



# Social Policies and E&S Safeguards Consultation

Interim report on approach, analysis,  
conclusions and recommendations  
November 2021

Report by Fronteer, Co-creation Consultants

Interim report, November 2021

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**In May 2021 WWF partnered with the co-creation consultancy Fronteer to run a public consultation on the network's social policies and environmental and social safeguards.**

WWF has been working on nature conservation and regeneration for 60 years, alongside people and communities around the world. For us, healthy ecosystems are deeply linked to peoples' lives, livelihoods and well-being. We believe lasting impact can only be achieved by partnering with communities, including respect for, and promotion of their rights. We recognize, however, our limits as a conservation organization and the constraints of running a consultation during a global pandemic when we were not able to engage directly with Indigenous Peoples and local communities in the landscapes where WWF works. We will continue to rectify this through the ongoing implementation of the safeguard standard on stakeholder engagement in the landscapes where WWF is active.

The consultation on our Environmental & Social Safeguards and Social Policies was a planned activity at the time of adoption of the ESS Framework by the WWF network in 2019. It is the first time that WWF has undertaken such an extensive, global consultation on policy documents and therefore represents an important milestone in WWF's goal for greater engagement and transparency.

Through this consultation, we wanted to engage in a meaningful conversation about our work and the safeguards and social commitments that we have in place to guide, learn from and improve our work.



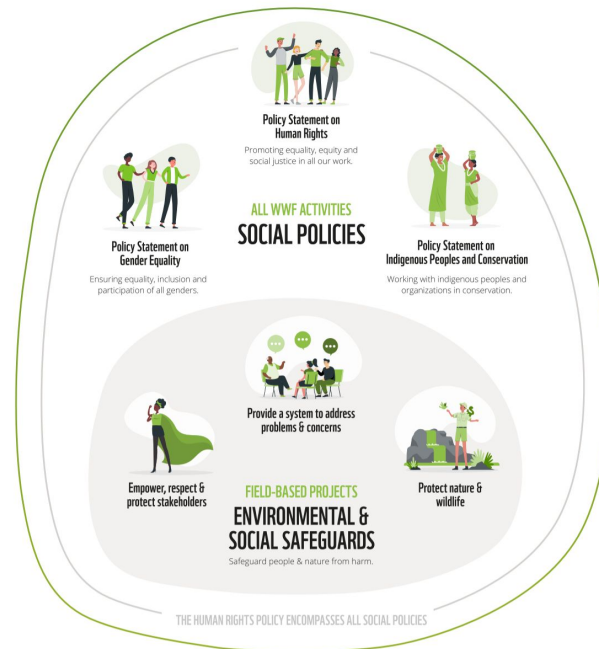
The consultation was designed to capture a diversity of perspectives, from ‘passing interest’ to those who have professional expertise and years of practical experience. We are deeply grateful to everyone who participated for their generous contributions of time and wisdom.

In May 2021, we shared revised social policies and environmental and social safeguard drafts through a [consultation portal](#) on panda.org. Starting with an overview, the content was designed to guide you into the detail, allowing you to explore specific topics of interest, to finally submitting your feedback through the online survey.

Additional to the portal we ran a number of global and regional consultations, with a range of stakeholders including peer organizations, Indigenous peoples groups, human rights experts, UN agencies and development finance representatives, to discuss our approach and enrich our policies.

The public consultation was a starting point for regular dialogue for those interested in this aspect of WWF’s overall policy framework. A wide variety of feedback was received, from top level comments to in-depth questions, critiques and recommendations.

The following pages capture Fronteer’s initial analysis and recommendations to WWF - on both the consultation process itself (process recommendations) and the structure and content of the documents consulted on (conclusions and recommendations). We assured all participants that their feedback would remain unattributed and to assure this, some pages have been excluded from Fronteer’s original report. These exclusions, however, do not influence the conclusions and recommendations made.







# Public consultation ESSF

Interim report and recommendations

31 August 2021

***fronteer***

Strategy. Inspiration. Impact.



Objective of the consultation

**To validate the ESSF and social policies with key stakeholders and strengthen it with input, to ensure continued buy-in in the future.**



# Approach overview



WWF and Fronteer collaboratively defined the ESSF consultation essence in order to specify the consultation scope (themes, areas, stakeholders).

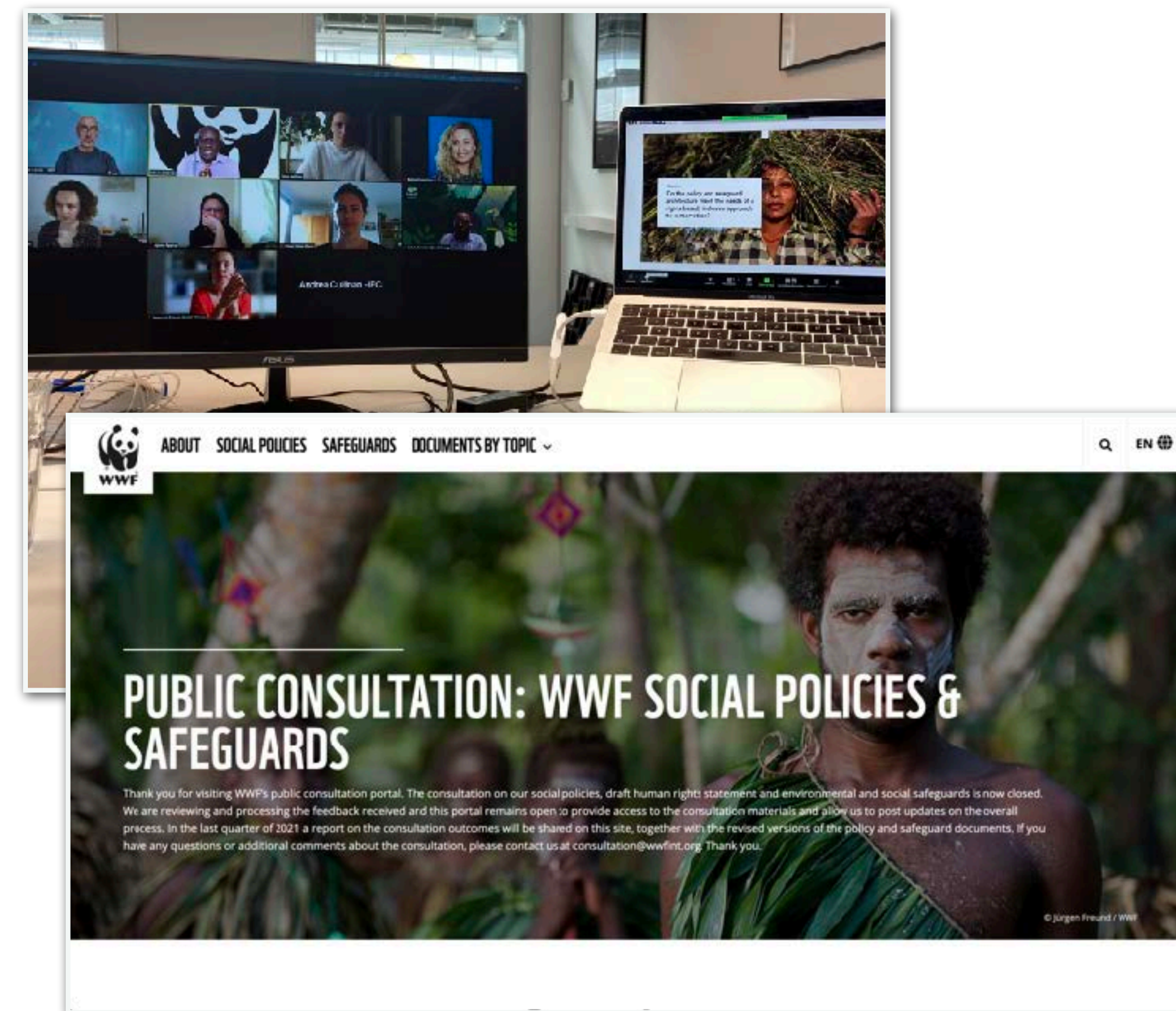
In phase 2 the portal was built, launched and actively monitored. WWF employees were trained. To increase consolidation effectiveness, both a quantitative and qualitative track was run simultaneously.

All data and insights have been consolidated, reported and translated into a tangible roadmap to 1.) optimise the ESSF if needed and 2.) prepare a public response.

Consultation approach

## A combination of an open platform consultation with multi-stakeholder validation & enrichment.

- Open platform (survey) consultation (6 weeks)
- 5 global key stakeholder dialogues
- 3+ local stakeholder dialogues by NO's
- Additional 1-on-1 dialogues





# A topical approach, enriched with quantitative analysis

- **1185+** sticky notes
- **117** preliminary insights
- **10** Process learnings
- **11** Conclusions and Recommendations

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100	101	102	103	104	105	106	107	108	109	110	111	112	113	114	115	116	117	118	119	120	121	122	123	124	125	126	127	128	129	130	131	132	133	134	135	136	137	138	139	140	141	142	143	144	145	146	147	148	149	150	151	152	153	154	155	156	157	158	159	160	161	162	163	164	165	166	167	168	169	170	171	172	173	174	175	176	177	178	179	180	181	182	183	184	185	186	187	188	189	190	191	192	193	194	195	196	197	198	199	200	201	202	203	204	205	206	207	208	209	210	211	212	213	214	215	216	217	218	219	220	221	222	223	224	225	226	227	228	229	230	231	232	233	234	235	236	237	238	239	240	241	242	243	244	245	246	247	248	249	250	251	252	253	254	255	256	257	258	259	260	261	262	263	264	265	266	267	268	269	270	271	272	273	274	275	276	277	278	279	280	281	282	283	284	285	286	287	288	289	290	291	292	293	294	295	296	297	298	299	300	301	302	303	304	305	306	307	308	309	310	311	312	313	314	315	316	317	318	319	320	321	322	323	324	325	326	327	328	329	330	331	332	333	334	335	336	337	338	339	340	341	342	343	344	345	346	347	348	349	350	351	352	353	354	355	356	357	358	359	360	361	362	363	364	365	366	367	368	369	370	371	372	373	374	375	376	377	378	379	380	381	382	383	384	385	386	387	388	389	390	391	392	393	394	395	396	397	398	399	400	401	402	403	404	405	406	407	408	409	410	411	412	413	414	415	416	417	418	419	420	421	422	423	424	425	426	427	428	429	430	431	432	433	434	435	436	437	438	439	440	441	442	443	444	445	446	447	448	449	450	451	452	453	454	455	456	457	458	459	460	461	462	463	464	465	466	467	468	469	470	471	472	473	474	475	476	477	478	479	480	481	482	483	484	485	486	487	488	489	490	491	492	493	494	495	496	497	498	499	500	501	502	503	504	505	506	507	508	509	510	511	512	513	514	515	516	517	518	519	520	521	522	523	524	525	526	527	528	529	530	531	532	533	534	535	536	537	538	539	540	541	542	543	544	545	546	547	548	549	550	551	552	553	554	555	556	557	558	559	560	561	562	563	564	565	566	567	568	569	570	571	572	573	574	575	576	577	578	579	580	581	582	583	584	585	586	587	588	589	590	591	592	593	594	595	596	597	598	599	600	601	602	603	604	605	606	607	608	609	610	611	612	613	614	615	616	617	618	619	620	621	622	623	624	625	626	627	628	629	630	631	632	633	634	635	636	637	638	639	640	641	642	643	644	645	646	647	648	649	650	651	652	653	654	655	656	657	658	659	660	661	662	663	664	665	666	667	668	669	670	671	672	673	674	675	676	677	678	679	680	681	682	683	684	685	686	687	688	689	690	691	692	693	694	695	696	697	698	699	700	701	702	703	704	705	706	707	708	709	710	711	712	713	714	715	716	717	718	719	720	721	722	723	724	725	726	727	728	729	730	731	732	733	734	735	736	737	738	739	740	741	742	743	744	745	746	747	748	749	750	751	752	753	754	755	756	757	758	759	760	761	762	763	764	765	766	767	768	769	770	771	772	773	774	775	776	777	778	779	780	781	782	783	784	785	786	787	788	789	790	791	792	793	794	795	796	797	798	799	800	801	802	803	804	805	806	807	808	809	810	811	812	813	814	815	816	817	818	819	820	821	822	823	824	825	826	827	828	829	830	831	832	833	834	835	836	837	838	839	840	841	842	843	844	845	846	847	848	849	850	851	852	853	854	855	856	857	858	859	860	861	862	863	864	865	866	867	868	869	870	871	872	873	874	875	876	877	878	879	880	881	882	883	884	885	886	887	888	889	890	891	892	893	894	895	896	897	898	899	900	901	902	903	904	905	906	907	908	909	910	911	912	913	914	915	916	917	918	919	920	921	922	923	924	925	926	927	928	929	930	931	932	933	934	935	936	937	938	939	940	941	942	943	944	945	946	947	948	949	950	951	952	953	954	955	956	957	958	959	960	961	962	963	964	965	966	967	968	969	970	971	972	973	974	975	976	977	978	979	980	981	982	983	984	985	986	987	988	989	990	991	992	993	994	995	996	997	998	999	1000
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Deliverables

## Output on different levels

### OVERALL LEARNINGS, CONCLUSIONS AND RECOMMENDATIONS

Summarising key statistics, learning, conclusions and recommendations for further development of the Social Policies and Environmental and Social Safeguards for WWF.

### RAW INPUT, INSIGHTS AND RECOMMENDATIONS PER DOCUMENT

Raw input from the consultation without interpretation, key insights and recommendations for each document from the consultation (policies & safeguards).



# Survey results



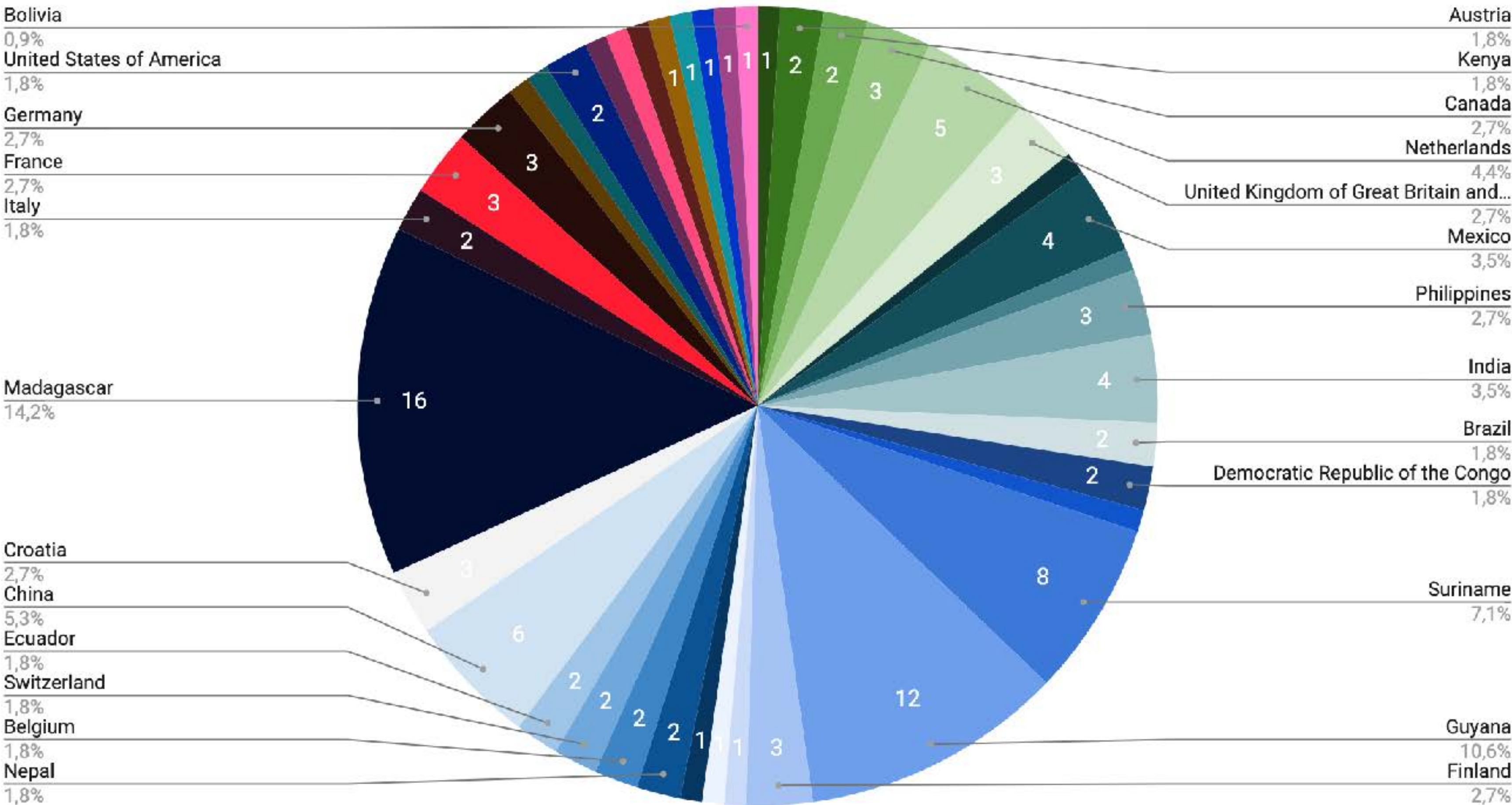
# Survey results in perspective

## **Total number of responses: 279**

- Completed: 122
- Partial: 157
- Many of the respondents only partially filled out the survey. Also; some demographic questions were not mandatory, to ensure privacy and accessibility.
- The following slides therefore provide valuable insights into the survey responses, but are not completely representative of the full set of responses.



