



MANAGEMENT RESPONSE

To the final evaluation of DGD funded WWF Programme:

PROTECTION DES COMMUNAUTÉS, PEUPLES INDIGÈNES ET LEURS FORÊTS TROPICALES (2017 – 2021)

External evaluation carried out by Cota from November 2021 to April 2022

1. Introduction

The 2017-2021 DGD-funded Programme of WWF-Belgium aimed at supporting the livelihood of local communities and the protection of their tropical forests across three continents. The Program consisted of four projects: one in Cambodia (Mekong Flooded Forest landscape in the Kratie province), one in Ecuador (in the Mira-Mataje, Pastaza and Putumayo landscapes), and two projects in DR Congo (in the Maï-Ndombe and Virunga - North Kivu province - landscapes respectively).

After an open tender procedure in October 2021, WWF-BELGIUM commissioned the final evaluation of the programme to [Cota](#), with Jean-Paul Ledant as team leader, and evaluators Victor Hugo Inchausty for Ecuador, Thérèse Kilensele for DR Congo and Piseth Vann for Cambodia. The evaluation process started with a kick-off meeting in November 2022 and was concluded through the submission of the final version of the evaluation report on 16 May 2022.

The main objectives of this independent evaluation required by DGD was to account for the results achieved by the programme between 2017 and 2021 and to draw a set of lessons learned and recommendations that will guide WWF-BELGIUM's future strategies, programmatic priorities, and implementation approach.

The 35 recommendations formulated in the evaluation report were made to the different WWF offices involved in the programme. This management response provides a response to each of the 35 recommendations. There are 3 types of response ([UNAIDS](#), p6):

- Fully Accepted: Responsible managers consider that this recommendation should be completely implemented, and the response shows how, and who and when it will be done.
- Partially Accepted: Responsible managers consider that part of the recommendation is off target and not suitable and will therefore not be acted upon, but recognise and will take action on specific parts; an explanation for a partial acceptance should be provided.
- Not Accepted: Responsible managers consider that the recommendation is based on inaccurate findings or does not address the findings suitably; the reason for non-acceptance must be explained.

This document was prepared by the WWFBELGIUM throughout May and June 2022, in consultation with the WWF partner offices in DR Congo, Ecuador and Cambodia, who, in turn, consulted stakeholders where needed. The document was shared with and signed off by the WWF-BELGIUM Senior Management Team. This management response will help to ensure that the DGD1 final evaluation is acted upon, contributing to organizational effectiveness, accountability and learning.



2. Overall response to the evaluation

WWF appreciates the important work of the evaluation team. It's impressive how the team understood and appropriated the complex programme in a relatively short period of time, and in a difficult context where international travel was highly restricted (due to the COVID 19 situation), and where even national travels were difficult (DR Congo) or sometimes even impossible (Ecuador).

WWF had some comments on the evaluation process (e.g. on the methodological approach and sampling design, which could have been better elaborated) and the report (structure and language sometimes difficult to understand), but these comments have been discussed constructively with the team and lead to improvements in the final report. Hence WWF is satisfied with the quality of the final report.

The profound understanding and appropriation of the programme by the team allowed the evaluation team to formulate a targeted set of conclusions and recommendations, which will help WWF to improve its work in the future, both for the second phase of the DGD funded programme and beyond.

It has to be highlighted, however, that due to the timing of the evaluation (mainly driven by the DGD requirement of having 2 evaluations during the 5-year programme cycle), the conclusions and recommendations of this evaluation only became available after the formulation of the second DGD programme phase was completed. The extent to which the recommendations could be taken up in (the formulation of) the 2nd phase of the DGD programme is therefore relatively limited. It would be advisable to have the conclusions and recommendations of the evaluation available before (or even during) the formulation of the second phase of the DGD programme (cfr. recommendations 7).

3. Management response to recommendations of the evaluation

3.1. Recommendations to WWF-BELGIUM, WWF-ECUADOR, WWF-CAMBODIA and WWF DRC

Recommendation 1: Ensure more transparency on the links between conservation and socio-economic goals		
<u>Management Response:</u>		Fully accepted
<u>Explanation of the response:</u> WWF agrees that the lack of an overall objective at project level contributed to ambiguity. Moreover, it is acknowledged that the links (including potential trade-offs) between conservation and socio-economic development should be identified more clearly at the level of the overall and/or specific objective level and ToC (Theory of Change) in order to increase transparency and reduce ambiguity. This will also facilitate adaptive management. WWF acknowledges that local human well-being and conservation concerns are equally important and that they are intrinsically intertwined.		
<u>Actions:</u>	<u>Timeframe:</u>	<u>Responsible:</u>
In the ToC of the second phase DGD projects, the goals and values that drive the formulation of the projects have been made more explicit (as compared to the Phase 1, when the ToC was indeed too 'light') and the	2021 (done)	WWF-BELGIUM and partners



links between socio-economic development and conservation are clarified (concentric and without subordination link, as suggested by the final evaluation report)		
For the Phase 2 for the Ecuador project, actions which have a clear link between conservation and human well-being were prioritised as well as those that provide specialised support to the local economy without harming the environment	2021 (done during the design of the proposal for Phase 2 and will be implemented throughout the project 2022 – 2026)	WWF-ECUADOR (Planning and Monitoring Team together with the Landscape Conservation team)
For the Phase 2 for the Cambodia project, Result 3 has been formulated to focus specifically on community livelihoods and has strengthened the links between socio-economic wellbeing objectives (improved food security, improved revenue from sustainable activities, and improved land security through titling processes).	2021 (done during the design of the proposal for Phase 2 and will be implemented throughout the project 2022 – 2026)	WWF-CAMBODIA
For the Phase 2 Mai Ndombe project: Identify and explain to communities in Maseke & Mongama the links/trade-offs and the timeframe (e.g. trade-off between short term economic benefits and long-term benefits), e.g., related to zoning, logging in the short term) versus Payment for Ecosystem Services (PES) in the longer term), hunting (e.g., need to stop hunting to allow bushmeat species to recover versus short term bushmeat). Try to quantify the trade-off as a basis for mitigating action. Seek complementary funding to implement mitigating measures	2022 – 2026	WWF DRC
The high-level (impact) goals (overall goals beyond the SO level) and the difference between both will be made more explicit in the logical frameworks of future projects. This might require additional training of staff (both at WWF-BELGIUM and partner level)	2023 onwards	WWF-BELGIUM (MEAL specialist)

