Plantage Middenlaan 2K
1018 DD Amsterdam
T + 31 (0) 20 626 17 32
www.iucn.nl

THE ECOSYSTEM ALLIANCE

IUCN National Committee of The Netherlands | Wetlands International | Both ENDS Connecting people for change

www.ecosystem-alliance.org

IUCN NL (National Committee of The Netherlands)
Plantage Middenlaan 2K
1018 DD Amsterdam
T + 31 (0) 20 626 17 32
mail@iucn.nl
www.iucn.nl

Wetlands International
Postbus 471
6700 AL Wageningen
T +31 (0) 318 660 910
post@wetlands.org
www.wetlands.org

Both ENDS
Nieuwe Keizersgracht 45
1018 VC Amsterdam
+31 (0) 20 530 6600
info@bothends.org
www.bothends.org