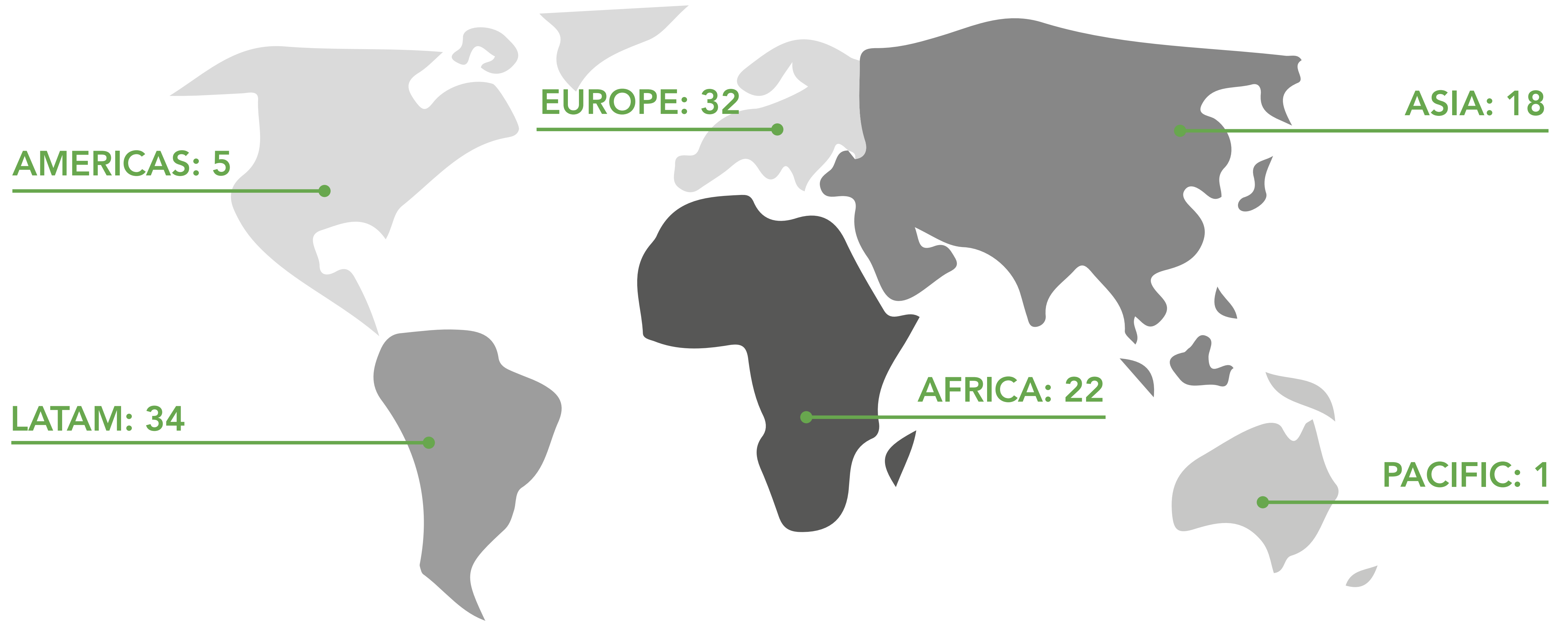
# 41 nationalities represented



\*This is not a full representation of the survey as nationality was not a mandatory question.

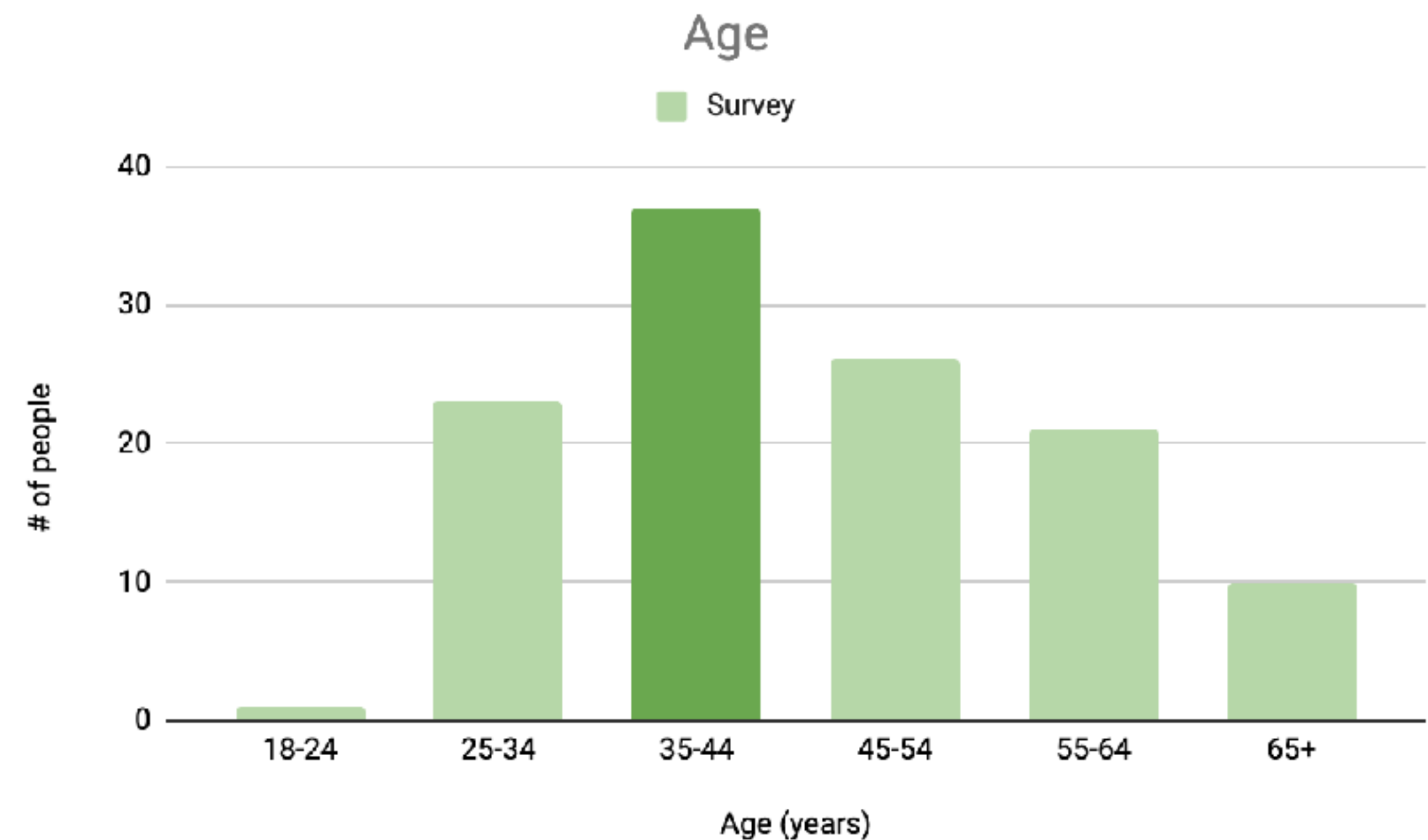
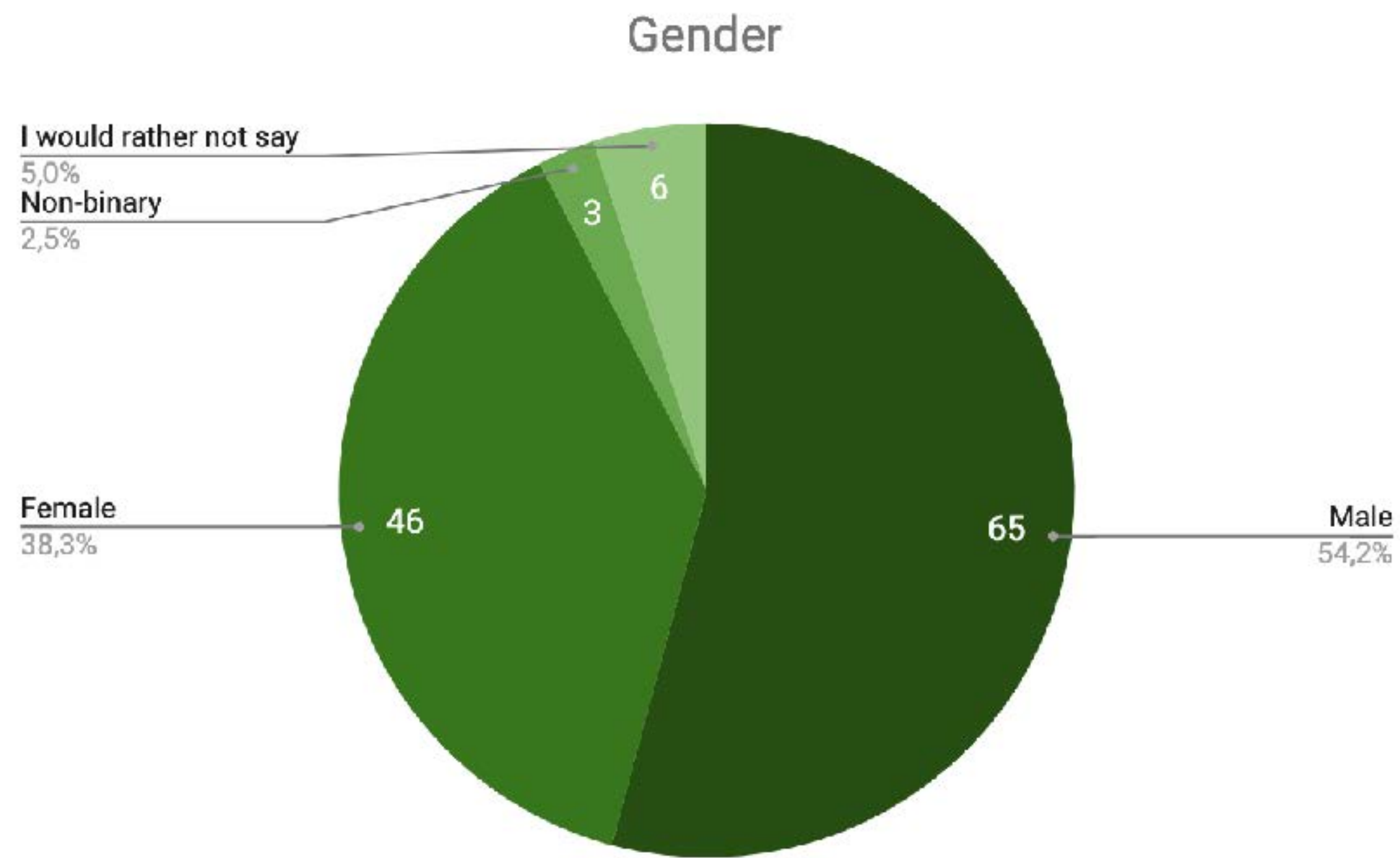


# Global spread by region





# Demographics (1)

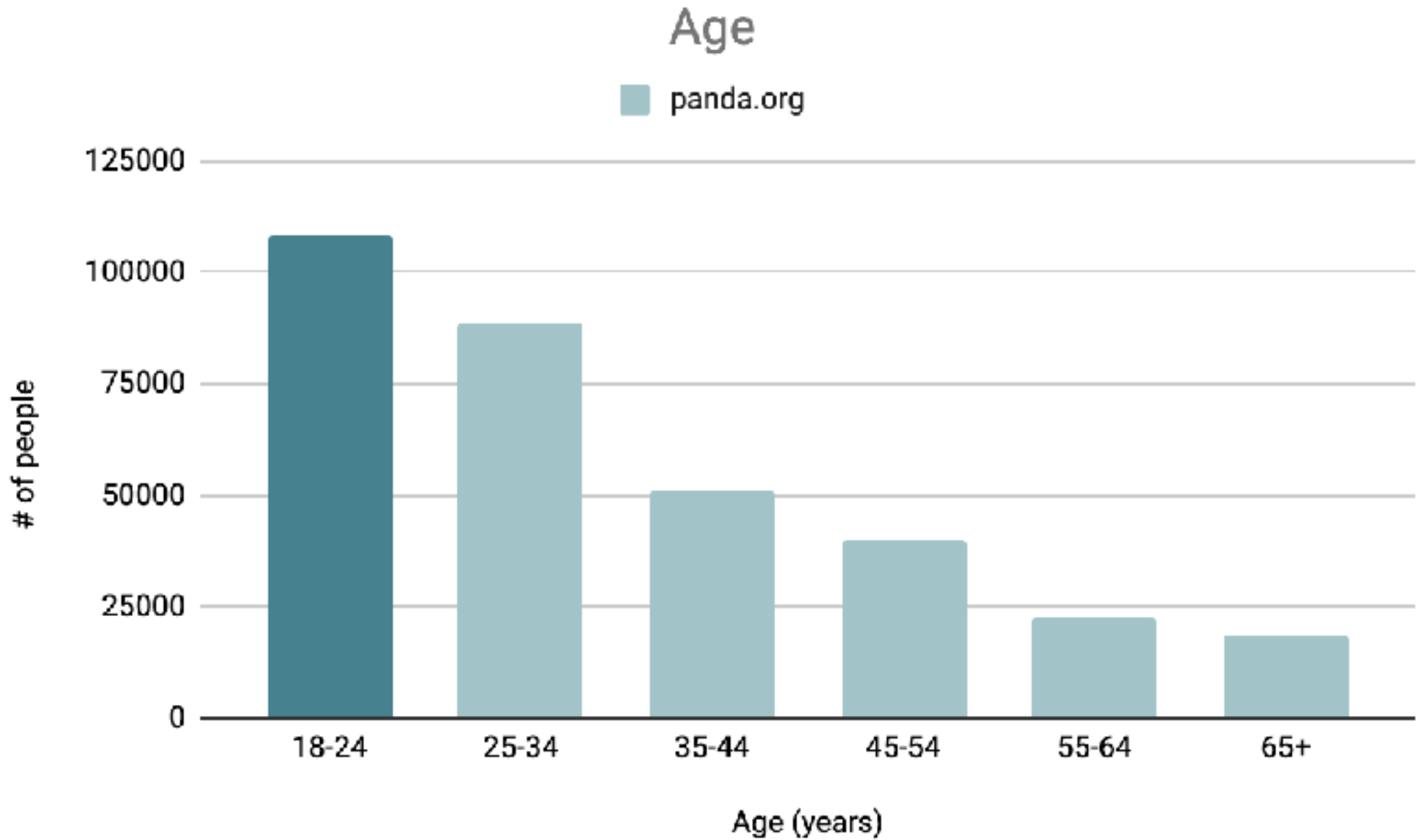
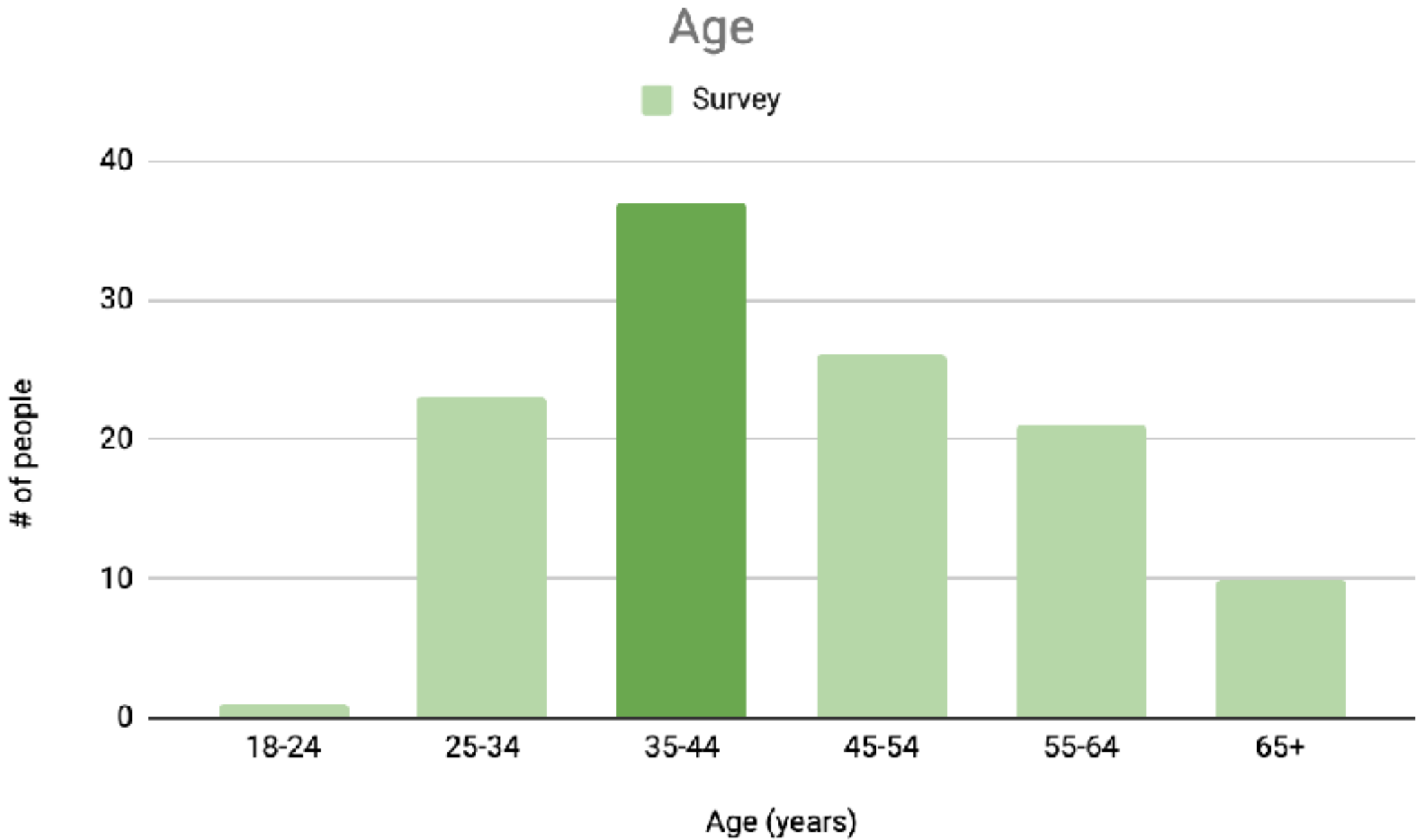


*\*This is not a full representation as gender and age were not mandatory questions.*