Recommendation 2: Improve approaches for project design		
<u>Management Response:</u>	Fully accepted	
<u>Explanation of the response:</u> Although all staff contributed to the formulation of the phase 1 DGD projects to the best of their ability, it is acknowledged that in hindsight, the design of the projects could have been stronger, including the vision on the post-implementation project. This was mainly due to the fact that this was the first experience WWF-BELGIUM and its partners had with the elaboration of a multiannual DGD programme. The experiences and lessons learned of the first phase are in line with this recommendation and have already been taken into account for the formulation of the 2 nd phase.		
<u>Actions:</u>	<u>Timeframe:</u>	<u>Responsible:</u>
Since 2016, when the 1 st programme phase was developed, WWF-BELGIUM and the country offices invested to improve its MEAL	As from 2017	WWF-BELGIUM and country offices



<p>capacity, in terms of dedicated MEAL staff, M&E systems and training towards staff and partners. For example:</p> <ul style="list-style-type: none"> - WWF-BELGIUM IP team has a dedicated MEAL specialist now who is supporting the formulation, monitoring and evaluation of WWF-BELGIUM international programmes - Inspired by the evaluation requirements of the DGD programme, WWF-BELGIUM is investigating the allocation of a specific budget for the (internal) evaluation of projects funded with own funding - WWF-BELGIUM staff participate in (M&E) training organised by the NGO federations - WWF DRC and KH also recruited dedicated M&E staff - WWF-ECUADOR reviewed its M&E system during the implementation of the 1st phase of the DGD project <p>Although it is acknowledged that this is an ongoing trajectory and that continued capacity strengthening remains necessary, WWF is confident that it has already made substantial progress and is evolving in the right direction</p>		
<p>During the formulation of future project proposals, more attention will be given to:</p> <ul style="list-style-type: none"> - A clear needs assessment and problem analysis as a basis for project formulation (including an analysis of the causal links between problems), linking the proposal to the relevant landscape ToC (cfr. Recommendation 10) - Clearer distinction between the situation to be reached by the end of the implementation period (in principle the Specific Objective SO) and the Overall Objective (longer term impact to contribute to) - Improve the formulation of SMART results and more RACER indicators - The formulation of causal links between activities, outputs (Expected Results), outcome (Specific Objective), and impact (Overall Objectives) are logical and straightforward (using more detailed 	As from 2023	WWF-BELGIUM



<p>result chains or ToC), and base the analysis of risks and assumptions on such causal chains</p> <ul style="list-style-type: none"> - The incorporation of sustainability requirements and cross-cutting issues in the formulation of expected results and objectives and translate them in the indicators 		
<p>The actions above have already been taken into account during the formulation of the 2nd phase project proposals. The new project ToCs are more explicit when it comes to specific objectives and expected results, the indicators are more SMART and the baseline and monitoring methodology are better elaborated, which will facilitate the comparison between the initial situation and the expected changes of the variables</p>	2021 (done)	WWF-BELGIUM and partners
<p>Continue to work on the well-being score card to monitor the DGD program</p>	2022 - 2023	WWF-BELGIUM and partners
<p>Elaboration of indicators to monitor resilience</p>	2022 - 2025	WWF-BELGIUM and SECORES partners (Belgian network of NGO's working on socio-ecological resilience)
<p>Development of internal guidelines (handbook) for project preparation.</p>	2023	WWF-BELGIUM (MEAL Specialist)
<p>Assessment of project development skills of candidates during selection of new staff at WWF-BELGIUM and partner level</p>	2022 onwards	WWF-BELGIUM (HR and Director) and partners

Recommendation 3: Improve integration of cross-cutting issues		
<u>Management Response:</u>	Fully accepted	
<u>Explanation of the response:</u> Although gender has been integrated in the design of the phase 1 projects, it is acknowledged that more can be done to methodologically mainstream gender, and that, more broadly, a more consistent approach for cross-cutting themes can be adopted, including the other transversal theme of the Belgian indirect cooperation 'environment'. Even if 'environment' is the thematic focus of all WWF interventions, it doesn't imply automatically that it is transversally mainstreamed.		
<u>Actions:</u>	<u>Timeframe:</u>	<u>Responsible:</u>
Integration of gender, social inclusion and environment / climate change in the risk analysis and the environmental and social safeguards framework (ESSF) during the formulation of the phase 2 projects	2021 (done)	WWF-BELGIUM and partners
WWF-ECUADOR incorporated cross-cutting issues verified by the Policy and Governance Officer (gender, LBNO principles, FPIC of IPLCs), to be followed by its implementation	Done (during the design of the proposal for Phase 2) and will be implemented throughout the project	WWF-ECUADOR (Policy and Governance Officer)



WWF-ECUADOR will develop basic manuals to incorporate the working principles for: gender approach, inclusive conservation, rights-based approach, social and environmental safeguards and others.	2 nd semester of 2022	WWF-ECUADOR (Policy and Governance Officer and Landscape Conservation team)
Incorporating cross-cutting issues in the problem and risk analysis of future project proposals	2022 onwards	WWF-BELGIUM
A few years ago, WWF-BELGIUM started a collaboration with the Belgian NGO 'le monde selon les femmes' (specialising on gender) in order to improve gender mainstreaming in projects and to better support partners on gender related issues. This initiative, which was put on hold during the COVID pandemic, will be relaunched. This could lead to the elaboration of practical guidelines for the integration of gender (not only working with women but also with men) and LNOB in project elaboration and implementation to be applied across the DGD programme (and beyond)	2022-2023	WWF-BELGIUM (with support from partners)
Participate in relevant gender workshops and trainings organised by the WWF network (e.g. sessions on gender mainstreaming using tools developed by CARE International will be organised within the network in October 2022)	2022 onwards	WWF-BELGIUM and partners

Recommendation 4: Improve consideration for Local human needs		
<u>Management Response:</u>	Fully accepted	
<u>Explanation of the response:</u> It is acknowledged that for the DGD projects, satisfying local human needs is both a goal and a condition for appropriation and social support. In the formulation and implementation of the phase 1 projects, considerable effort has been made to identify and respond to local human needs, both on the short- as well as on the long-term. The identification of human needs was based on the consultations with local people. Moreover, a long-term involvement in the same project areas allows a good analysis of the evolving socio-environmental context in each landscape (good knowledge of the local culture and society, and hence human needs, e.g., the report " The Indigenous People and Local Communities State of the Land and Territory " with a case study in Ecuador). Nevertheless, it is acknowledged that (especially for some projects like Mai Ndombe), probably too little attention was given to the short-term needs and its trade-offs with the conservation goals. Hence it is agreed that the way local human needs were considered could be improved in future project formulation and implementation. This is also strongly linked to recommendations 1 and 2, being the acknowledgement of the importance of addressing local needs as an overall objective and the importance of continuously satisfying local expectations as a condition to get social support and sustainability.		
<u>Actions:</u>	<u>Timeframe:</u>	<u>Responsible:</u>



