



COLOMBIA



Strategic Plan Summary

2020 - 2025



INTRODUCTION

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OUR MISSION

- WWF WORKS FOR A LIVING PLANET AND ITS MISSION IS TO HALT THE PLANET'S ENVIRONMENTAL DEGRADATION AND BUILD A FUTURE IN WHICH HUMANS LIVE IN HARMONY WITH NATURE;
- CONSERVING THE WORLD'S BIOLOGICAL DIVERSITY;
- ENSURING THE SUSTAINABLE USE OF RENEWABLE NATURAL RESOURCES; AND
- PROMOTING THE REDUCTION OF CONTAMINATION AND OVERCONSUMPTION.

WWF IS GLOBAL. We achieve our mission by working at multiple levels from the local to global, forging alliances and partnerships from multiple sectors. We identify and target the most critical problems facing nature, and use our strengths, experience, partnerships, and scientific and traditional knowledge to find solutions.

A FIRM FOUNDATION

WWF began working in Colombia in 1964, and a WWF-Colombia office was established in 1993. During these past 25+ years, WWF Colombia has sought to harmonize conservation with meeting human aspirations, reflecting the need to address the inextricable linkages between environmental degradation and human development and the drivers and global pressures (indirect threats) leading to biodiversity and ecosystem function loss. WWF-Colombia has evolved and grown to be a respected and vibrant member of the WWF global network and a well-recognized organization and change agent in Colombia.

LOOKING TO THE FUTURE:

WITH THE ADOPTION OF THE 2017 PEACE ACCORD, COLOMBIA IS AT A CROSSROADS IN ITS HISTORY, AND THE RECONCILIATION PROCESS PRESENTS HUGE CHALLENGES FOR THE COUNTRY.

As Colombia seeks to integrate regions, territories, and communities that have long been impacted by political conflict, renewed access to regions previously dominated by the conflict creates new pressures on natural resources. These regions need to address the inequities in access to land and natural resources, and a chronic lack of basic needs and rights necessary for human development while ensuring the resilience and diversity of the natural environment to provide the ecosystem goods and services that sustain life itself.

More than ever, Colombia needs WWF and its network of conservation partners, friends and allies who work at the local, regional, national and international level. We are committed to building a sustainable future for Colombia where people and nature thrive, striving to move the country forward on a clear path to sustainable, low carbon, and resilient development built on:

1. Healthy, functional ecosystems and environmental flows;
2. More equitable access and distribution of land & natural resources; and
3. Active and effective participation, commitment, and innovation of civil society and the private sector.



OUR PRINCIPLES AND VALUES

OUR VALUES

CREDIBILITY

Our work is based on the best available science, information and knowledge, including traditional knowledge.

DETERMINATION

We're passionate about what we do, and determined to make a difference.

OPTIMISM

We're all about finding solutions to some of the planet's greatest challenges.

ENGAGEMENT

We stress the urgency and relevance of our work while inspiring action from as many people as we can.



OUR GUIDING PRINCIPLES



We are global, independent, multicultural, intergenerational, and non-partisan.



We seek dialogue and avoid unnecessary confrontation, but when necessary, we do not shy away from taking strong positions.



We create effective conservation solutions through a combination of local action on-the-ground, policy and advocacy, mobilizing change, citizen action and leadership from other actors.



We respect and involve local communities, ethnic and indigenous peoples in the planning and implementation of our programs, with a mindful eye to facilitate their leadership and influence, and address their economic needs and cultural values.



To maximize effectiveness and impact, we work to mobilize and inspire others to take action. (Civil society organizations, governments, businesses, and local communities).



We advance in our work justly and thoughtfully, and we use donor funds with the strictest and highest standards of accountability and transparency.



We apply rigorous safeguards to all of our work to ensure that the rights of local communities are respected and incorporated into program actions.