# Age distribution compared to panda.org

Survey representation compared to website traffic



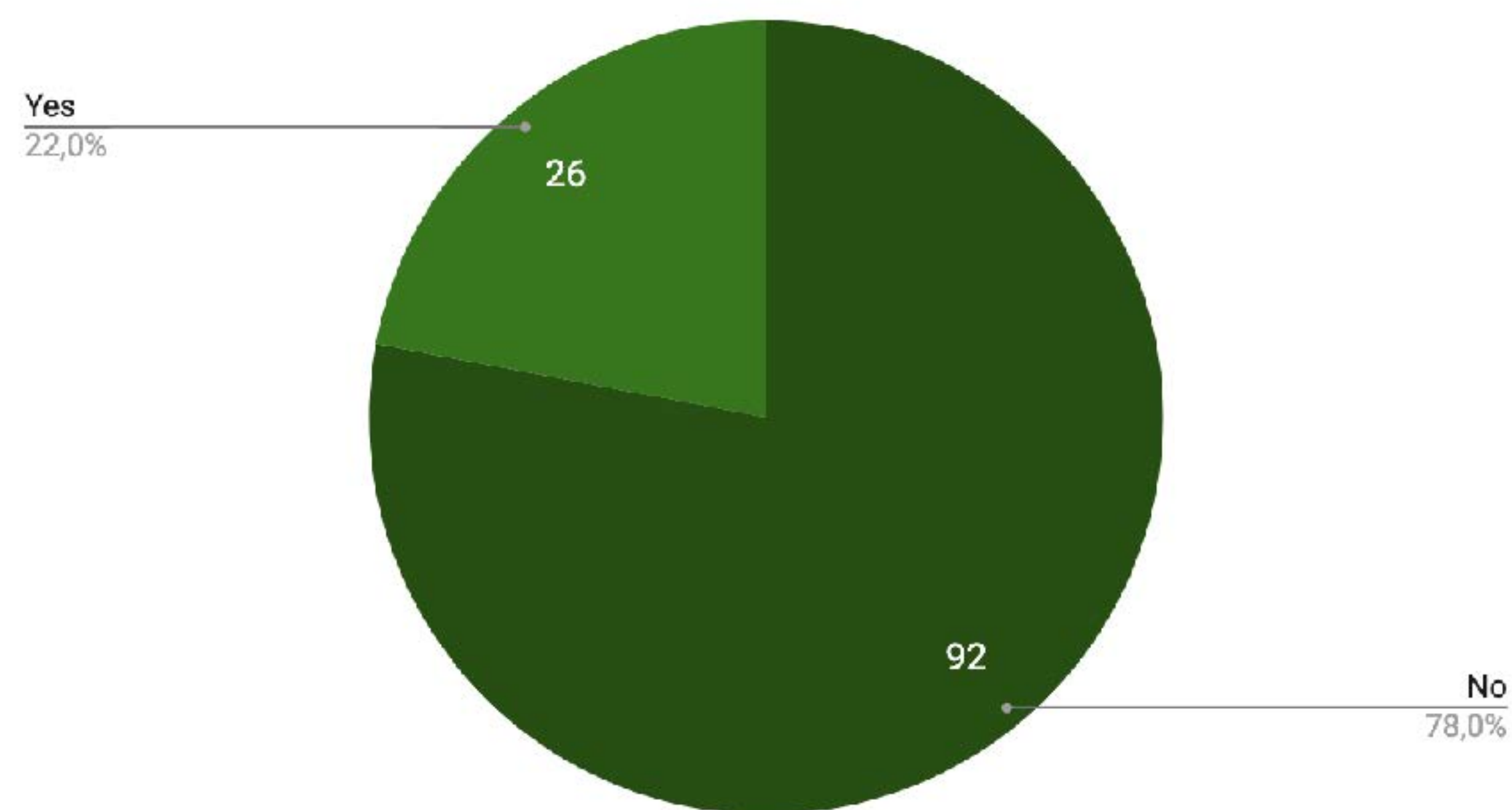
Age	Survey	<u>panda.org</u>
18-24	0,85%	<b>32,85%</b>
25-34	19,49%	26,90%
35-44	<b>31,36%</b>	15,50%
45-54	22,03%	12,17%
55-64	17,80%	6,93%
65+	8,47%	5,64%





## Demographics (2)

Do you identify with an Indigenous Peoples community?

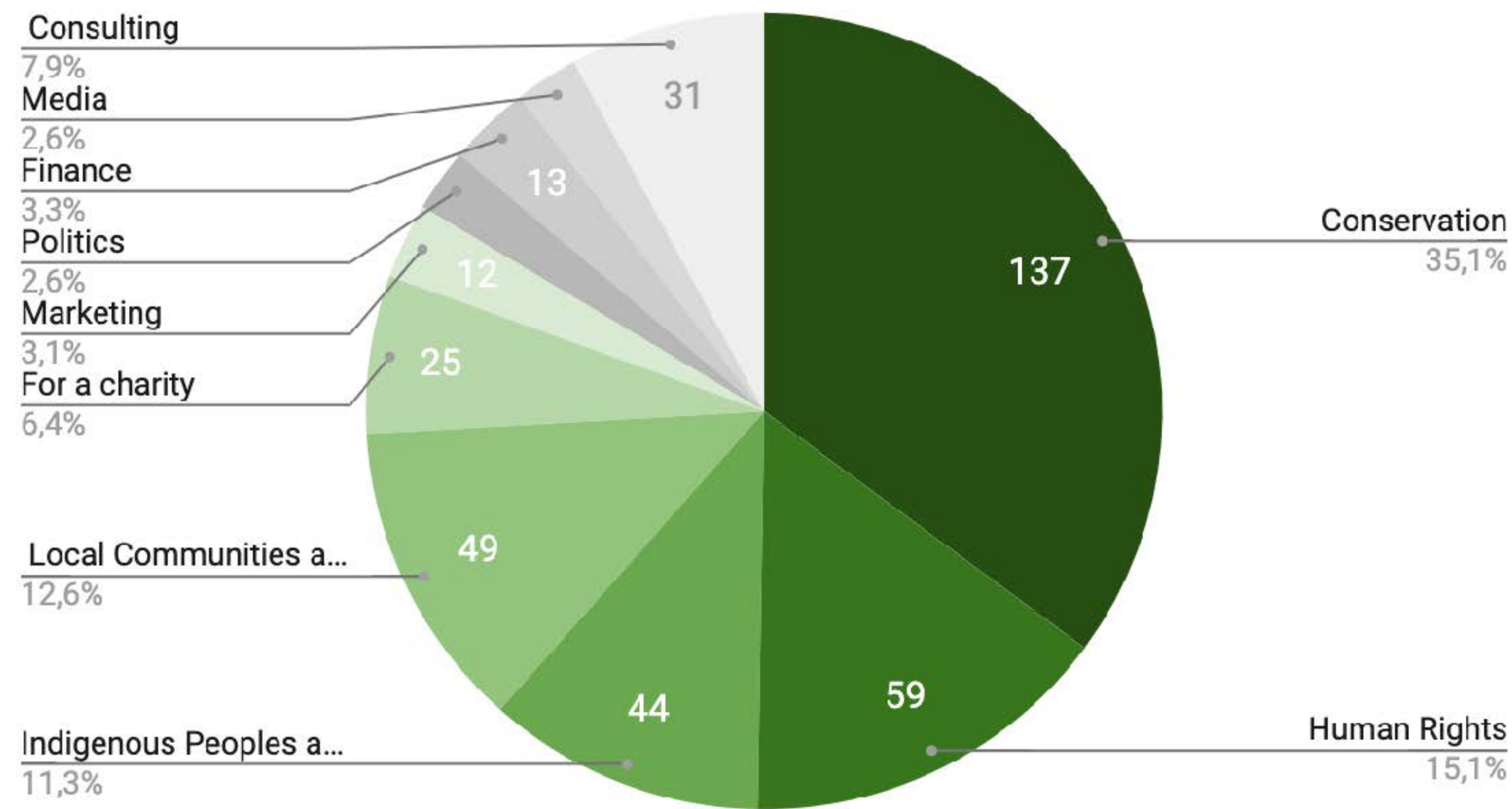


*\*This is not a full representation as identification as Indigenous peoples was not a mandatory question*



# Demographics (3)

Do you work in any of the following areas?

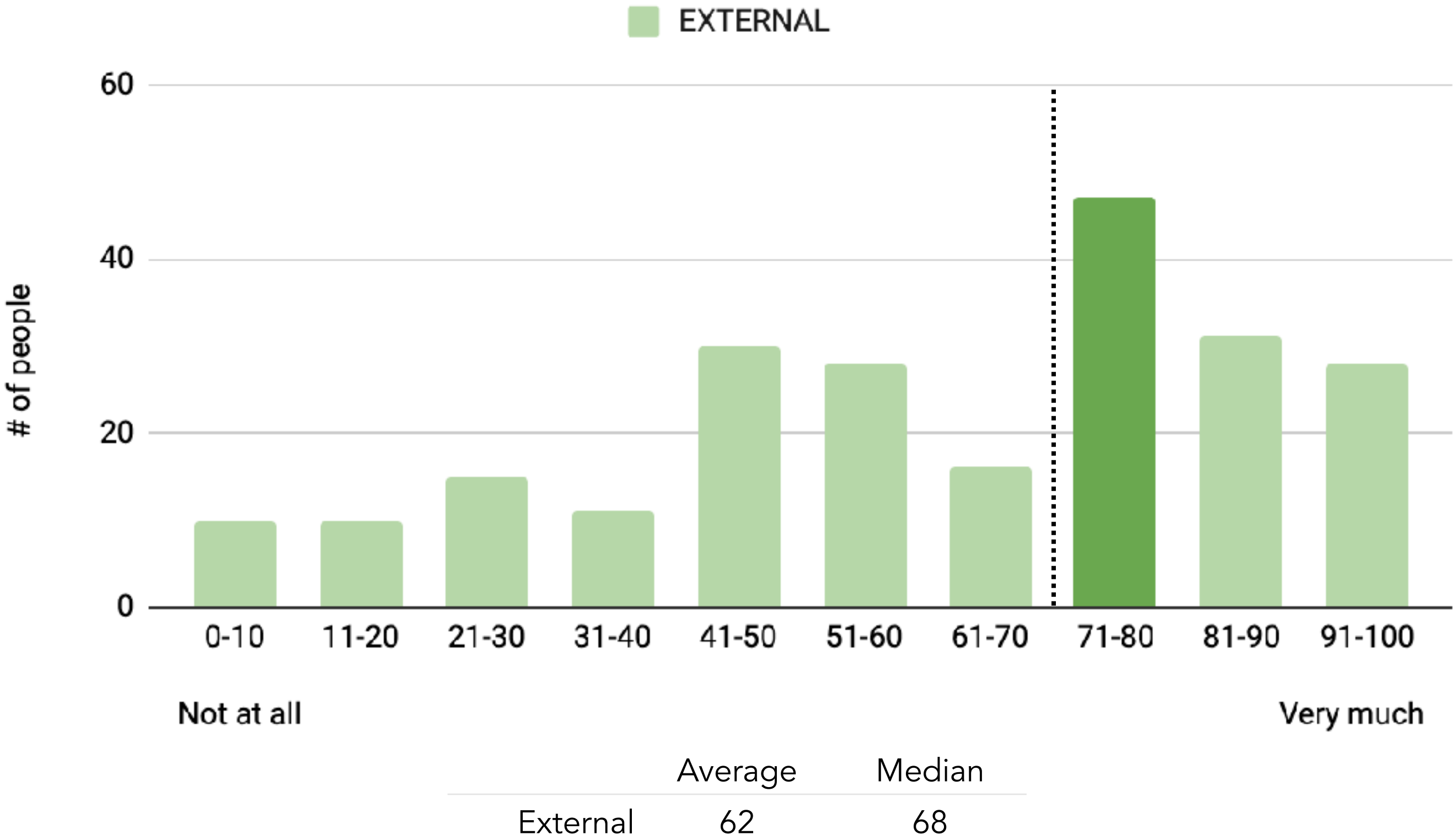




# Familiarity with WWF's work

External responses only

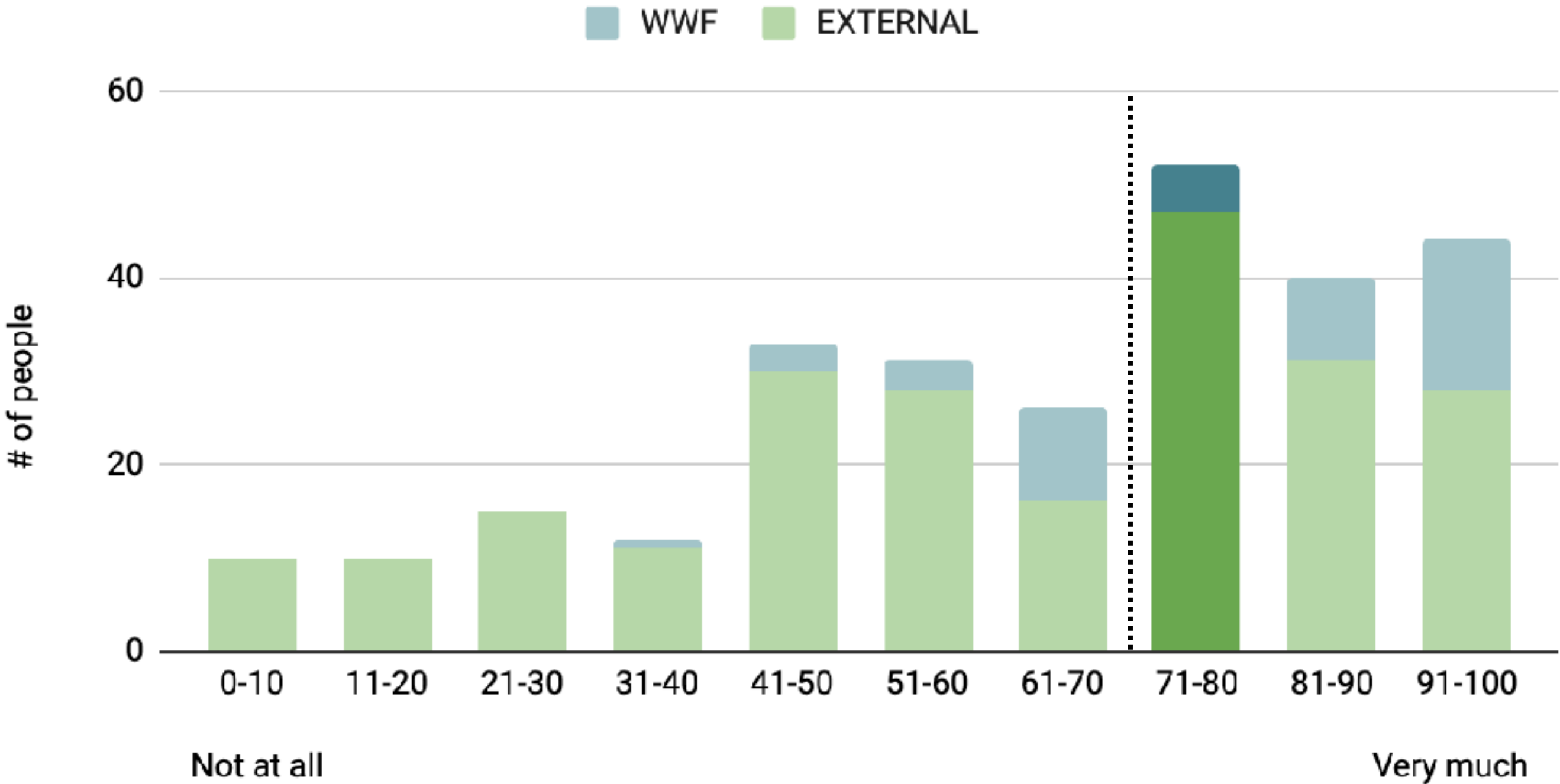
How familiar are you with WWF's work around human rights and conservation?



# Familiarity with WWF's work

External responses only

How familiar are you with WWF's work around human rights and conservation?