Adopt a more demand-driven and needs-driven approach during the identification of projects and activities	This was already done during the phase 2 elaboration (2022) and will continue to be done for the elaboration of future project proposals	WWF-BELGIUM and partners
Continue to improve the understanding of local culture and society through collaboration with social scientist and capitalizing on the experience and knowledge acquired. In order to improve our understanding of indigenous knowledge on forest conservation in DRC, a project proposal was elaborated in cooperation with social scientists of Antwerp University and the University of Kisangani and submitted for funding to VLIR-UOS	2022 onwards (if approved)	WWF-BELGIUM and partners
Improve monitoring and data management system through a more systematic approach to data management and visualization (dashboard), among others to obtain a basis for future decision making	2022 onwards	WWF-BELGIUM (MEAL Specialist)
Promote continued long-term involvement of WWF in the same areas (for good knowledge of the context) but base interventions on up-dated needs assessments (not just continuation of past actions).	2022 onwards	WWF-BELGIUM and partners
Throughout the implementation of the 2 nd phase project, building confidence, ensuring transparency on goals and constraints, adopting participatory approaches, developing listening capacities and mutual dialogue and avoiding one-way sensitization and awareness raising campaigns	2022 - 2026	WWF-ECUADOR, KH and DRC
Where possible and where this hasn't been done yet, WWF will link target communities with NGOs (or other actors) able to provide them with services and support which goes beyond the mandate, remit and capacities of WWF or the project	2022 - 2026	WWF-ECUADOR, KH and DRC with the support of WWF-BELGIUM
More specifically, WWF-ECUADOR will sign agreements with organizations and consultants specialized in these areas, with complementary expertise to improve production and marketing systems activities, etc.	2 nd semester of 2022	WWF-ECUADOR (Landscape Conservation team)
WWF-ECUADOR will prioritize actions with clear linkages between conservation and human wellbeing based on the participatory approach (FPIC with the IPLC)	1 st and 2 nd semester of 2022 and throughout the project	WWF-ECUADOR (Planning and Monitoring Team together with the



		Landscape Conservation team)
WWF-CAMBODIA will consider to provide small grants to communities, and to provide backstopping on internal policy development, book-keeping, and other management aspects.	To be determined based on needs	WWF-CAMBODIA
WWF DRC will update the priority local human needs (in Maseke, Mongama, Mpelu, Nkala) and find ways to address some of them, and raise additional funds for the needs which cannot be addressed within the 2 nd phase project	As from September 2022 onwards	WWF DRC – Malebo team
WWF DRC will strengthen the economic capacities of the local development committees, and support them to elaborate a local development plan	During the whole project (already begun on the 15 th June 2022)	WWF DRC – Malebo team
WWF DRC will increase cooperation with organizations in North Kivu having complementary expertise to support the activities of the project (value chains, marketing, business plans, economics, techno-economic feasibility studies, legal advice)	During the whole project	WWF DRC (EcoMakala Project manager)

Recommendation 5: Adopt result-based management with attention on the impacts		
Management Response:	Partially accepted	
Explanation of the response: Result-based management is a WWF core value and was already adopted and applied throughout the 1 st phase projects, with a varying degree of success, nonetheless. Hence it is acknowledged that the result-based management of the projects can be improved (but not adopted since it was already adopted)		
Actions:	Timeframe:	Responsible:
WWF International reviewed its internal progress reporting template (which has to be used by all WWF projects for internal reporting every 6 months), increasing the attention for logframe monitoring (hence increasing the attention to monitor results over merely activity reporting and using the indicators to check if projects are on track)	2021 (already done), applied as from 2022	WWF International, to be applied by all WWF offices including WWF-BELGIUM and partners
WWF-ECUADOR clearly defined SMART Indicators as well as the baseline and monitoring and evaluation methodology	Done (during the design of the proposal for Phase 2) and will be used throughout the project	WWF-ECUADOR (Planning and Monitoring Team together with the Landscape Conservation team)
WWF-ECUADOR will implement a cost-effective monitoring system based on expected results and impacts.	Every six months from 2022	WWF-ECUADOR (Planning and Monitoring Team together with the



		Landscape Conservation team)
WWF-CAMBODIA will use outcome harvesting tool to capture unintended outcomes	Every 6 months (reporting period)	WWFe and FLO
WWF DRC will use community-based monitoring of result indicators and biodiversity indicators.	Throughout the project (2022 – 2026)	WWF DRC (Malebo team) with support of WWF-BELGIUM
Organisation of experience sharing on monitoring between (WWF-BELGIUM supported) projects (DGD-funded or not) pursuing similar “Expected Results” or having similar indicators	To be confirmed (between 2023 and 2025)	WWF-BELGIUM (DGD coordinator and MEAL Specialist) and partners

Recommendation 6: Address the need to reduce dependency on external funds		
<u>Management Response:</u>	Fully accepted	
<u>Explanation of the response:</u> It is true that many project results can't be sustained without continuous external support. To reduce such dependency on external funds, the projects need to pay more attention to (financial) sustainability and to diversify sources of income		
<u>Actions:</u>	<u>Timeframe:</u>	<u>Responsible:</u>
Projects reduce dependency on external funds by an increased attention to (financial) sustainability, through building sustainable economic models, ensuring sustainable net benefits both at the level of individual agents and at the level of the communities and paying attention to the financial self-reliance of the promoted systems (for example through local funding mechanisms, links with local markets or local willingness to pay, payments for environmental services...).	Throughout the project duration (2022 – 2026)	WWF-ECUADOR, KH and DRC with support of WWF-BELGIUM
Projects increase resilience against the risk of funding interruption, notably through diversification of potential funding sources, preparedness to interruption and preventing the creation of new dependencies (e.g. support the IPLC organisations in Ecuador to manage funds (PSB and others) that help them to diversified the source of incomes and protect biodiversity)	Throughout the project duration (2022 – 2026)	WWF-BELGIUM and partners
Strengthen capacities of partner offices to raise funds (how to prepare a proposal, links with funding sources), potentially as part of the WWF-BELGIUM OD (organizational development) programme	Throughout the project duration (2022 – 2026)	WWF-BELGIUM and partners
WWF-ECUADOR will improve the marketing mechanisms of local production systems (sustainable economic models or approaches), the search for markets (environmentally friendly, social inclusive,	1 st and 2 nd semester of 2022 and throughout the project	WWF-ECUADOR (Landscape Conservation team)