OUR CONSERVATION AMBITION

Conservation goals and human well-being guide our targets and ambitions

Set Colombia on a clear pathway to sustainable, low carbon and resilient development built on:

1. Healthy, functional ecosystems
2. More equitable access & distribution of land & natural resources
3. Active and effective participation, commitment and innovation from civil society and the private sector

WHAT WE AIM FOR	GLOBAL GOALS	GLOBAL TARGETS
CONSERVATION <ul style="list-style-type: none"> ■ Connectivity along altitudinal gradients and in forest, savannah, & freshwater ecosystems. ■ Ecologically healthy and functional marine, coastal, and freshwater environments. ■ Free-flowing rivers and wetland ecosystems. 	 FRESHWATER	Freshwater ecosystems & flow regimes in key river basins provide water for people & nature.
	 OCEANS	The world's most important fisheries & ocean ecosystems are productive and resilient, and improve livelihoods and biodiversity.
	 FORESTS	Increase coverage and effective management of protected areas, halt deforestation and restore degraded forest landscapes.
	 WILDLIFE	The world's most iconic and endangered species are secured and recovering in the wild.
HUMAN WELL BEING <ul style="list-style-type: none">  Food security  Clean water  Renewable energy  Inclusion and equity 	 FOOD	Sustainable food systems conserve nature and maintain food security.
	 CLIMATE & ENERGY	An equitable and just transition is underway that limits warming to 1.5 C protects people and nature and builds a climate resilient future.

COLOMBIA'S TARGETS	MAIN STRATEGIES
<p>Improve adaptive management and increase legal protection of freshwater ecosystems by 1.5 million hectares in 7 critical basins.</p> <p>Ensure ecological resilience of 5 prioritized river basins.</p>	<p>A space for nature: mainstreaming biodiversity conservation and climate change planning into territorial development plans</p>
<p>Increase ecological representation, area conservation and effective management of coastal and marine ecosystems in the Eastern Tropical Pacific Ocean (ETPO), safeguarding species and ecosystems diversity.</p>	
<p>At least 3.5 million hectares of new protected areas and 20 million hectares have increased their effective management, including the protection and management of Key Biodiversity Areas (KBA) for selected species.</p> <p>Deforestation halted in at least 8 land-based rural landscapes</p> <p>Improve management and governance of at least 1.5 million Ha. community owned territories</p>	
<p>Critical habitat for key species is protected and effectively managed in at least 8 ecologically and biologically important areas (EBSA) and illegal extraction, use and trade of wildlife is eliminated.</p>	<p>Inclusive and equitable social, political, and institutional governance</p>
<p>At least five sustainable production landscapes are contributing to improve food security, biodiversity conservation, and socioecological resilience.</p>	
<p>Collective Climate Action underway with participation of and strong and ambitious commitments from national and subnational governments, development agencies, financial sector, private sector, cities and civil society.</p>	<p>Responsible consumption, markets and financial institutions</p>



OUR PRIORITY ECOREGIONS

Our conservation work is targeted in five priority ecoregions that are shared with neighboring countries. These regions are unique and provide critical ecosystem services to human populations.



ANDES

The mighty Northern **Andes** that extend from Venezuela to Northern Peru, split into three mountain ranges in Colombia creating a diversity of ecosystems from high grasslands (páramos) to the inter-Andean valleys.



ORINOQUÍA

The tropical savannas and rivers and streams of the majestic and powerful **Orinoquía** span from Colombia to Venezuela.



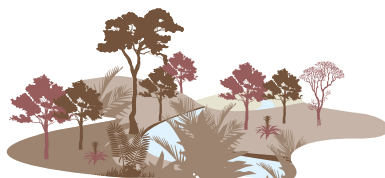
THE CHOCÓ

The tropical humid forest ecosystems of the **Chocó** extend from Eastern Panama to NW Ecuador.



TROPICAL EASTERN PACIFIC OCEAN

Coastal and marine ecosystems extending from Costa Rica to Ecuador.



AMAZON

The huge and imposing **Amazon Biome** dominates the entire northern expanse of South America, is shared by 8 countries and 1 overseas territory, and provides ecosystem services that are essential to life on earth.