	Average	Median
External	62	68
WWF	80	82
Combined	65	70

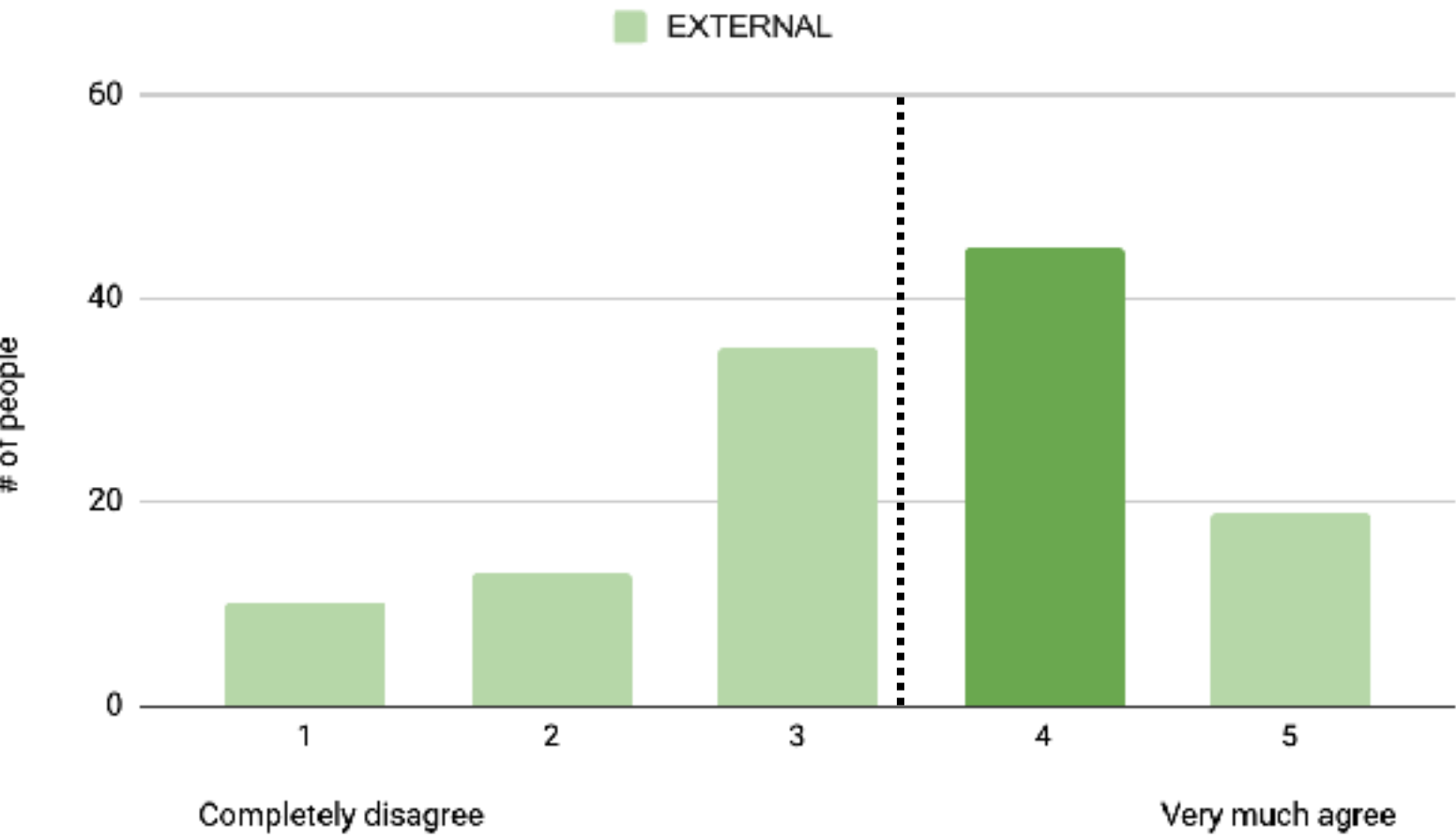




# General attitude (1)

External responses only

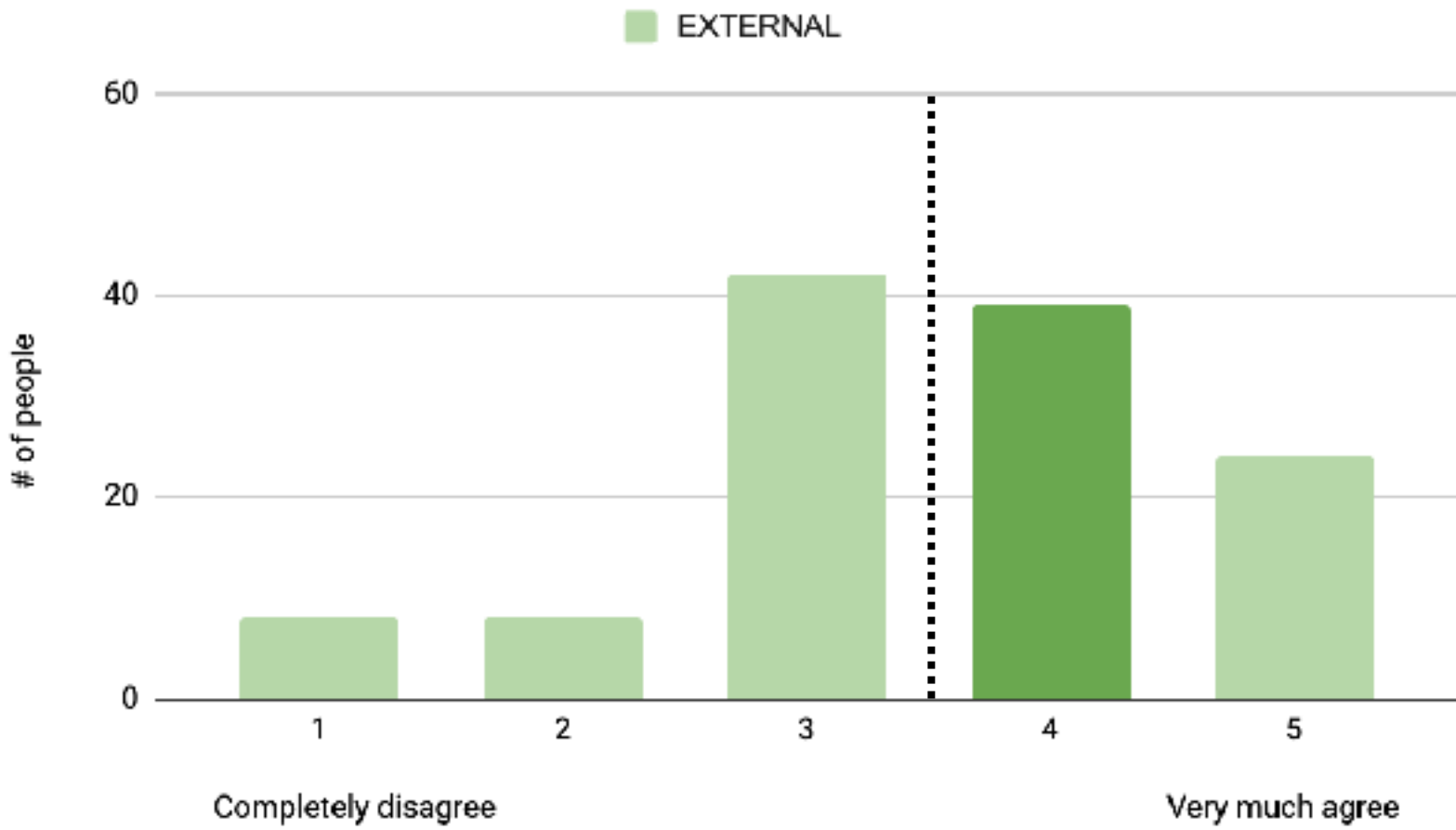
My understanding of safeguards in conservation is now better than before



Average      Median

External      3,4      4,0

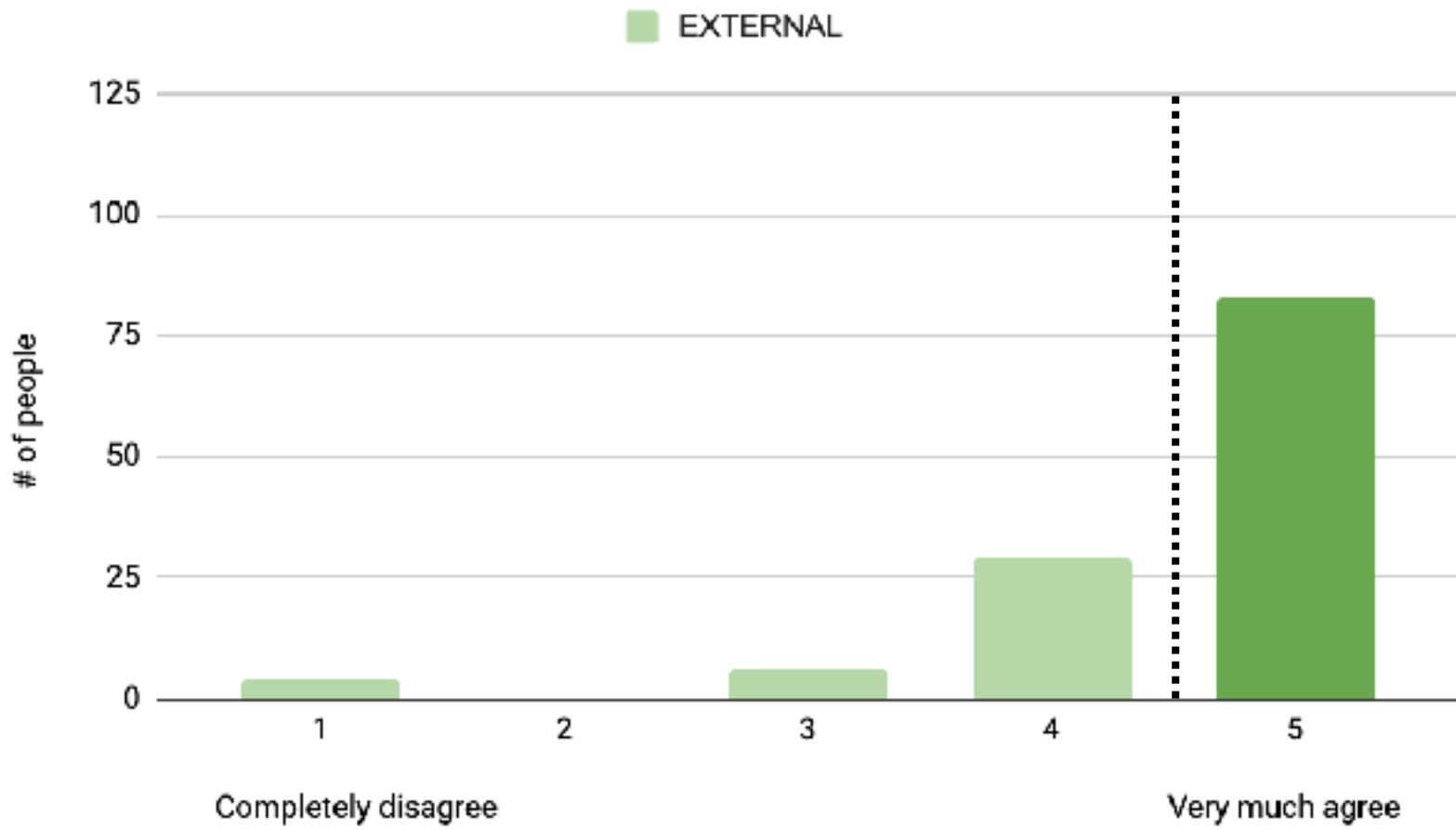
After reading the information I feel equipped to share feedback



Average      Median

External      3,5      4,0

It is important that WWF seeks feedback on their social policies and safeguards



Average      Median

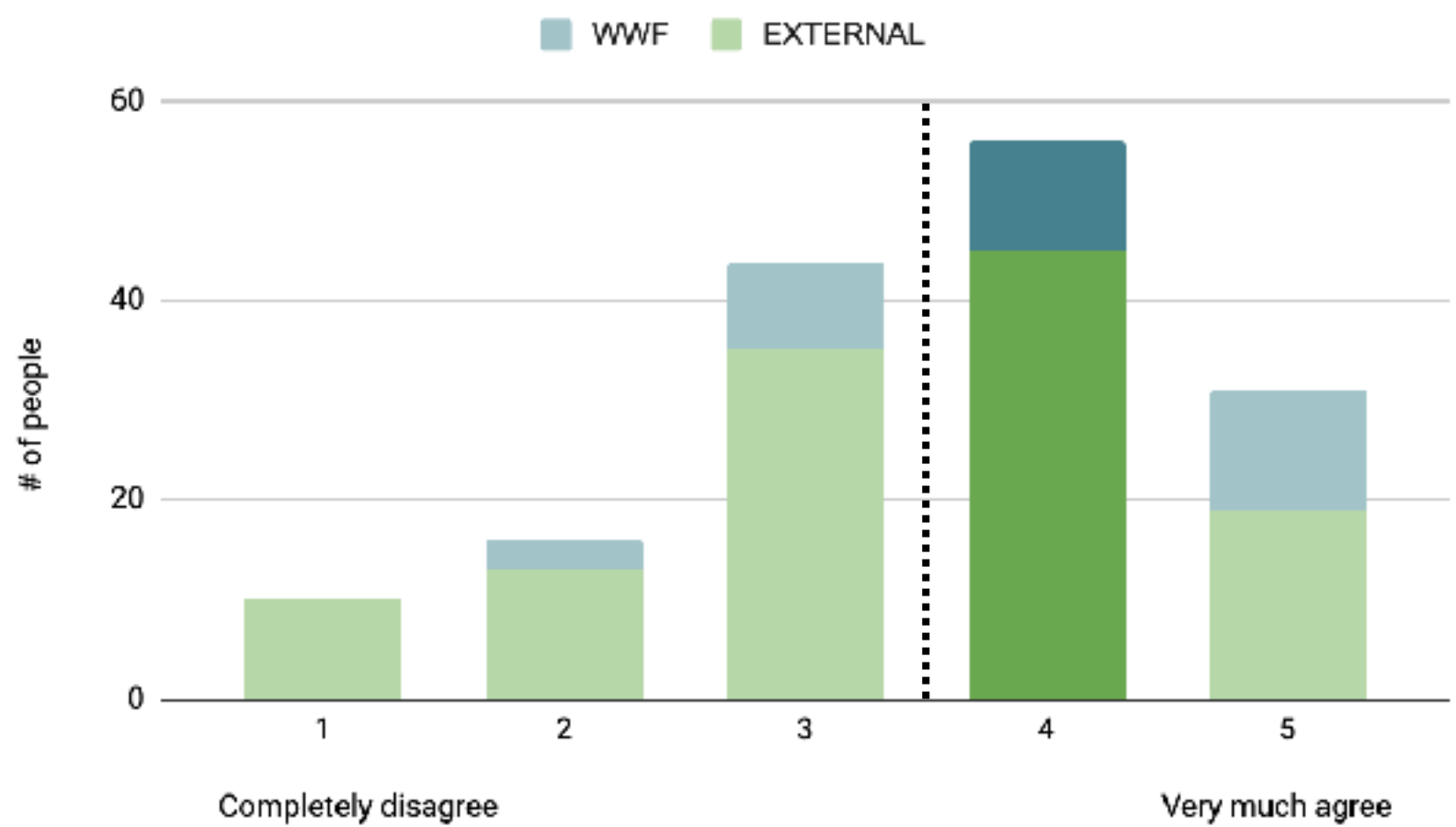
External      4,5      5,0



# General attitude (1)

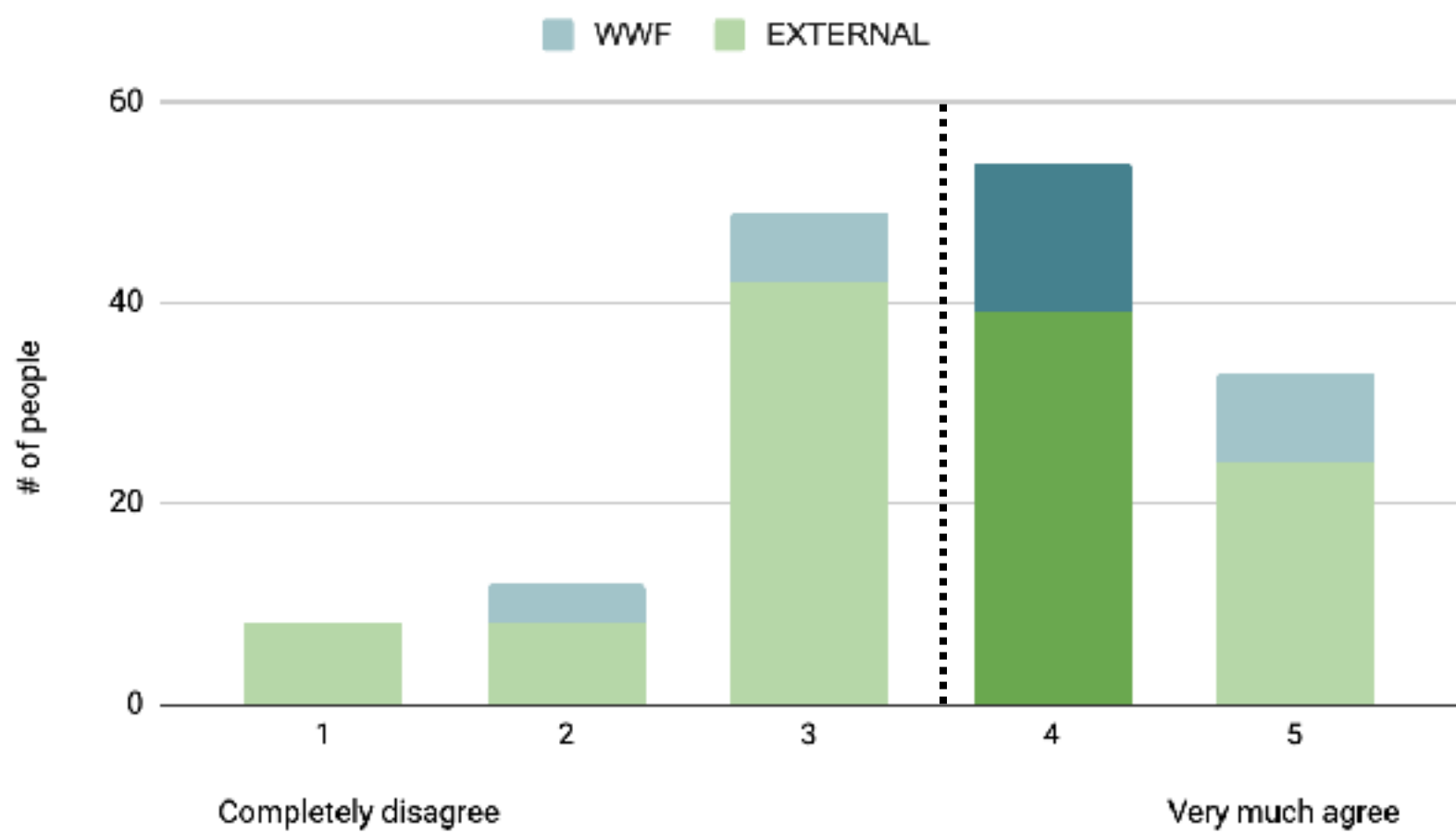
External + WWF responses combined

My understanding of safeguards in conservation is now better than before



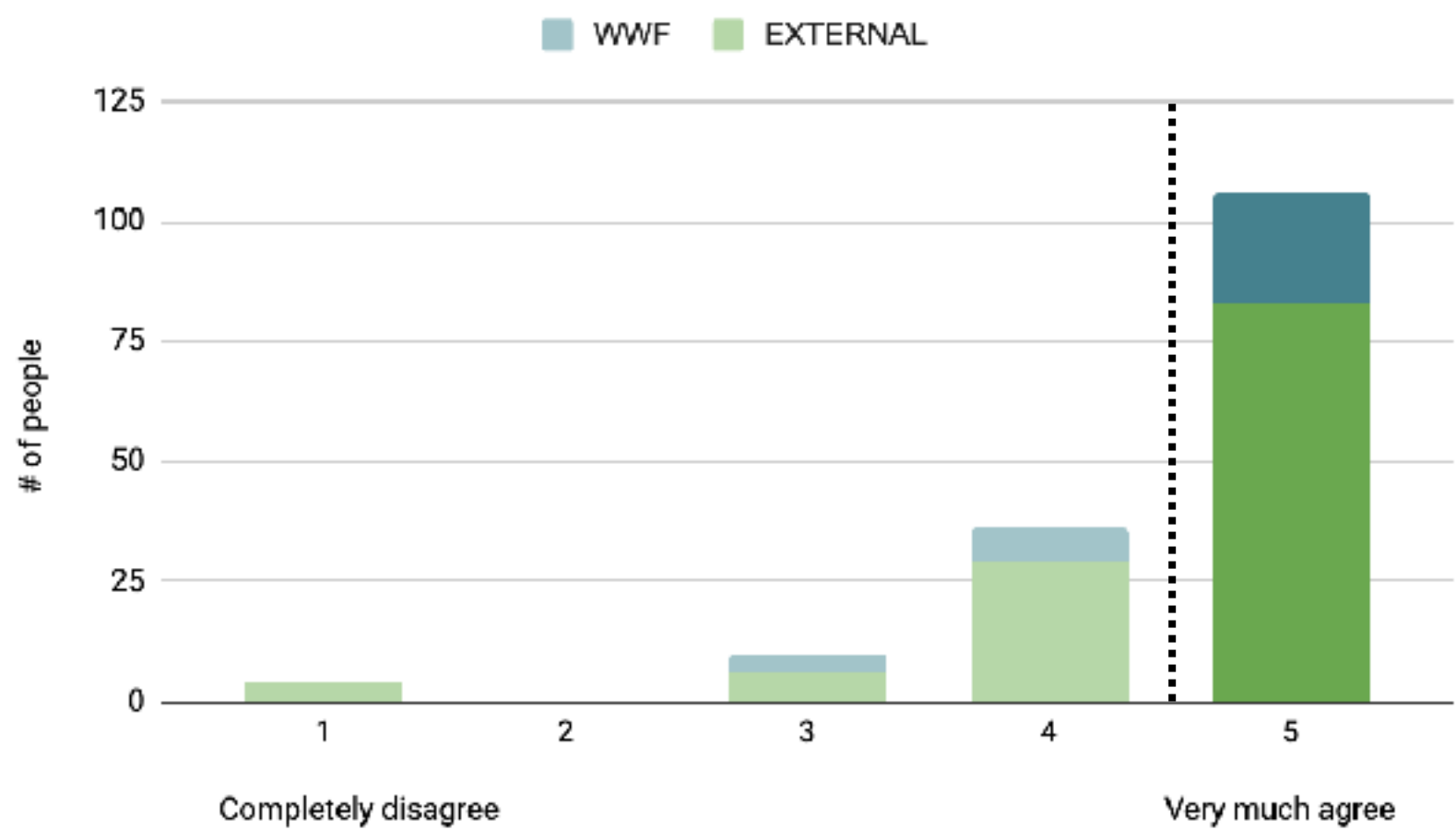
	Average	Median
External	3,4	4,0
WWF	3,9	4,0
Combined	3,5	4,0