equitable, short supply chain) and the profitability of the local economy.		
WWF-CAMBODIA will conduct one assessment of feasibility of sustainable charcoal production and its value chains in Kratie	2022	WWF-CAMBODIA
WWF-CAMBODIA will hire a consultant to develop sustainable financing plan including lobbying strategy to the government	2022	WWF-CAMBODIA
WWF DRC will strengthen the capacity of local people in community forestry management and local village based expertise (para-foresters, para-socio-economists, para-agriculturists..) and find an organisational set up in which they can professionally operate (like a cooperative, or local NGO). This could result in a reduction of future project costs	First meeting on 15 th June 2022, ongoing for the whole project until 2026	WWF DRC – Malebo team
In North Kivu, WWF DRC experimented the carbon credit fund model to reduce dependency on ‘traditional’ donor funding, which led to significant long-term funding for the provincial government in North Kivu to invest in reforestation projects	2021 (already done)	WWF DRC – Goma team
WWF DRC will draft a business plan for seedlings and the NTFPs to implement the simple management plan at community level	2022 – 2023	WWF DRC – Goma team

3.2. Recommendations to WWF-BELGIUM

Recommendation 7: Use the Next evaluation for subsequent programming phase	
<u>Management Response:</u>	Fully accepted
<p><u>Explanation of the response:</u></p> <p>Although it was the initial intention to organise a midterm evaluation (MTE) for all 4 projects, in the end only 2 projects benefited from a MTE (North Kivu and Cambodia). Due to different factors, the MTE for the Mai Ndombe and Ecuador projects was initially postponed and, in the end, cancelled (after discussion with and approval from DGD). This was mainly due to the COVID 19 situation and related travel restrictions, but also to internal HR issues (for Mai Ndombe) and M&E raisons (for Ecuador).</p> <p>Due to this only partial MTE, its specific focus (for North Kivu) and limited quality (for Cambodia), the MTE was not as useful for the design of the second phase of the DGD programme (22-26) as anticipated. Nevertheless, some ideas and suggestions from the MTE have been translated into the 2nd phase projects.</p> <p>Because of the delays with the MTE, the Final Evaluation (FE) process only started in September 2021, after the formulation and submission of the programme proposal for the 2nd phase (July 2021). Consequently, the conclusions and recommendations of this evaluation only became available towards the end of the DGD2 programme adaptation period (early 2022). Hence the incorporation of the recommendations of the FE in the final adaption of the DGD2 proposal was too limited. Nevertheless, some recommendations match with lessons that were already learned internally, and which were taken into consideration for the project formulation. (Majority of) The other recommendations will be integrated during implementation (and if the situation arises the</p>	



adaptation) of the DGD funded projects, as well as in the formulation and implementation of other WWF projects.

But WWF recognises that it would have been more constructive to have conclusions and recommendations of the evaluation at hand earlier so to directly benefit the formulation of the second phase of the DGD programme. Next (final) evaluation should feed into the formulation of subsequent programme phases (for DGD-funded as well as for other projects). In order to facilitate this, the following actions are proposed:

<u>Actions:</u>	<u>Timeframe:</u>	<u>Responsible:</u>
Advocate to DGD (directly (formally during the yearly institutional dialogues, as well as informally) and through the federations (NGO Federatie and ACODEV)) to limit the number of required evaluations per 5-year programme phase from 2 to 1 in the framework of the revision of the 2016 Royal Decree on Indirect Development Cooperation. These discussions are already on-going	2022 - 2023	WWF-BELGIUM (DGD coordinator)
Plan the DGD2 (final) evaluation in such a way that the conclusions and recommendations can inform an exit strategy and/or will feed in the identification and formulation of a potential 3 rd phase	2024 - 2025	WWF-BELGIUM (DGD coordinator and MEAL specialist)
Elaborate an evaluation plan / strategy for projects outside DGD funding	2023 - 2024	WWF-BELGIUM (MEAL specialist)

Recommendation 8: Negotiate adaptation of the DGD Format

Management Response: Partially accepted

Explanation of the response:

WWF agrees that there is room to improve the DGD project (and programme) formulation template. The very limited amount of information which needs to be provided at programme level is not conducive for the elaboration of a consistent programme.

It is also acknowledged that the incorporation of a general objective in the DGD logframe template would be helpful during the formulation and would facilitate more impact-oriented management throughout the project implementation.

Nevertheless, WWF is not in the position nor has the mandate to ‘negotiate’ an adaptation of the format directly with DGD (hence the partial agreement), but WWF agrees with the core of the recommendations and will undertake the following actions:

<u>Actions:</u>	<u>Timeframe:</u>	<u>Responsible:</u>
Invite the NGO federations (NGO Federatie and ACODEV) to gather and analyse the major findings and lessons learnt on the designs, which result from all the evaluations of DGD-funded programs	2022 - 2023	WWF-BELGIUM (DGD coordinator and IP deputy director (who also serves as Acodev CA member))
Advocate to DGD (directly (formally during the yearly institutional dialogues, as well as informally) and through the NGO federations) to adapt the DGD programme template (e.g., to have (the option of) a programme level logframe and overall objectives at programme and project level), in view of the	2024 - 2025	WWF-BELGIUM (DGD coordinator)



subsequent formulation round (2027 – 2031). If DGD doesn't approve the changes, WWF-BELGIUM will consider applying them at internal level.		
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Recommendation 9: Support country-level partners to address their recommendations		
<u>Management Response:</u>	Fully accepted	
<u>Explanation of the response:</u> Support from WWF-BELGIUM to our partners in the partner countries is the core of our international partnerships, so WWF-BELGIUM will definitely support the partner offices to address 'their' direct recommendations (in fact they are all considered as programme recommendations, and hence addressing them is a joint undertaking).		
<u>Actions:</u>	<u>Timeframe:</u>	<u>Responsible:</u>
Support partner offices (and their field partners) in executing this managerial response	Depending on the recommendations, throughout the programme phase (2022 – 2027)	WWF-BELGIUM
Facilitate exchanges among the different projects (e.g., through organising online exchange workshops on specific issues)	Throughout the programme phase (2022 – 2027)	WWF-BELGIUM (DGD coordinator)