OUR CONSERVATION TARGETS

PROVIDE HABITATS FOR VARIOUS ICONIC AND KEYSTONE SPECIES:



SPECIES ASSOCIATED
WITH ALTITUDINAL
GRADIENTS

Andean bear
(*Tremarctos ornatus*),

Mountain tapir
(*Tapirus pinchaque*)

Jaguar
(*Panthera onca*)



SPECIES ASSOCIATED WITH
RIVERS AND WETLANDS

Migratory catfish
(Siluriformes: Pimelodidae)

River dolphins
(*Inia geoffrensis* and *Sotalia fluviatilis*)



SPECIES
ASSOCIATED WITH
FUNCTIONAL MARINE
ENVIRONMENTS:

Small pelagic fish
(especially in the families
Engraulidae and Clupeidae)

Tuna
(*Thunnus albacares*,
Thunnus obesus y
Katsuwonus pelamis)

Mahi-mahi
(*Coriphaena
hippurus*)



(*Caretta caretta*, *Chelonia agassizii*, *Chelonia mydas*, *Dermochelys coriacea*,
Eretmochelys imbricata y *Lepidochelys olivacea*).





CROSS CUTTING CONSERVATION STRATEGIES

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**SUSTAINING COLOMBIA'S VAST BIODIVERSITY
AND ECOSYSTEM SERVICES IS A CHALLENGE THAT
REQUIRES A MULTIFACETED APPROACH.**

CROSS CUTTING STRATEGIES





STRATEGY 1: A SPACE FOR NATURE

The end of the armed conflict and the country's demand for natural resources are creating new opportunities to open new territories to development and transform expansive landscapes. While long a cornerstone of our work, **Integrated Landscape Planning and Management** is taking on renewed importance to address these new pressures. Further, in the context of a changing climate, Nature Based Solutions (NBS) and planning for greater resilience will be critical for the immediate future both for people and nature. It is also important to remember that land use change and agriculture account for nearly 20% of GHG emissions, thus is a key sector to help Colombia meet its Nationally Determined Contributions (NDC).

Integrated landscape planning and management must bring all stakeholders to the table from local communities, government, businesses, and the financial sector, and integrate climate and biodiversity considerations into planning processes both in production and conservation landscapes. The aim is to develop climate smart and resilient landscapes, using Nature Based Solutions for climate mitigation and adaptation. The targets include the following:

- Broaden coverage and effective management of protected areas for biodiversity and the provision of environmental services. This includes the creation of new public protected areas (multiple levels) to reach the current 17% target for terrestrial and 10% marine and push for more ambitious targets in the 2030 agenda. Additionally, private lands and community-based conservation are a major opportunity to improve livelihoods and well-being
- and expand connectivity. We will target more effective management of at least 20 million hectares and promote financial sustainability mechanisms such as Heritage Colombia to be fully operational by 2022. We further are positioning protected areas as part of Nature Based Solutions for climate action in the international policy agenda.
- The ways we produce our food and our patterns of consumption are critical to reduce the loss of nature and greenhouse gas emissions. Nearly 40% of the country's natural ecosystems have been converted to pasturelands and agriculture, thus is critical that conservation and climate parameters are incorporated into production systems, to reduce emissions and restore critical areas for the health of river basins and connectivity. We will drive forward zero deforestation and zero conversion of natural ecosystems in at least four key productive sectors (oil palm, beef, dairy and cacao) while taking a landscape approach to create more resilient production landscapes. Finally, we are creating forest restoration solutions to assist Colombia in reaching its 1 million hectare target for forest restoration.
- More than 70 percent of Colombia's population resides in urban areas, and by 2050 will be nearly 95%. Cities are also a major producer of GHG emissions and consumer of other environmental services. Through Urban Landscape Planning and transformation of key sectors (e.g. transportation), we are championing climate-smart, low-carbon urban initiatives that reduce emissions while improving quality of life of city dwellers.