After reading the information I feel equipped to share feedback



	Average	Median
External	3,5	4,0
WWF	3,8	4,0
Combined	3,6	4,0

It is important that WWF seeks feedback on their social policies and safeguards



	Average	Median
External	4,5	5,0
WWF	4,6	5,0
Combined	4,5	5,0

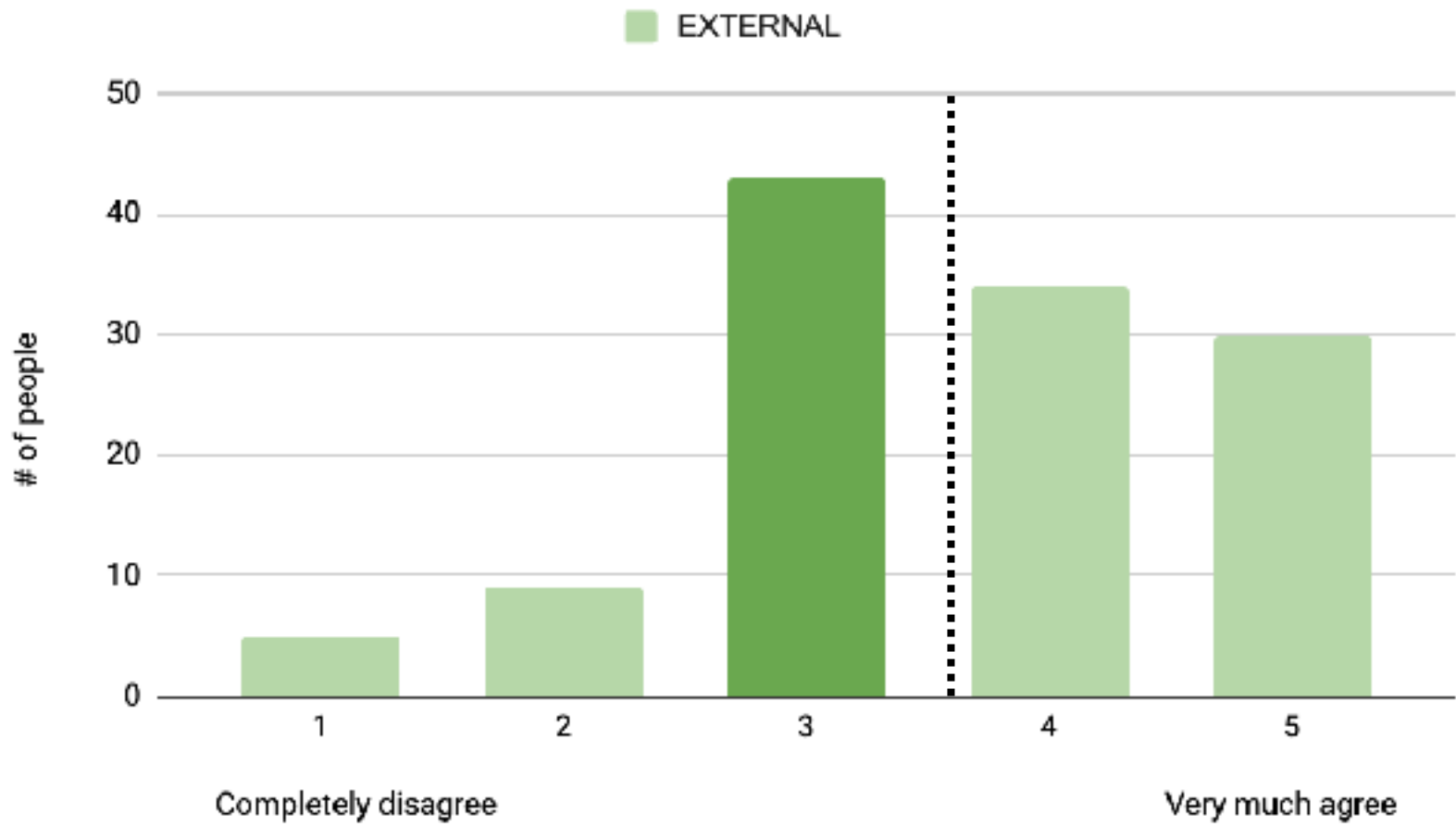




# General attitude (2)

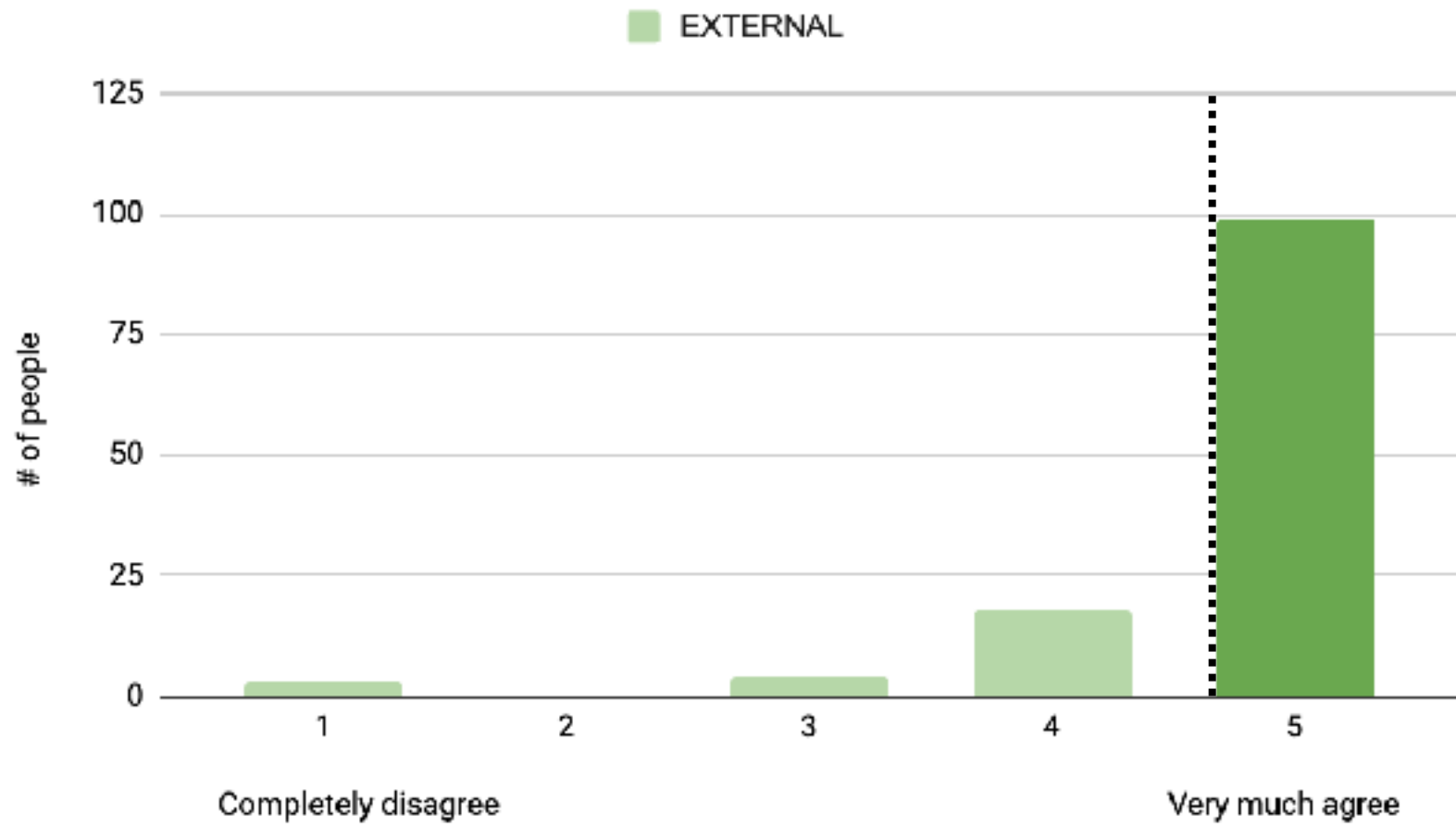
External responses only

I would want to give feedback on other aspects of WWF's work



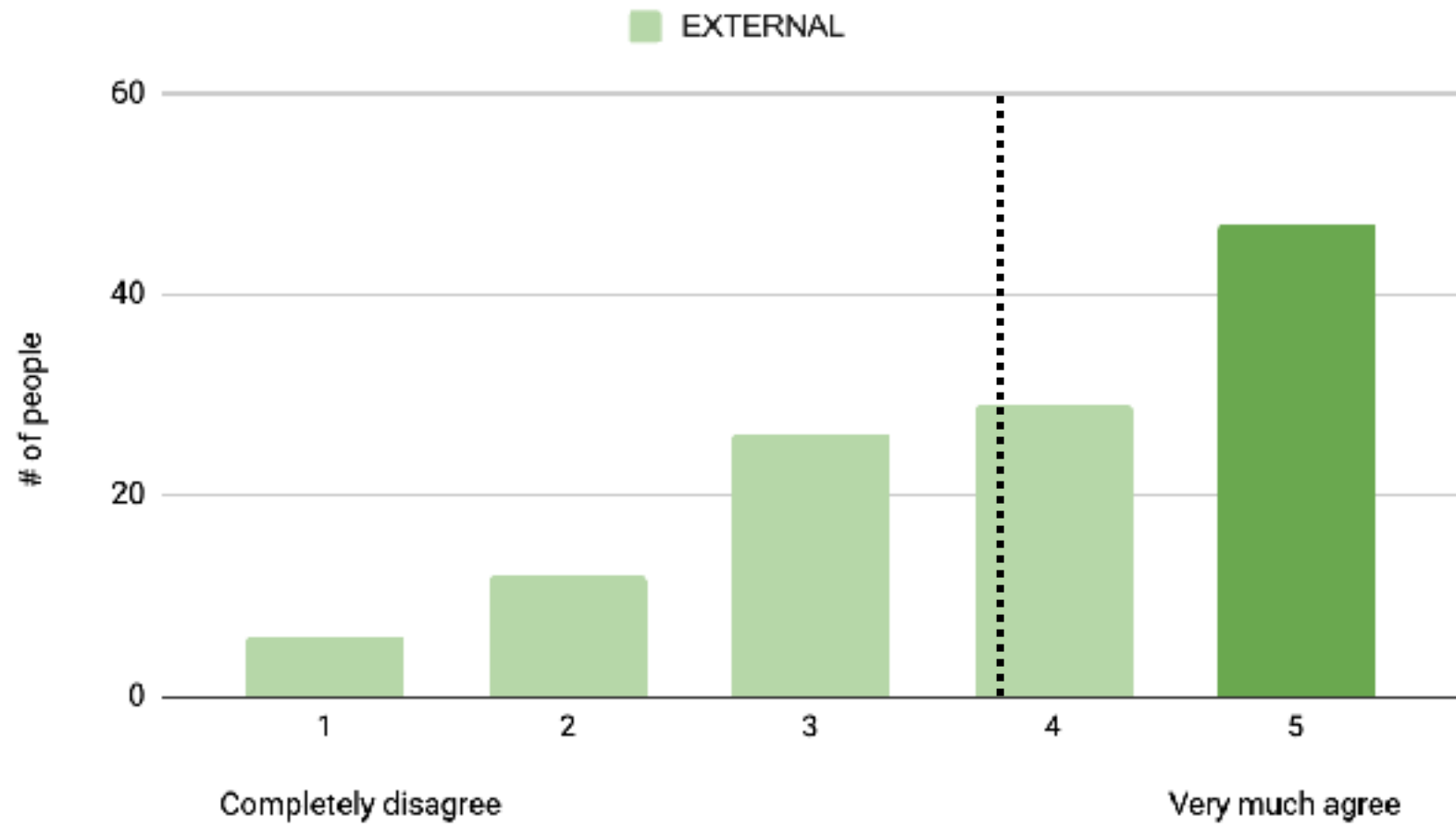
	Average	Median
External	3,6	4,0

It is important that WWF's work with people in conservation is transparent



	Average	Median
External	4,7	5,0

I am more interested in human rights in conservation following this consultation



	Average	Median
External	3,8	4,0

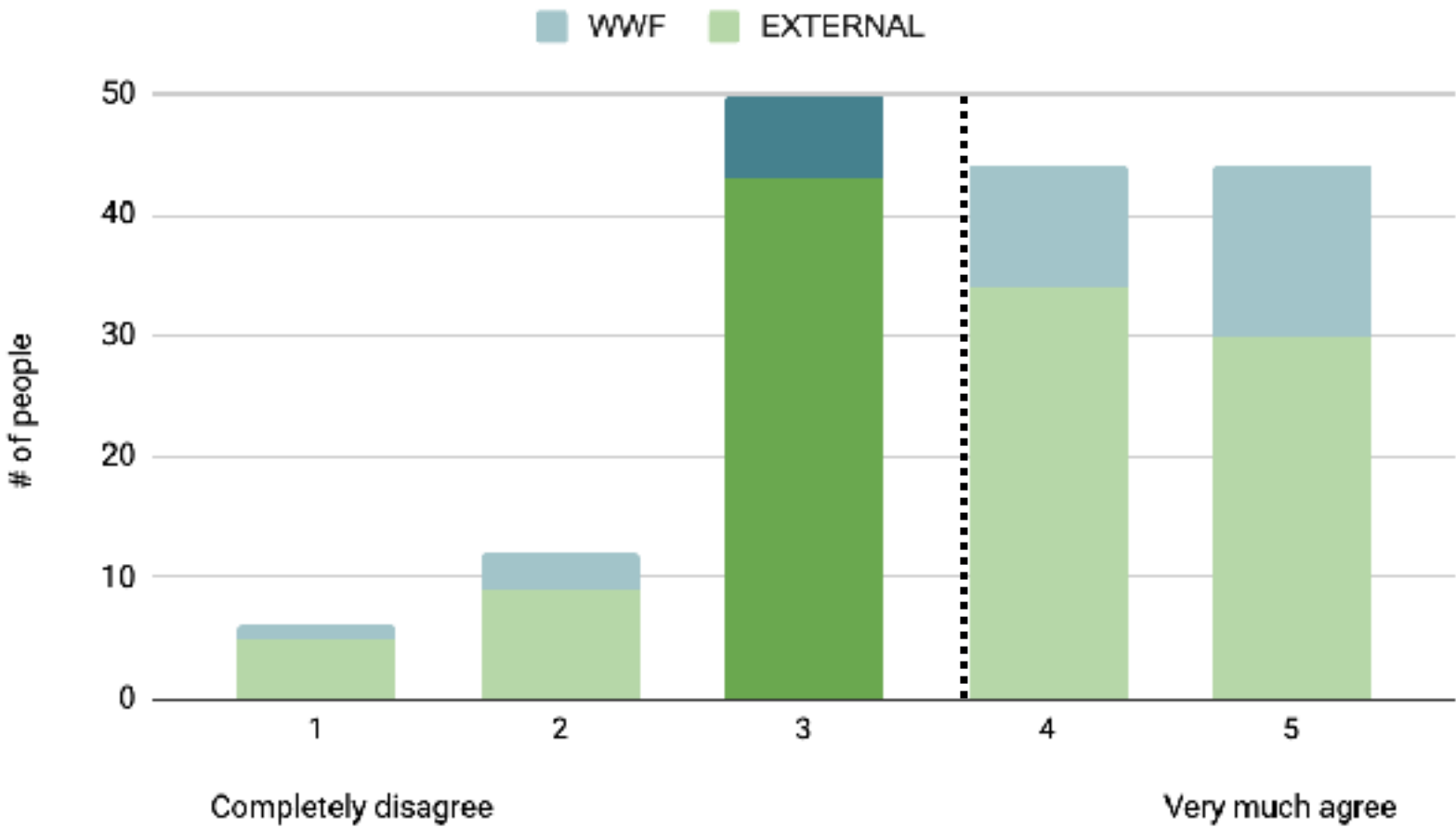




# General attitude (2)

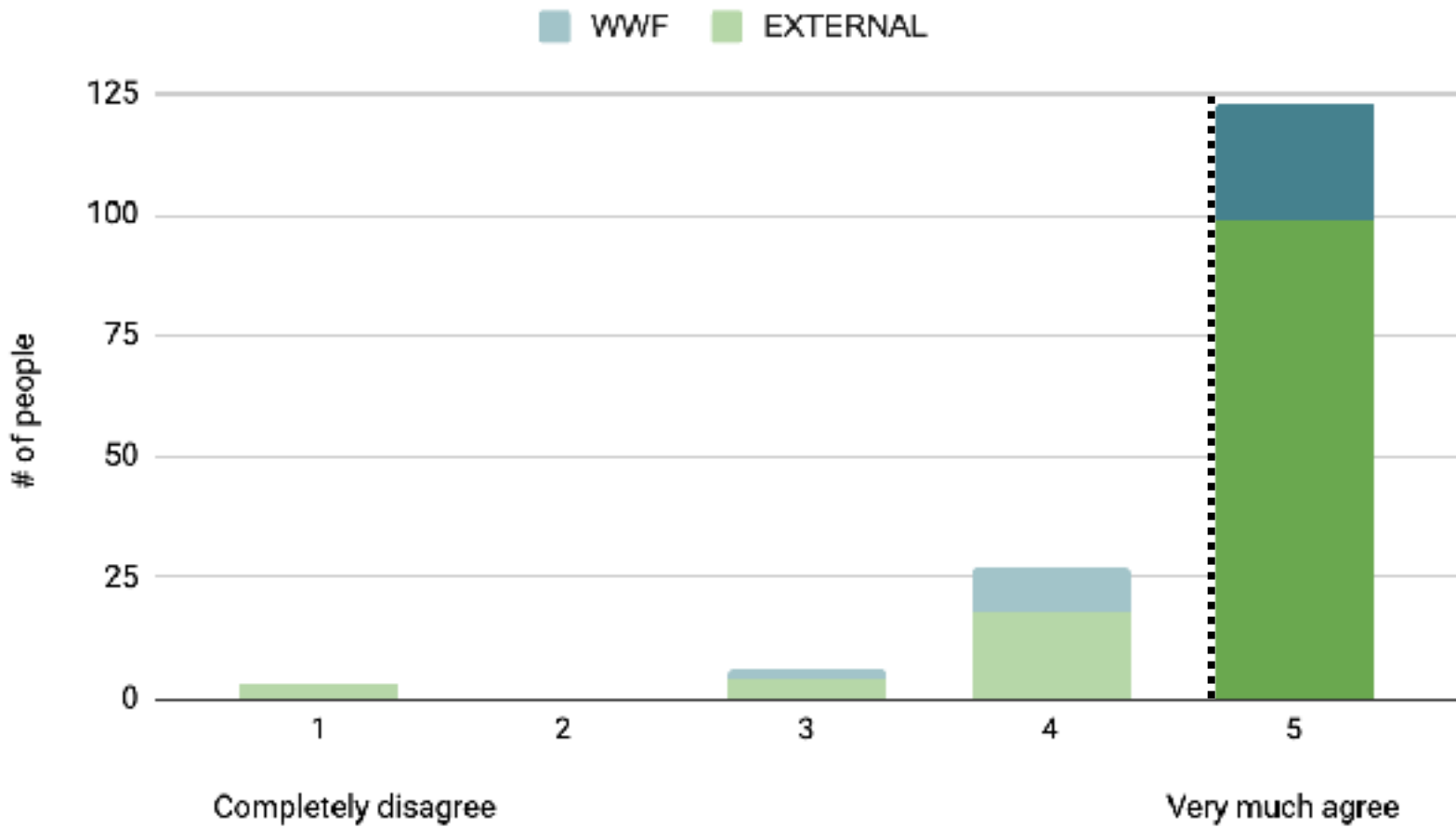