3.3. Recommendations to WWF offices in implementation countries

Recommendation 10: Develop Strategic planning at landscape level		
<u>Management Response:</u>	Fully accepted	
<u>Explanation of the response:</u> WWF recognizes the need to ensure synergies at landscape level, which can be facilitated by a landscape level strategy, which is unique, long-term and independent from the donors, and based on a vision on and understanding of the dynamics of local socio-ecosystems in the landscapes, taking into account climate change and other drivers of change. This landscape strategy should include a ToC and an indicators framework. These landscape strategies will be used as basis for the elaboration of future project proposals, clarifying the contribution of the proposal to the landscape strategy.		
<u>Actions:</u>	<u>Timeframe:</u>	<u>Responsible:</u>
WWF-ECUADOR will develop a comprehensive and long-term Strategy for each Landscape (Choco, Napo-Aguarico and Pastaza). An individual TOC will be designed to identify the dynamics and drivers of change in each landscape.	2 nd semester of 2022	WWF-ECUADOR (Planning and Monitoring Team together with the Landscape Conservation team)
Promote continuous survey of contextual indicators at landscape level (general indicators involving social science and conservation - remote sensing data on forest change) to understand the dynamic of change and cooperate with other actors	2 nd semester of 2022 and throughout the project	WWF-ECUADOR (Planning and Monitoring Team together with the Landscape Conservation team)
WWF-CAMBODIA already elaborated a strategic plan that identifies specific strategies and interventions for each	2019 - 2020	WWF-CAMBODIA



landscape. All interventions, including DGD funded projects, support the landscape strategy.		
WWF DRC will maximize learning from other WWF initiatives in the LTMN (Lac Tumba Mai Ndombe) landscape (like from PIREDD Equateur). Organise visit to PIREDD Equateur to understand methods, approaches, results, and challenges in a similar environment.	December 2022	WWF DRC
WWF DRC will develop the wider LTMN landscape strategy with SMART results and RACER indicators to which DGD project contributes. This landscape strategy will be used as basis for additional fundraising to complement the DGD project.	2023	WWF DRC
Support the elaboration of landscape strategies of the partner offices (upon demand)	2022 - 2026	WWF-BELGIUM

3.4. Recommendations to WWF-ECUADOR

Recommendation 11: More Concentration (more thematic and geographic focus)		
<u>Management Response:</u>	Partially accepted	
<u>Explanation of the response:</u> During the formulation of the 2 nd phase, WWF-ECUADOR reduced the number of intervention sites in priority landscapes, but not to extent suggested (to reduce to 1 landscape only). The reduction to a single landscape would have seriously jeopardized the consolidation of several actions that have shown a strong potential for impact and replication with other actors. Likewise, it was not considered desirable to focus on a single theme, as this - in addition to ignoring the multidimensional nature of inclusive conservation - would have limited the impact of the project.		
<u>Actions:</u>	<u>Timeframe:</u>	<u>Responsible:</u>
Prioritization of activities (thematically) with the greatest potential impact	1 st and 2 nd semester 2022	WWF-ECUADOR (Planning and Monitoring Team together with the Landscape Conservation team)
Priority intervention plan in communities (geographically) with the greatest potential for success. Cocoa commercialization will be the focus for the indigenous communities of Aguarico; ecotourism ventures in a community of Cuyabeno and one of the Pastaza River; watershed management in Chocó.	1 st and 2 nd semester 2022	WWF-ECUADOR (Planning and Monitoring Team together with the Landscape Conservation team)

Recommendation 12: Improve monitoring and results measurement	
<u>Management Response:</u>	Fully accepted
<u>Explanation of the response:</u>	



Based on the experiences of Phase 1, which showed weaknesses in the quality of the indicators and the monitoring system in general, a new and improved monitoring and evaluation system, a robust baseline and a better set of indicators were developed for the Phase 2.		
<u>Actions:</u>	<u>Timeframe:</u>	<u>Responsible:</u>
Clearly define SMART Indicators (result, impact and process) as well as the baseline and monitoring methodology through the M&E Phase 2 System that is already developed.	Done (during the design of the proposal for Phase 2) and will be implemented throughout the project	WWF-ECUADOR (Planning and Monitoring Team together with the Landscape Conservation team)
WWF-ECUADOR will establish a system of lesson learned for the entire office to capitalize learnings on the landscapes from the past experiences that also include lessons learnt during DGD1 project	2 nd semester of 2022 and every year for the duration of the project	WWF-ECUADOR (Planning and Monitoring Team together with the Landscape Conservation team)

Recommendation 13: Improve multistakeholder Strategic approach		
<u>Management Response:</u>	Fully accepted	
<u>Explanation of the response:</u> WWF agrees that the approach to involve the diversity of stakeholders is open to improvement		
<u>Actions:</u>	<u>Timeframe:</u>	<u>Responsible:</u>
Update the stakeholder mapping, safeguards analysis and design risk mitigation measures in each landscape.	2 nd semester of 2022	WWF-ECUADOR (Policy and Governance Officer with the Landscape Conservation team)

Recommendation 14: Improve Knowledge management and communication		
<u>Management Response:</u>	Fully accepted	
<u>Explanation of the response:</u> Recommendation already initiated in Phase 1 of the project and in the process of improvement for the new phase.		
<u>Actions:</u>	<u>Timeframe:</u>	<u>Responsible:</u>
Design and implement a system of historical systematization (institutional memory) and collective learning and knowledge.	2 nd semester of 2022 and throughout the project	WWF-ECUADOR (Planning and Monitoring Team together with the Landscape Conservation team)
Optimize the internal communication spaces of the projects in each landscape for exchange and coordination between project implementers (geographic and thematic areas).	2 nd semester of 2022 and every 6 months throughout the project	WWF-ECUADOR (Landscape Conservation team)

Recommendation 15: Improve Gender mainstreaming		
<u>Management Response:</u>	Fully accepted	
<u>Explanation of the response:</u>		