STRATEGY 2: INCLUSIVE AND EQUITABLE SOCIAL, POLITICAL AND INSTITUCIONAL GOVERNANCE

Poor governance and inequity in the use of natural resources and access to land have been major challenges for decades and are the foundation of the decades long civil war (e.g. an estimated 42 to 70% of timber commercialized is from illegal sources, more than 50% of national parks affected by illegal use and occupation, an estimated 15% of forest reserves have mining titles granted or in process). Improving territorial governance is also an opportunity to enable people to protect landscapes considering that 50% of the country's remaining forest cover is found in ethnic and indigenous territories. Strengthening governance and participation has been at the center of our work for more than 25 years, and will continue into the future.

Effective nature- and people-focused governance is aimed at promoting stewardship and environmental responsibility at all levels and across sectors. This means building capacity for more effective governance especially citizen participation in decision-making scenarios regarding access, use and management of land, water (marine and freshwater) and natural resources, empowering key players from local to global, enabling dialog, participation and influence in decision-making, while generating changes in attitudes, and helping key actors formulate solutions to their environmental and development challenges. This includes such approaches as Collective Action for Climate Action, public-private

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dialogue (Conversatorios of Citizen Action), citizen watchdog groups to monitor large scale development initiatives (e.g. road development). To address **conservation governance and territorial security**, we work with public agencies and communities (indigenous, traditional, afro-Colombian, and other informal groups) to resolve land and natural resource conflicts.

The formulation and implementation of environmental and sector policies and practices to support conservation and sustainable use of land, water (freshwater and marine) and natural resources at the national and international levels reinforces local level actions, and promotes citizen action. **Strengthening policy frameworks** supports the adoption of low-carbon strategies, sustainable development and conservation of

nature aimed at stopping the conversion of natural ecosystems while encouraging sustainable production. Our policy agenda is framed by the Sustainable Development Goals and the promotion of a New Deal for People and Nature (ND4PN), using existing governance mechanisms and/or creating new policy frameworks such as facilitating ratification of conventions such as Minamata or the Escazu Accord.

As a widely respected international organization, WWF is uniquely

positioned to generate alliances among national, regional, and international actors, and the Policy team is a major player in WWF's international agenda (Climate, Biodiversity, SDG, and others) and playing a leadership role in Latin America in the ND4PN. Further, we are able to promote social, environmental, and **political governance beyond borders** by building a shared strategy to increase the social, economic and ecological resilience of frontier ecosystems and communities.