External + WWF responses combined

I would want to give feedback on other aspects of WWF's work



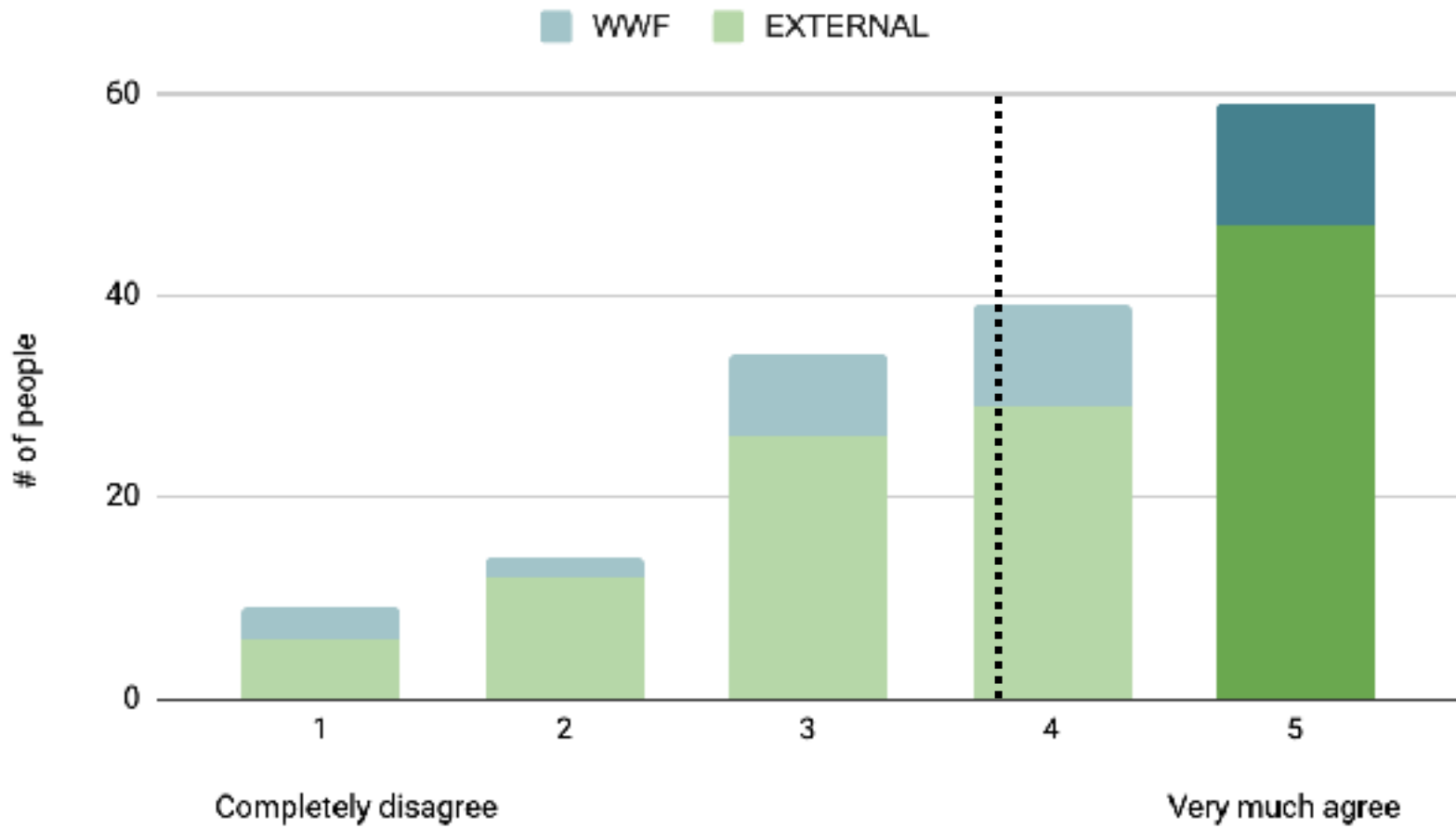
	Average	Median
External	3,6	4,0
WWF	3,9	4,0
Combined	3,7	4,0

It is important that WWF's work with people in conservation is transparent



	Average	Median
External	4,7	5,0
WWF	4,6	5,0
Combined	4,7	5,0

I am more interested in human rights in conservation following this consultation



	Average	Median
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Combined	3,8	4,0

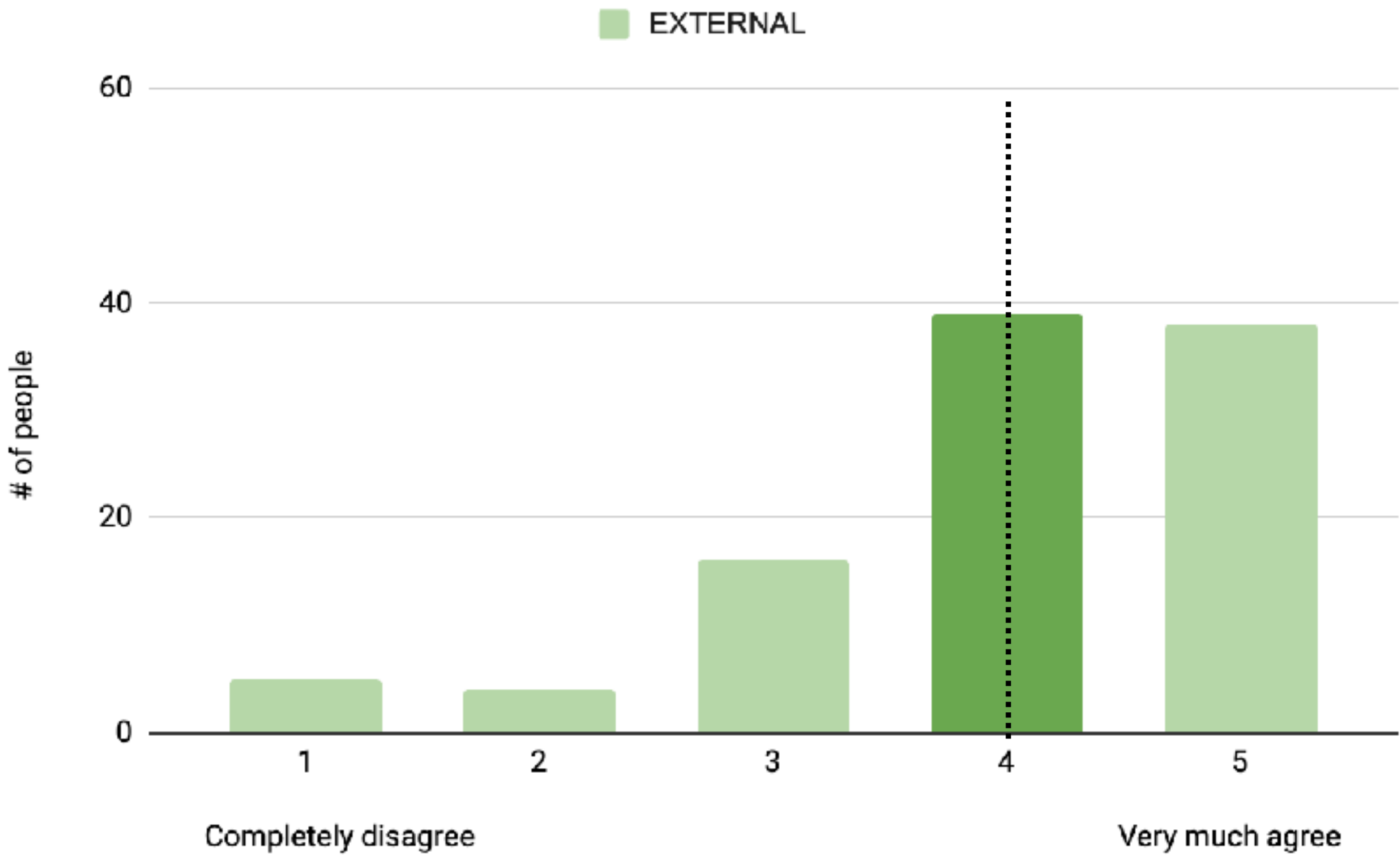




# Social policies

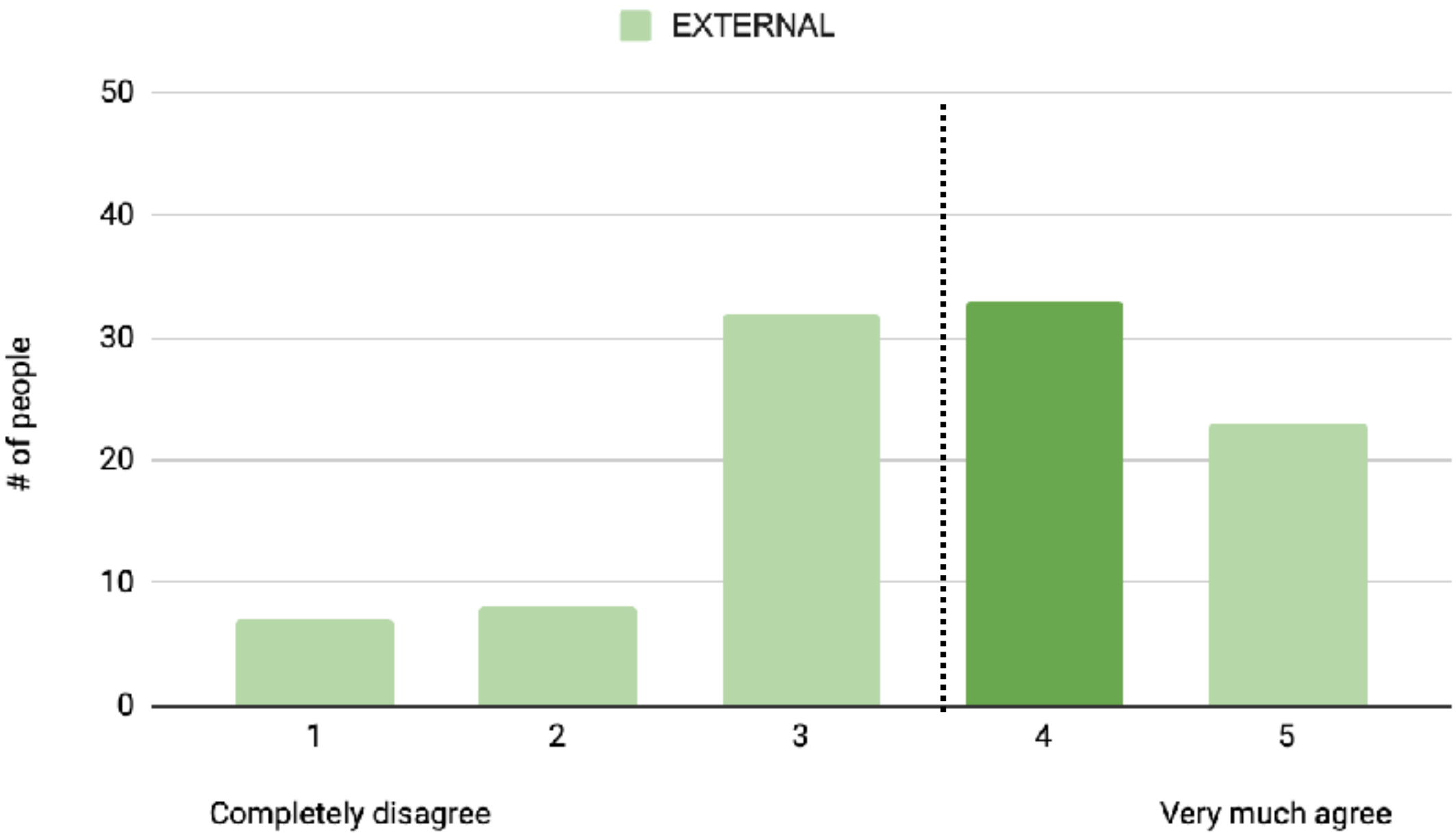
External responses only

I understand what the social policies are about



	Average	Median
External	4,0	4,0

The social policies help me gain trust in WWF's efforts around human rights and nature conservation