WWF-ECUADOR acknowledges that the implementation of a cross-cutting gender strategy to mainstream gender is lacking		
<u>Actions:</u>	<u>Timeframe:</u>	<u>Responsible:</u>
Develop and implement the gender strategy for the management of the project to promote gender equality and have response protocols in case of violence against women (women and girls' participation & leadership, impact of gender policies)	2 nd semester of 2022 and will be implemented throughout the project	WWF-ECUADOR (Policy and Governance Officer with the Landscape Conservation team)

Recommendation 16: Liaise with research		
<u>Management Response:</u>	Fully accepted	
<u>Explanation of the response:</u> WWF-ECUADOR agrees that there is a large gap between the generation of scientifically validated information and its application in the project sites.		
<u>Actions:</u>	<u>Timeframe:</u>	<u>Responsible:</u>
Incorporate academia (UDLA) as an operational partner in Phase 2 of the project	Done (during the design of the proposal for Phase 2) and will be implemented throughout the project	WWF-ECUADOR (Landscape Conservation team)
Strengthen agreements (institutional and operational) and alliances with researchers, universities and others scientific actors in each landscape.	In 2022 and throughout the project	WWF-ECUADOR (Landscape Conservation team)
WWF-ECUADOR contributed as a project partner to the development of a project proposal with HoGent in the Napo-Aguarico Landscape. This proposal is complementary to the DGD project and has been submitted for funding to VLIR-UOS	Start at the 2 nd semester of 2022 and throughout the project	WWF-ECUADOR (Landscape Conservation team)

Recommendation 17: Provide attractive alternatives to extractive activities		
<u>Management Response:</u>	Partially accepted	
<u>Explanation of the response:</u> Experience in several countries on the relationship between productive alternatives as opposed to extractive activities, determine the impossibility of real competition in economic terms of these economic activities against extractive activities or those with a much higher opportunity cost. Examples of these failures have been the illicit crop substitution programs in Colombia, or productive ventures such as coffee, cocoa, etc., as an alternative to income from mining or oil. What has proven to be most successful with a long-term impact has been the strengthening of local organizations in the governance of their territories and the improvement of their capacities to defend their rights, so it was decided to have this as main project focus. Moreover, it seems that the recommendation seems to focus more on 'short term financial gains' alternatives, whereas the project (and WWF in general) focusses more on the longer term in a more sustainable way. Hence the partial agreement.		
<u>Actions:</u>	<u>Timeframe:</u>	<u>Responsible:</u>
Develop a component to strengthen local governance and the defence of territorial rights to counteract negative social and	2 nd semester of 2022 and throughout the project	WWF-ECUADOR (Policy and Governance Officer



environmental pressures (extractive industry).		with the Landscape Conservation team)
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3.5. Recommendations to WWF DRC for Mai Ndombe

Recommendation 18: Support the marketing of communities' products		
<u>Management Response:</u>	Fully accepted	
<u>Explanation of the response:</u> WWF DRC acknowledges the need for increased support for marketing of communities' products. However, there is not enough room within the current budgetary envelope of the DGD project (after budget reduction) to maintain these activities. But this will be the priority to raise complementary funding.		
<u>Actions:</u>	<u>Timeframe:</u>	<u>Responsible:</u>
Raise complementary funding to strengthen the agricultural component in the project, including improved sustainable agriculture and marketing of agricultural products, NTFP and handicrafts.	2022 - 2023	WWF DRC

Recommendation 19: Follow-up management reforms in WWF		
<u>Management Response:</u>	Fully accepted	
<u>Explanation of the response:</u> A fully empowered project leader who is in charge of the Mai Ndombe CFCL program (DGD and other co-financing as it occurs) is necessary. To allow the project leader to concentrate on the technical work, fund raising and stakeholder relations, it is necessary to ensure support in Malebo of a logistical and financial assistant (one or two positions); and 2) Support from Kinshasa head office for logistical, financial, and human resource management needs.		
<u>Actions:</u>	<u>Timeframe:</u>	<u>Responsible:</u>
Fully empowered project leader in place	Done (hired since Jan 15 th 2022)	WWF DRC
Log and/or fin assistant in place	June 30 th 2022	WWF DRC

Recommendation 20: Change cooperation with MMT		
<u>Management Response:</u>	Fully accepted	
<u>Explanation of the response:</u> MMT is in the lead for the ecotourism operation in Nkala and Mpelu CFCL. It is acknowledged that the relationship should be clarified on the financial, logistical, organisational, and technical cooperation. Much more communication is needed between the two organisations.		
<u>Actions:</u>	<u>Timeframe:</u>	<u>Responsible:</u>
Analysis of critical bottlenecks to improve WWF MMT relations	2022 - 2023	WWF DRC & MMT
Partnership agreement with MMT that clarifies the financial, logistical, organisational, and technical cooperation. This partnership agreement should end December 2024 and be evaluated via a joint evaluation.	Done (first signed in April 2022)	WWF DRC & MMT



Funding granted to MMT which takes into account the principles of the partnership agreement (and DGD requirements).	Grants with 6 months duration.	WWF DRC
At least one meeting (if possible physical, if not else virtual) every three months between MN project leader and MMT President	Every three months (2022 – 2026)	WWF DRC & MMT

Recommendation 21: Build appropriation		
<u>Management Response:</u>		Fully accepted
<u>Explanation of the response:</u> As the evaluators, WWF also observed that the CFCL are not fully appropriated by the communities. Although they were created at their demand, and secure land & access for the communities to these forests. But they are too much seen as a WWF driven activity.		
<u>Actions:</u>	<u>Timeframe:</u>	<u>Responsible:</u>
Clarify the CFCL perimeters on basis of the docs provided for their gazettelement and map in GIS.	December 2022	WWF DRC
Organisation of a workshop with each community explaining CFCL concept & legislation, the history of their CFCL, and showing the CFCL on map, and discussing management needs and value generating opportunities, cultural proudness and realistic timeframes.	First meeting done on 15 th June 2022, ongoing during the whole project, but mostly focused before dec 2022	WWF DRC
Invite and strengthen a dialogue with the communities about how they see the use of these CFCL – put them in the lead to decide management action while providing technical advice.	First meeting done on 15th June 2022, ongoing during the whole project.	WWF DRC
Given that increased incomes are a priority for communities, sensitising the local communities to be more realistic to the fact that CFCL are no panacea for quick sustainable income increases. This means that WWF needs also to focus on increasing incomes – by support for marketing communities’ products and by looking into PES opportunities.	December 2023, ongoing during the whole project.	WWF DRC
Review the Maseke CFCL simple management plan and in particular review the zoning. Make sure that zoning categories are well understood/defined by communities.	Dec 2023	WWF DRC

Recommendation 22: Analyse and improve the ecotourism economy	
<u>Management Response:</u>	Partially accepted
<u>Explanation of the response:</u> WWF has not got the ambition to be an ecotourism operator and plans to gradually phase out of its involvement in ecotourism delivery in the project area. WWF sees the operationalisation of the ecotourism to sit with MMT and the private sector, hence WWF will not be involved in direct	



ecotourism marketing as such. But WWF could assist MMT with setting up a business plan that demonstrates costs, possible revenue streams and the sharing/attribution of this revenue, as well as other technical advice.