	Average	Median
External	3,6	4,0
WWF		
Combined		

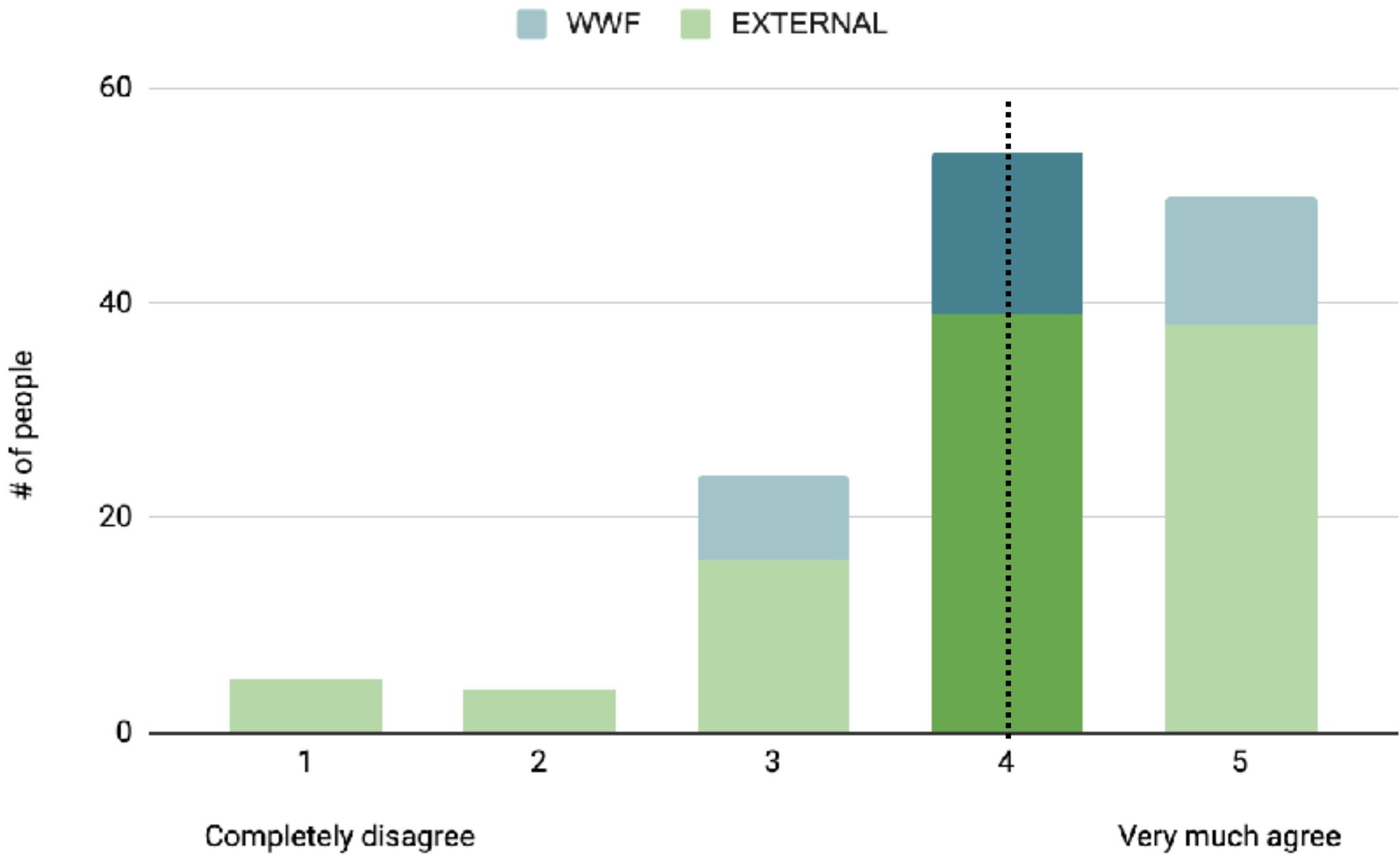




# Social policies

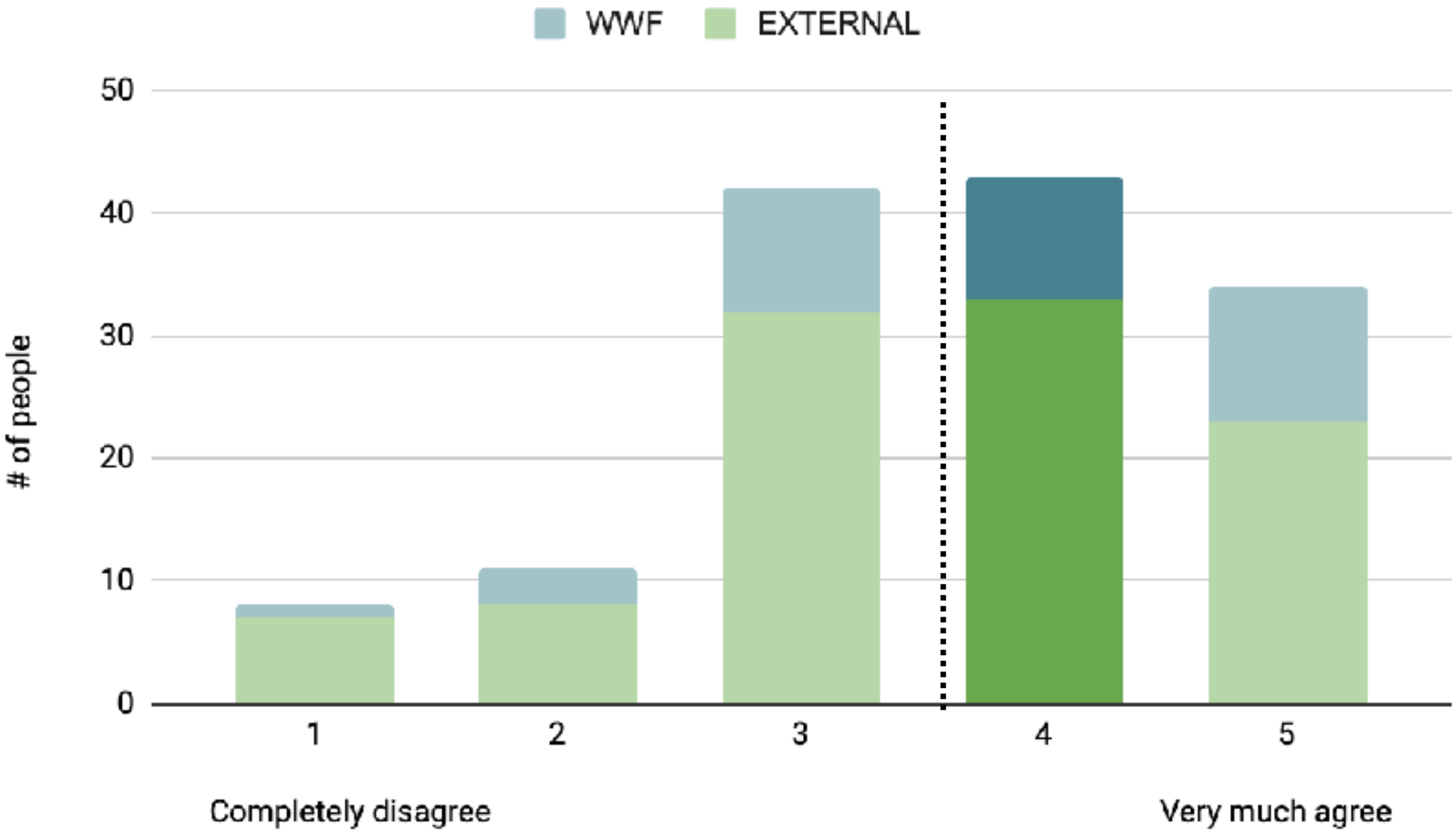
External + WWF responses combined

I understand what the social policies are about



	Average	Median
External	4,0	4,0
WWF	4,1	4,0
Combined	4,0	4,0

The social policies help me gain trust in WWF's efforts around human rights and nature conservation



	Average	Median
External	3,6	4,0
WWF	3,8	4,0
Combined	3,6	4,0

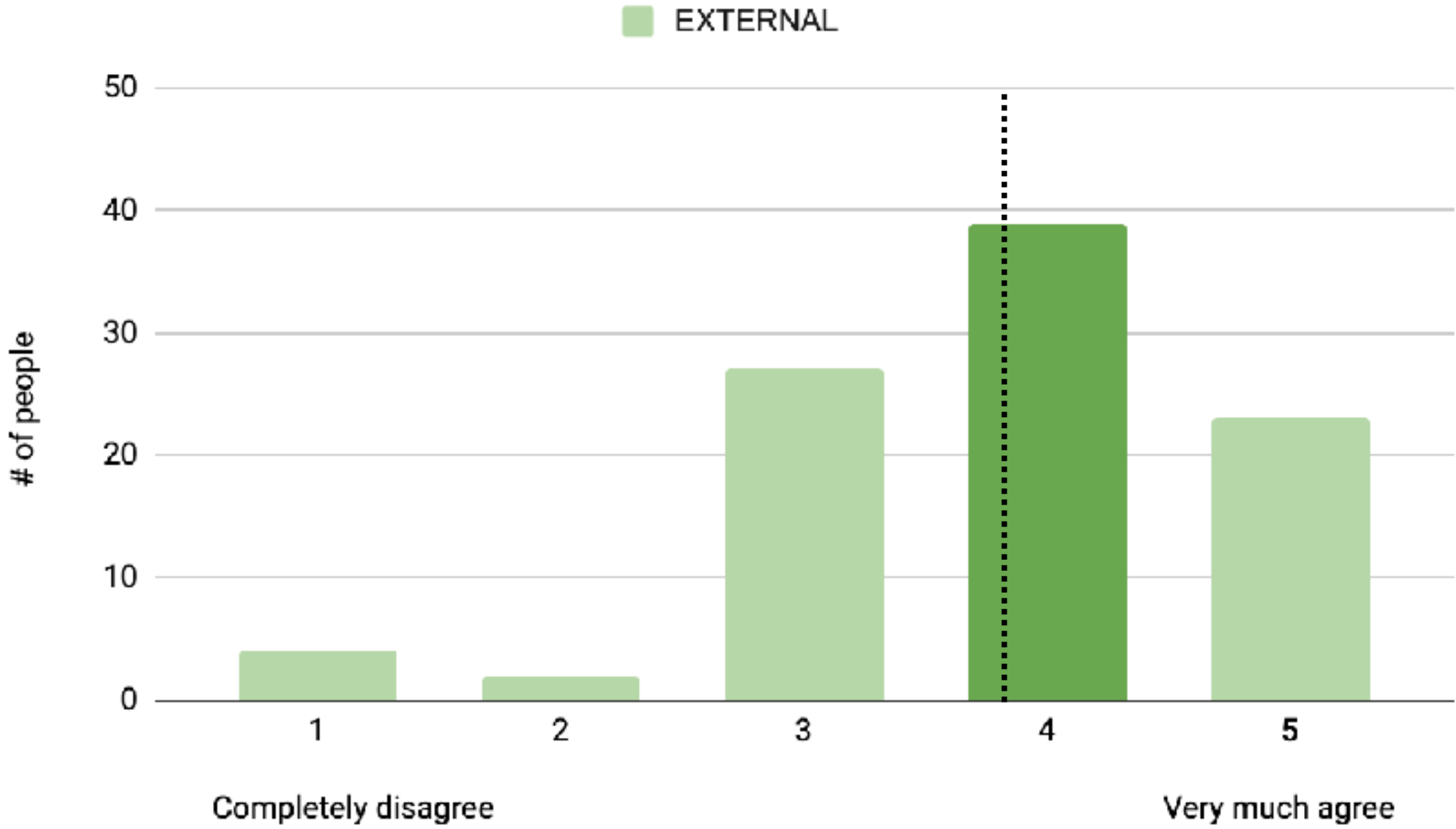




# ESSF

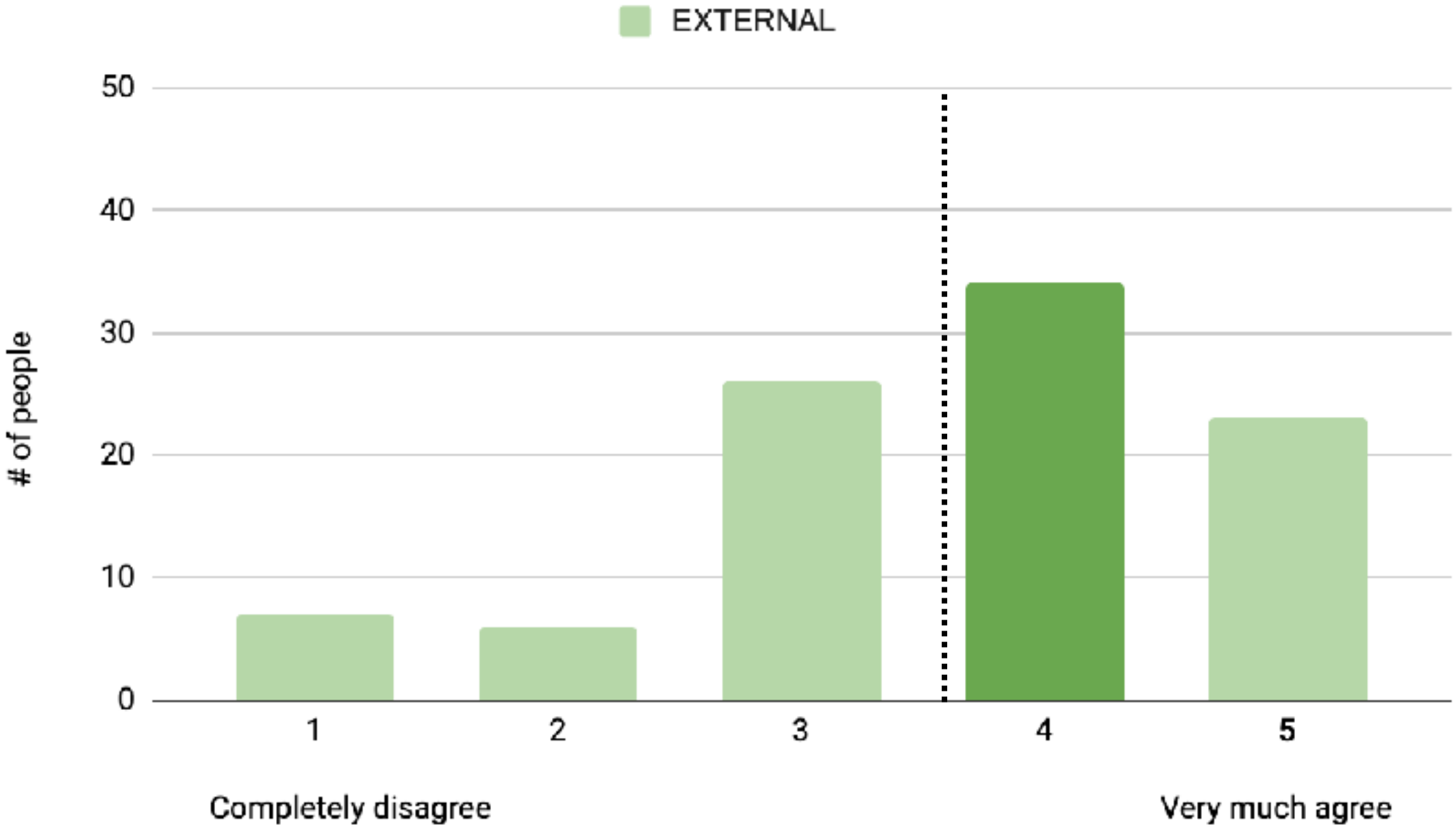
External responses only

I understand what the Environmental and Social Safeguards Framework is about



	Average	Median
External	3,8	4,0

The ESSF helps me gain trust in WWF's efforts around human rights and nature conservation



	Average	Median
External	3,6	4,0

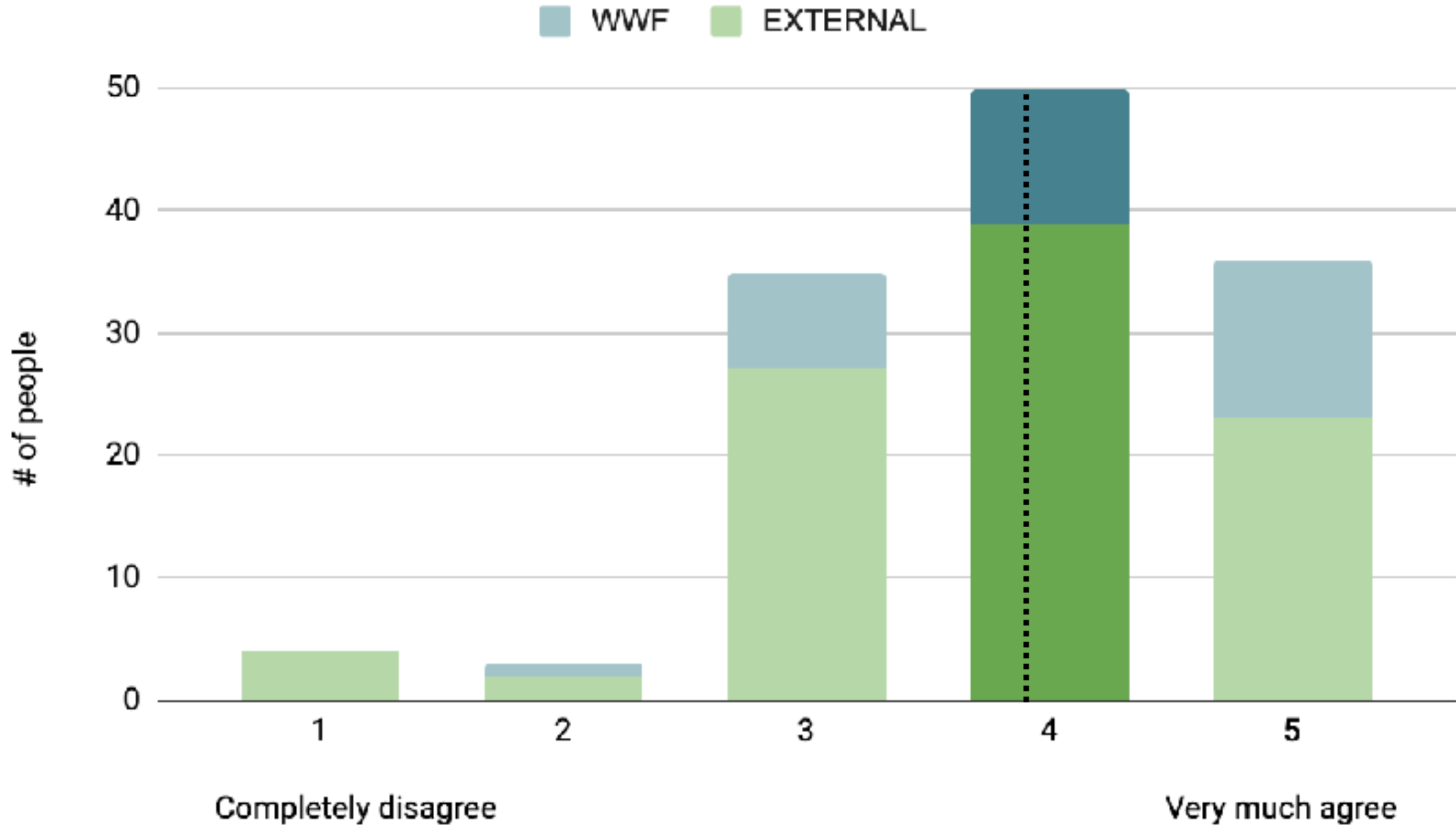




# ESSF

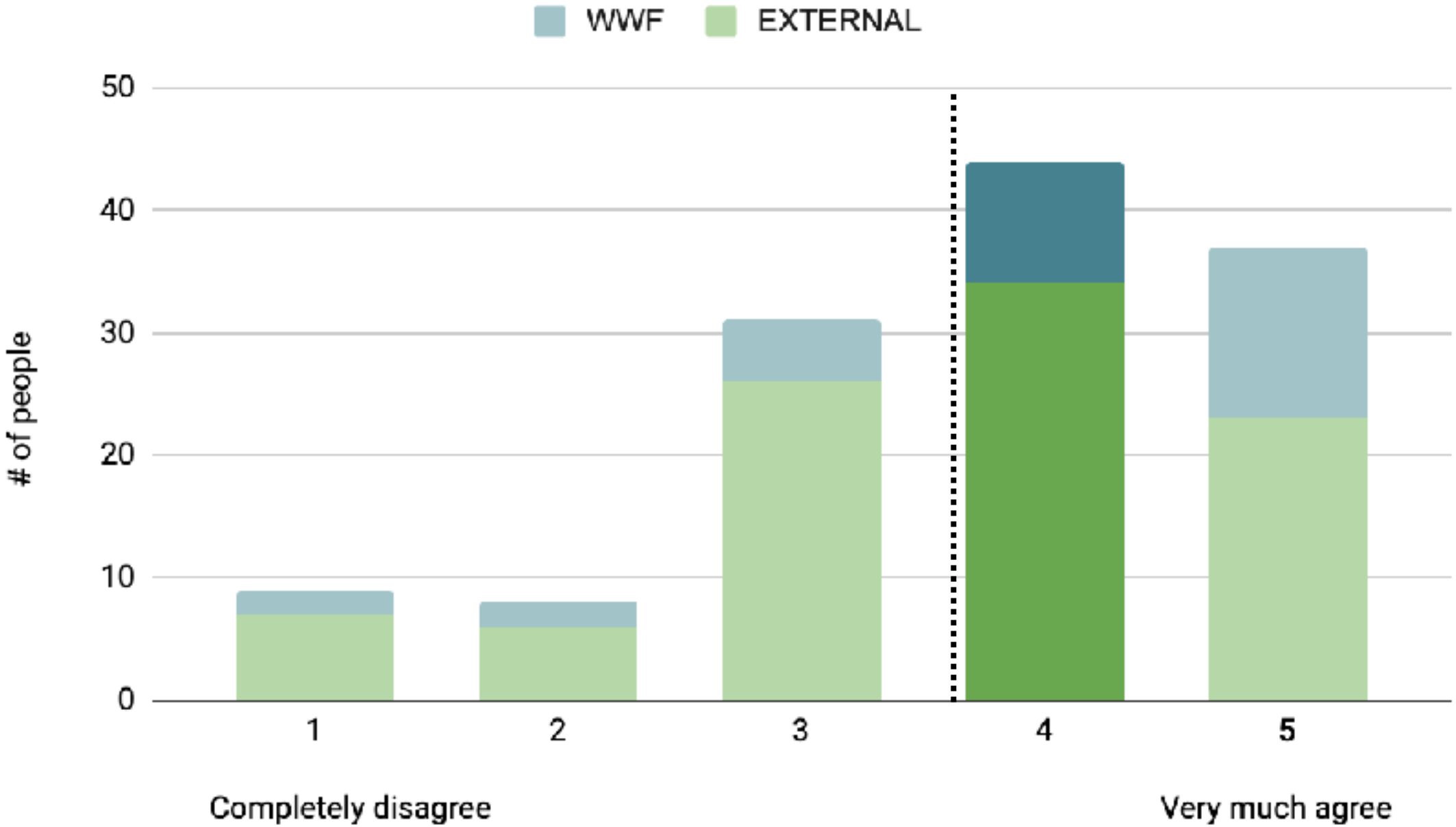
External + WWF responses combined

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	Average	Median
External	3,8	4,0
WWF	4,1	4,0
Combined	3,9	4,0

The ESSF helps me gain trust in WWF's efforts around human rights and nature conservation



	Average	Median
External	3,6	4,0
WWF	4,0	4,0
Combined	3,7	4,0





# Session results



Overall impression

Most participants found the WWF public consultation...