<u>Actions:</u>	<u>Timeframe:</u>	<u>Responsible:</u>
Support MMT in the development of a business plan for ecotourism in the MMT CFCL.	December 2023	WWF DRC

Recommendation 23: Continue with support to women groups

<u>Management Response:</u>	Partially accepted	
<u>Explanation of the response:</u> The 2 nd phase of the project has no budget to support the same women groups as those from phase 1 (also because the geographical focus of the project shifted to other villages). However, new women groups will be supported in the Mongama and Maseke villages, and in particular on non-timber forest products (NTFP) and agriculture.		
<u>Actions:</u>	<u>Timeframe:</u>	<u>Responsible:</u>
Set up and support women groups in Mongama and Maseke communities so as to understand women's priorities and how to address them.	Ongoing during the whole project.	WWF DRC

3.6. Recommendations to WWF DRC for North Kivu

Recommendation 24: Develop Production and services from planted forests

<u>Management Response:</u>	Fully accepted	
<u>Explanation of the response:</u> WWF agrees that it is important to increase the annual frequency of plantation as a key component of the overall strategy to reduce deforestation		
<u>Actions:</u>	<u>Timeframe:</u>	<u>Responsible:</u>
WWF DRC will encourage tree planting, more freely oriented towards local needs and markets, including for the timber production (sticks and planks), taking into consideration how to optimize the impact on soil, water, biodiversity, agricultural production and livestock breeding. This has been partly taken into account in the formulation of the 2 nd phase project, and will be regarded during further implementation	2021 - 2026	WWF DRC – Goma team

Recommendation 25: Improve resources efficiency

<u>Management Response:</u>	Fully accepted	
<u>Explanation of the response:</u> It is acknowledged that broader dissemination of improved charcoal production techniques can significantly contribute to reduce deforestation rate		
<u>Actions:</u>	<u>Timeframe:</u>	<u>Responsible:</u>
Promote wider dissemination of improved charcoal production techniques	2022-2026	WWF DRC



Recommendation 26: Support more Studies and research		
<u>Management Response:</u>	Fully accepted	
<u>Explanation of the response:</u> WWF acknowledges that despite the value of previous studies, significant knowledge gaps still exist in order to develop future sustainable strategies		
<u>Actions:</u>	<u>Timeframe:</u>	<u>Responsible:</u>
Organising a feasibility study for the upscaling of biogas production	2022-2023	WWF DRC
Studying consumers' preferences and selection criteria between energy sources in urban areas	2023	WWF DRC
Investigating the valorisation of specific NTFP of the CFCL, as part of the implementation of the Simple management plan (part of the 2 nd phase project)	2023	WWF DRC
As mentioned above (recommendation 4), WWF participated in the elaboration of a project proposal (in cooperation with social scientists of Antwerp University and the University of Kisangani and submitted for funding to VLIR-UOS). The Virunga landscape has been selected (together with Malebo) as a research site. If selected, this proposal will help WWF to improve our understanding of indigenous knowledge on forest conservation in the Virunga landscape, which will support the development of future strategies.	September 2022 onwards (if selected)	Scientific partners (UA and UNIKIS) with support of WWF-BELGIUM and WWF DRC

Recommendation 27: Establish a decentralized network of technicians		
<u>Management Response:</u>	Fully accepted	
<u>Explanation of the response:</u> The establishment of a network of decentralized technicians on the field can indeed contribute to a reduction in the need for travels and hence reduce the impact of the insecurity situation on the project.		
<u>Actions:</u>	<u>Timeframe:</u>	<u>Responsible:</u>
The project will provide tools and smartphones to local technician to monitor results on a regular basis and to facilitate backstopping and follow-up from the Goma office	2022 - 2023	WWF DRC

Recommendation 28: Encourage authorities' engagement		
<u>Management Response:</u>	Fully accepted	
<u>Explanation of the response:</u> WWF agrees that local authorities have a role to play in order to reduce the higher competitiveness of illegal and unsustainable charcoal, and that hence their engagement is important.		
<u>Actions:</u>	<u>Timeframe:</u>	<u>Responsible:</u>
In the framework of the SIDA funded 'Leading the Change' project, WWF DRC (Goma office)	2022 – 2023	WWF DRC



will continue and strengthen advocacy towards local authorities on measures that can be taken for the governance of the sector		
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Recommendation 29: Ensure prompt and sustainable Benefits to communities from community forests		
<u>Management Response:</u>	Fully accepted	
<u>Explanation of the response:</u> WWF acknowledges that is important to meet local needs (see above) in order to guarantee project support, but it is also very important to manage these expectations throughout the project in order to avoid the creation of expectations which cannot be realistically met by the project.		
<u>Actions:</u>	<u>Timeframe:</u>	<u>Responsible:</u>
Ensure the implementation of the Simple Management Plans which were elaborate during the first phase of the DGD project (this is already planned as part of the 2 nd phase)	2022 - 2025	WWF DRC
Identify adequate measures for the sustainable valorisation of the CFCL	2022-2025	WWF DRC

3.7. Recommendations to WWF Cambodia

Recommendation 30: Continue with FA and ICLT, not with CLUP		
<u>Management Response:</u>	Fully accepted	
<u>Explanation of the response:</u> This has been incorporated into the formulation of the 2 nd phase project. The CLUP result was dropped as it had not been achieved in phase 1 (2017-2021) and is not included in phase 2 (2022-2026). The team has identified new ways of engaging with the main government stakeholder, focusing on capacity building on spatial planning. CF and ICLT registration and capacity building will continue under 'Result 1' of the 2nd phase of the DGD project. Since this recommendation has already been put in practice, no specific new actions are required; activities with FA, CFs, and ICLTs will continue in phase 2, and are already reflected in the formulation of the results and the elaboration of the associated work plans. Activities which respond to the recommendation; and which are already programmed in the DGD2 project are presented below.		
<u>Actions:</u>	<u>Timeframe:</u>	<u>Responsible:</u>
Registration of 3 ICLTs and capacity building for committees of 6 ICLTs	2022 - 2026	FLO
CFs agreements approved or renewed	2022 - 2026	FLO
CFs management plans are developed and implemented	2022 - 2026	WWF-CAMBODIA & FLO