Easy to understand

12/19 participants scored 4 points or higher

Important

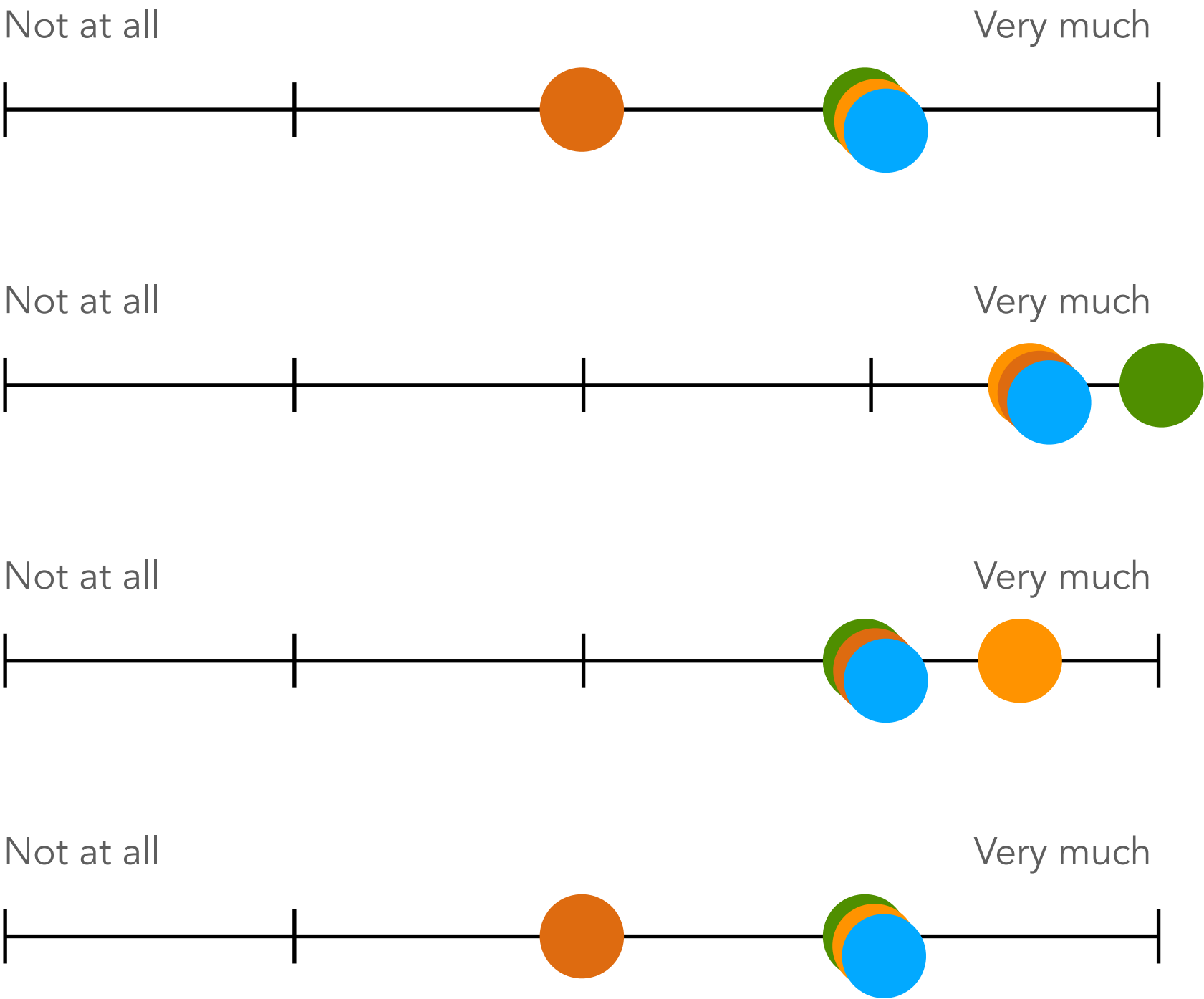
18/19 participants scored 4.5 points or higher

Trustworthy

14/19 participants scored 4 points or higher

Feeling heard/listened to

12/19 participants scored 4 points or higher



\* Safeguard practitioners did not fill in these questions due to alternative session set-up





# Process learnings



# Process learnings

## Overview

1 The consultation is well received

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2 Involve stakeholders earlier in the process

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3 Provide more context and explanation

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4 An online portal is necessary, but not enough

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5 Ensure a consultation in multiple languages

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6 Involvement of local offices is challenging

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7 Make clear stakeholder choices beforehand

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8 Do not discard incoming feedback

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9 Report back in a two-phased approach

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10 Set up debrief sessions

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## OVERALL SENTIMENT

# 1. The consultation is generally very well received

During the workshops and through the online portal WWF received a lot of feedback. The general tone of voice is very positive: most stakeholders very much appreciate WWF taking the time and effort to conduct this consultation and see it as a stepping stone to better collaborations.

**WWF should continue to facilitate the dialogue around their work and ambitions together with stakeholders. It ensures increased trust and stakeholder buy-in with WWF's work.**





## STAKEHOLDER INVOLVEMENT

# 2. Involve stakeholders earlier in the process

This consultation process involved important stakeholders after the documents were written. Stakeholders argue that it is critical to involve them **before, during and after** writing the documents.

**In a next consultation WWF should consider involving stakeholders and starting a conversation not only after the documents have been written but also before and during the process of creating the documents.**



## CONTEXT

### 3. Provide more context and explanation

During the global stakeholder sessions the participants indicated that the context (motivation, objective, approach) of the consultation was often unclear. This made it difficult to provide feedback in certain cases.

**In a next consultation WWF should provide more information around the consultation to the respondents. Explain more clearly the purpose, the target group and the objective of the consultation.**





## METHODS AND TOOLS

### 4. An online portal is necessary, but not enough

Especially in times of Covid, the online portal was a necessary tool to collect feedback. However, not everyone can easily access it; especially Indigenous peoples and local communities experience a barrier. Therefore creating additional ways of collecting feedback through different tools is key to ensure proper representation.

**WWF should consider putting even more focus on creating a solid 'consultation methodology mix' to ensure everyone - including Indigenous peoples and local communities - can give their feedback.**



## LANGUAGES

### 5. Ensure a consultation in multiple languages

During this consultation all documents were provided in the English language only. Although the portal was available in English, French and Spanish and the survey was available in four languages (aforementioned + Portuguese) this is not enough to ensure the accessibility of the consultation.

**Consider what key stakeholder (groups) should be involved and make sure all consultation documents are available in their languages.**







## LOCAL OFFICES

## 6. Involvement of local offices is challenging, but essential

The quality of a consultation depends greatly on the involvement of local WWF offices in promoting and distributing the consultation, translating documents and organising local consultation activities. Although some offices were very engaged, the engagement of local offices in general was disappointing.

**Engagement of local offices is essential in a consultation. In a next consultation WWF should take into account that involving local offices takes much time and can be challenging. Therefore make sure you put enough resources into actively involving them.**





## STAKEHOLDERS

# 7. Make clear stakeholder choices beforehand

During the consultation process there were many internal discussions around the type of stakeholders that WWF wanted to invite for the global stakeholder dialogues. These discussions took quite some time and caused last-minute invites with limited attendance as a result.

**Decide beforehand which key stakeholders you want to involve, think of the best method on how to consult them and invite them in time.**





## FEEDBACK

# 8. Do not discard incoming feedback too easily

When discussing the received feedback, it is easy to discard certain feedback or to automatically attribute it to a certain person or group. These assumptions can cause a bias in analysis and could therefore disrupt the process.

**Fronteer strongly advises WWF to take all feedback into account, do not dismiss the feedback before carefully reviewing it.**



REPORT BACK

## 9. Report back in a phased approach

Throughout the consultation we received a lot of feedback. More consultation activities have been planned or postponed due to circumstances, so more feedback is expected to follow. To keep stakeholders involved it is important to update them on your progress, even though processing everything will take time.

**Consider taking a phased approach to reporting or publishing consultation results to keep stakeholders involved.**





DEBRIEF

## 10. Set up debrief sessions to discuss consultation results

Various stakeholders appreciated the invitation to connect and collaborate further on the development and implementation of safeguards. They will most likely welcome a continuous dialogue to share learnings, set up collaborations and make more impact together.

**After publishing the consultation results, set up debrief sessions with key stakeholders to continue the conversation.**



# Conclusions & Recommendations



# Conclusions and recommendations

## Overview

1 Define a clear target

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2 Provide more context

---

3 Make commitments explicit

---

4 Define the red lines

---

5 Build one cohesive architecture

---

6 Create a WWF glossary

---

7 Build internal and external capacity

---

8 Build human rights expertise

---

9 Create more visibility

---

10 Disclose information on implementation

---

11 Involve Indigenous peoples on a structural basis

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## TARGET

# 1. Define a clear target

For many documents, it seems unclear to readers who the intended target audience is. Are the documents focused on WWF staff, external partners, topic experts or the general public? Language is inconsistent and sometimes hard to follow and understand.

**To improve readability of the documents and ensure appropriate application it is therefore key to define a clear target audience and adapt the document's language accordingly.**

*"They need to be easy and understandable from not only WWF employees but also partner organisations and people affected by WWF's and its partner's work."*

*"The tone could be more inspirational - less feeling that this was a mandatory exercise.  
The standards can be more specific."*





## CONTEXT

# 2. Provide more context

There is little context in all the documents. This makes it difficult to understand what the goal of a certain document is, why it was developed and what international guidelines were taken into account.

**To increase understanding, it is key to provide more context around the development and purpose of each policy/standard: explain how a policy was developed and why - and with what objectives and standards in mind.**

*"WWF has not referred to some of the challenges faced in this area. Though painful, they really make it clear why these safeguards are very very important."*

*"Is this policy document replacing or supplementing the previous documents on Indigenous peoples and Conservation?"*





## EXTERNAL FRAMEWORKS

### 3. Make commitments explicit

The cohesion with external frameworks is unclear and leads to confusion: are you building your own or following international standards? There is a strong need for transparency around what international standards or frameworks you follow, and where you have created your own.

**Be more transparent about what internationally acknowledged frameworks you commit to and where you have created your own.**

*"Why not explicitly mention UNDRIP and UNDROP in the main text rather than a footnote? The whole case against WWF was about non-respect of Indigenous and Local Peoples rights. It is therefore strange that UN declarations on respecting these rights (UNDRIP, UNDROP etc.) are relegated to a footnote in the Introduction."*

*"Why does WWF need to assess projects and programmes against its own framework, this adds complexity when e.g. KfW are the donor and have quite specific requirements/expectations. How can the different Standards/requirements be better aligned?"*



## RED LINES

### 4. Define the 'red lines'

How to navigate situations where WWF policies do not align with national law, or its interpretation or implementation? What principles does WWF fall back on to ensure that it can identify and communicate a red line (and any escalation 'grey lines' that lead up to it)?

**Be more explicit about what lines you hold yourself and your partners to; what lines should never be crossed.**

*"These discussions are critical because we are talking about critical issues and red lines, the implementation will be key."*

*"Many projects operate in a challenging context. There are red lines, especially when marginalized or indigenous groups are involved. I think that it's the responsibility of the implementing organization that all processes are managed in a way that adheres to human rights."*



DOCUMENT ARCHITECTURE

## 5. Build one cohesive framework architecture

It is unclear to people how the different documents fit together, even though they have a joint purpose. What is the difference between social policies and safeguard standards; how do they complement each other? Where does implementation guidance fit in this structure? These documents could benefit from a more unified architecture.

**To improve accessibility and understanding, create one cohesive framework that is easy to understand and logical to read.**

*"I had a harder time understanding how the various standards (as outlined in the question above) fit within the ESSF."*

*"...at the beginning it takes time to familiarize or navigate through the structure. Meaning how to understand the documents build or complement each other as policy statements versus standards and the tools to do the screening."*



## DEFINITIONS

# 6. Create a WWF glossary

Certain definitions yield confusion, such as *prior and before* when it concerns FPIC or *landscape approach*. But possibly more important; there is also unclarity about how WWF defines *human rights* or distinguishes between *Indigenous peoples* and *local communities*.

**Create a glossary in which you explain the definitions that WWF uses and why these definitions are maintained in the policies and safeguards.**

"There is no explanation of your interpretation of human rights and what they entail in the different safeguarding framework documents."

"Just to clarify: is FPIC applying only to indigenous peoples as legally recognizes as indigenous peoples groups or is it by principle and systematically extended to any local community? Will FPIC be upheld to every local community? That's an important distinction."



## CAPACITY

# 7. Build internal and external capacity

*"The key question you should be asking: How can we build up the capacity of country teams so they understand what the requirements are and how they can implement the requirements. [...] Your internal team will be crucial, just as your partner's capacity."*

*"The operation of the standards requires raising the capacities of the participants/collaborators in the territories, and this is measurable within the framework of each action or project promoted. This implies the existence of a baseline that makes it possible to monitor the capacities acquired by the partners in the regions."*

To ensure proper implementation of safeguards in the field it is essential that WWF staff and partners have the right knowledge, skills and tools. People should know what to do, how to handle sensitive situations and more.

Interestingly, this is also a key concern for WWF staff: several WWF colleagues mentioned this in the survey.

**Take capacity building seriously: continuously educate and support staff and partners in the field about safeguards.**



*"Develop tools for evaluating respect for human rights and for measuring the impact of training and awareness-raising of actors on rights on improving respect for human rights and the well-being of communities."*

*"The draft Human Rights Policy Statement as it stands creates the risk of WWF over-promising and under-delivering on ambitious human rights commitments as its implementation is contingent on resources, capacity, expertise and adequate institutional arrangements that do not yet fully exist in WWF."*

## HUMAN RIGHTS

# 8. Build human rights expertise

WWF is not an expert on the topic of human rights, nor does it need to be. However, it is essential for WWF to understand the dynamics between conservation and human rights and act accordingly to ensure WWF respects and protects human rights properly.

**Build strong human rights expertise within the WWF network by appointing a specific role, or building an advisory expert network.**





## GRIEVANCE MECHANISMS

# 9. Create more visibility

Grievance mechanisms are not functioning well if people cannot find or access them, especially with regards to Indigenous peoples. In order to ensure that effective grievance mechanisms are in place, they should be easy to understand and have a transparent process.

**Make the grievance mechanisms process more visible and easy to understand. Pay specific attention to communication channels that are suitable for Indigenous peoples. Fore example: think of local languages or multiple independent touch points on a local level.**

*"There are concerns about the feasibility of the complaints mechanism due to constraints related to distance or isolation of communities."*

*"We miss the involvements of IPs and local communities in the Feedback Grievance Redress Mechanism (FGRM) design."*



## IMPLEMENTATION

# 10. Disclose information on implementation

*"Is there an incentive to comply, and what happens if you don't comply? There is a need for a compliance mechanism."*

*"Implementation is key! Make sure that you make it systemic into processes and think about ways to hold people accountable. Really train your staff on good implementation."*

Implementation is key for all stakeholders. It is unclear how WWF holds their people accountable or how they incentivise their people for implementing the safeguards. Use clear communication to manage expectations around implementation.

**Disclose information on your implementation strategies. Show stakeholders that WWF acknowledges the importance of implementation and how WWF ensures good implementation of the safeguards. Include implementation as part of the Social Policies and Safeguard documents.**



INDIGENOUS PEOPLES

## 11. Involve Indigenous peoples on a structural basis

It is not clear how WWF is involving Indigenous peoples throughout the process of developing, implementing and evaluating safeguards. There is a clear need for more structural collaboration. This is key for a successful framework as they are one of the main stakeholder groups.

**Involve Indigenous peoples on a structural basis, throughout all stages of safeguarding. From developing the policies and safeguards to implementing, monitoring and evaluating the projects. Make it accessible and transparent to them.**

*"How does WWF really provide better protection of Indigenous peoples and local communities? What efforts do they make in building closer relationships with Indigenous peoples and local communities?"*

*"WWF must limit intermediaries in its relationship with communities and discuss directly with the communities themselves. If it is necessary to work with intermediaries, ask the communities to choose themselves with whom they want to work."*





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# WWF's reflections and next steps



The public consultation was a valuable process that achieved its objective of facilitating a meaningful dialogue with a diverse range of stakeholders. During the workshops and through the [online portal](#), the feedback was generally positive - particularly on the consultation process itself - but we also received critical feedback on our ability to implement policy commitments and our broader conservation approach.

We recognise the need to continue meaningful dialogue around our current work program and future strategic ambitions. COVID-19 makes this challenging - particularly at community level. While the online portal is now closed, engagement and consultation with Indigenous Peoples and local communities will continue through our ongoing programme to safeguard every landscape where WWF is active.

We are currently in the process of reviewing the overall analysis and the document by document detail provided by Fronteer and revising the social policies and safeguards to reflect the feedback received. The proposed revisions require approval from WWF's Network Executive Team and the International Board, at which stage they will be posted on [panda.org](#), together with an updated version of this document.

Thank you for your interest in this matter and taking the time to read our report. Please contact us if you have enquiries ([consultation@wwfint.org](mailto:consultation@wwfint.org)).