Recommendation 31: Improve economic and financial sustainability of productive activities		
<u>Management Response:</u>	Fully accepted	
<u>Explanation of the response:</u> Financial sustainability of livelihood activities is a precondition to ensure that enterprises are more likely to maintain sustainable practices. During the second phase of the project (22-26), and based on lessons learned from phase 1 (17-21), a review of productive activities will be conducted. A subset of entrepreneurial activities that were originally tested in Phase 1 will be pursued. As a precursor, value chain analysis will be conducted to ensure that only the most promising productive		

activities are prioritised. When markets are less susceptible to outside forces (e.g. pandemics, financial crashes, etc.), and production methods do not place extra strains on natural resources, these entrepreneurial and productive activities offer suitable substitutes for illegal activities.

<u>Actions:</u>	<u>Timeframe:</u>	<u>Responsible:</u>
Conduct value chain assessments of chicken production in target communes and modify chicken production models	2022	WWF-CAMBODIA & FLO
Value chain stakeholders' engagement (meeting and workshop, quarterly reflecting workshop)	2022 & 2024	WWF-CAMBODIA & FLO

Recommendation 32: Funding protection activities		
<u>Management Response:</u>	Fully accepted	
<u>Explanation of the response:</u>		
<p>This was trailed in phase 1 of the project (2017-2021) and was addressed in the design of phase 2 (2022-2026) as well. In phase 1, the committee members of community forestry (CF) were able to collect contribution fees from their members for use in forest protection, after enhancing the practice of CF by-laws. In phase 2, the project will continue supporting communities' self-financing mechanisms, such as CF credit scheme, mini-trust fund, and community-based agroforestry development, which were supported by another programme of MFF (PaFF3 – The Partnership for Forestry and Fisheries Communities in Cambodia, Phase 3). Capacity building for committee members of CFs, on small proposal writing and other relevant skills, was also integrated as a part of the CF management plan implementation in phase 2. In addition, the FLO, the implementing partner in phase 2 will assist the CF management committees with the integration of the CF management plans into commune investment plans to get funds from the commune administrations.</p> <p>No specific <i>new</i> actions are required, list of programmed activities already foreseen within the phase 2 project is presented below.</p>		
<u>Actions:</u>	<u>Timeframe:</u>	<u>Responsible:</u>
Strengthen the by-laws of CFs to collect contribution fees through trust building among CF management committees and members (as part of CF management plan implementation)	Twice a year (every semester) from 2022 onwards	WWF-CAMBODIA & FLO
Enhance capacity of 5 CFs in operating CF credit scheme and savings (as part of CF management plan implementation)	From July 2023	WWF-CAMBODIA & FLO
Provide backstopping to 5 CFs to manage their mini-trust funds (as part of CF management plan implementation)	From July 2023	WWF-CAMBODIA & FLO
Strengthen existing cow banks and buffalo banks to allocate benefits for natural resource management based on their by-laws	Twice a year (every semester) from 2022 onwards	WWF-CAMBODIA
Strengthen existing honey and rattan groups to allocate benefits for natural resource management based on their by-laws	Twice a year (every semester) from 2022 onwards	FLO
Capacity building for committee members of CFs on small proposal writing and other relevant skills (as part of CF management plan implementation)	2023	FLO



Capacity building for CF management committees on integration of the CF management plans into commune investment plans to advocate for funds from the commune administrations	2023	WWF-CAMBODIA & FLO
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Recommendation 33: Provide irrigation infrastructure		
<u>Management Response:</u>	Not accepted	
<u>Explanation of the response:</u> This recommendation was based mainly on interviews with the staff of FLO, who mentioned the request from a few communities in the project areas. In our opinion, it does not reflect the real needs of the majority of the target communities, although paddy rice farming is generally a primary occupation of the local people for food security. It is also unclear where the irrigation infrastructure is to be built and whether environmental impacts are being duly considered. Neither WWF nor FLO has expertise on irrigation system development and these systems are complex and costly.		

Recommendation 34: Complement the support to community-based ecotourism		
<u>Management Response:</u>	Fully accepted	
<u>Explanation of the response:</u> The project team agreed with continuing the support to community-based ecotourism which is a prioritised approach in the country and has direct linkage between conservation and human well-being. This activity has been integrated in the Freshwater Program of the MFF landscape, funded by WWF Switzerland. No additional actions are required.		
<u>Actions:</u>	<u>Timeframe:</u>	<u>Responsible:</u>
With complementary funding (not via WWF-Belgium), CBET support includes further capacity building on working with the Ministry of Tourism	The other project is from 2022 to 2024	WWF-CAMBODIA & other partners
Additional complementary funding (not via WWF-Belgium) supplying renewable energy solutions for CBETs (also to showcase alternatives to hydropower by engaging with the tourism sector and ministry of energy)	The other project is from 2022 to 2024	WWF-CAMBODIA & other partners

Recommendation 35: Provide Support to communities on legal issues		
<u>Management Response:</u>	Partially accepted	
<u>Explanation of the response:</u> The recommendation was based on the existing practice of the project-implementing partner, FLO, which approached CLEC to seek legal advice for addressing the land conflicts in the indigenous communities.		
<u>Actions:</u>	<u>Timeframe:</u>	<u>Responsible:</u>
Continue the collaboration with CLEC to seek legal advisory and to build network between CLEC and the target communities	2022	FLO
Provide refresher training on legal process to the target communities	2023	WWF and FLO



4. Conclusion

The report of the external final evaluation of the DGD supported WWF programme (2017 – 2021) formulated 35 recommendations. This document outlined and explained the WWF response to these recommendations. In total, 27 recommendations were fully accepted, 7 were partially accepted and 1 recommendation was not accepted. Moreover, the document gave an overview of the series of actions to respond to the (partially) accepted recommendations. Some of these actions have already been implemented (e.g. during the formulation of the 2nd phase of the DGD programme) or are currently being implemented. Other actions will be implemented by the relevant responsible parties, according to the timeframe provided. The implementation of the actions identified will be monitored on a yearly basis by WWF-BELGIUM.