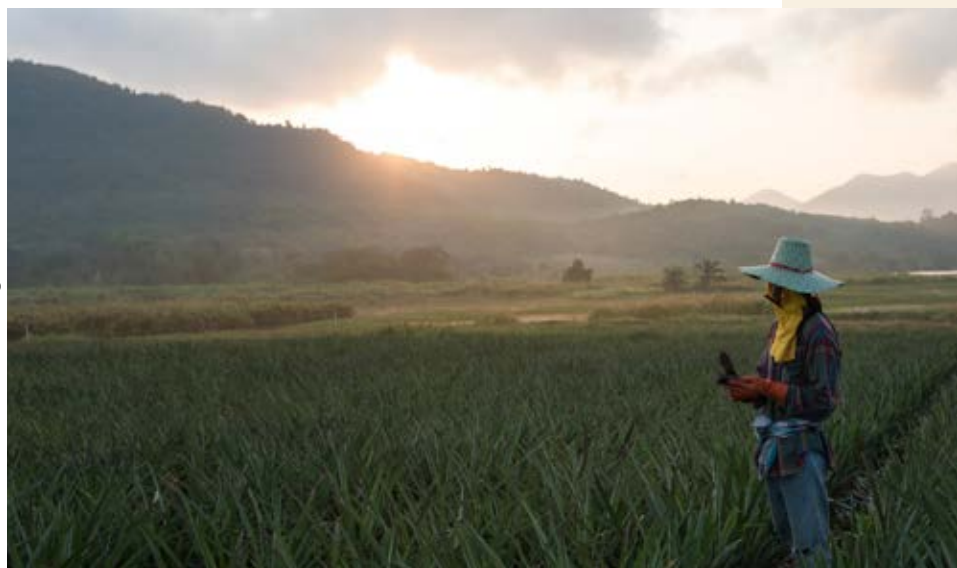
STRATEGY 3: RESPONSIBLE CONSUMPTION, MARKETS AND FINANCIAL SYSTEMS

Recognizing the role that business and industry play and their impact on natural resources, we work with governments, the financial sector, private industry and productive sectors to create a **low-carbon and resilient economy** that values nature and ecosystem services and promotes human development. We're promoting green standards such as Colombia's Protocolo Verde (*Green Protocol*) with the financial sector that reduce the impact of Colombia's food, fishing, on forests and other natural ecosystems. We support **national policy to reduce deforestation** while encouraging "driver industries" to join the dialogue.

We are working to create sustainable production supply chains that protect biodiversity and improve the quality of life of local communities. We work collaboratively with the agricultural sector to promote management practices that aim to eliminate conversion of natural ecosystems. We also support the **adoption of conservation finance mechanisms** among multilateral

organizations, especially for the creation of a long-term financing mechanism for conservation areas - most notably Heritage Colombia. And, with a growing Colombian consumer population of 47 million people, we are **advocating for environmental awareness** and a culture shift to reduce the human footprint and promote legal and responsible consumption.

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MOBILIZING AND INSPIRING A MOVEMENT

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WE SEEK TO INSPIRE, MOTIVATE, AND MOBILIZE GOVERNMENTS, BUSINESSES, AND MORE THAN 15 MILLION CITIZENS TO SUPPORT WWF'S MISSION, ACTIONS, AND ADOPT SUSTAINABLE LIFESTYLES AND PRACTICES.

Our 2020-2025 Strategic Plan has five communication tactics targeting different audiences and with different types of messaging and rationale in mind. This suite of approaches ensures that our conservation efforts reach across Colombia and resonate with citizens residing in cities and in rural areas; with consumers and producers of goods and services; with national and local government leaders and decision makers; and with representatives from the commercial and financial sectors – thereby ensuring that sustainability becomes a cornerstone of sustainable and resilient development in Colombia.



WWF COLOMBIA'S COMMUNICATION TACTICS

GOAL

Conservation
Action

Support field
projects

Mobilization
and Education

Change attitudes
and behaviors
for more
sustainable
lifestyles

Influence
public
opinion and
advocacy

Promote citizen
engagement to
advocate for
environmental
policies

Positioning
WWF

Build our brand
and organizational
recognition

Build a social
constituency and
engagement

Inspire and
mobilize people
and organizations
to engage with and
give to WWF



A SUSTAINABLE FUNDING BASE FOR CONSERVATION ACTION

WWF COLOMBIA HAS MAINTAINED SOLID AND CONSISTENT FINANCIAL GROWTH OVER THE PAST 10 YEARS. WE AIM TO MAINTAIN THIS GROWTH TRAJECTORY. WHILE WE HAVE RELIED TRADITIONALLY ON THE WWF NETWORK, GOVERNMENT DONORS/COOPERATION AND THE COLOMBIAN GOVERNMENT FOR OUR FUNDING – MOST OF WHICH IS TIED TO SPECIFIC PROJECTS – WE HAVE BEGUN TO DEVELOP CAPACITY TO RAISE UNRESTRICTED RESOURCES FROM COLOMBIAN BUSINESSES AND CITIZENS.

Our aim is to maintain growth and investment in conservation, build a partnership approach for fundraising, mobilize investment in conservation by others and ensure a sustainable foundation of funds to enable us to respond to opportunities, emergencies, and unanticipated needs.

Our financial strategy includes two primary targets:

- 1. increase our annual revenue by 6-8 percent; and**
- 2. increase unrestricted funds from the current 5 percent of the total budget to 15-20 percent in the next five years.**

These ambitious goals will allow us to maintain current levels of funding while diversifying our revenue sources and allowing us the flexibility to invest in new strategic areas and respond to opportunities or crises. We will continue to work in partnership with and seek funding from the WWF Network, other NGO's and business and civil society to raise these important resources through following approaches:

- 1. Network Alliances** – Seek investments & share complementary technical support from across the WWF Network. This includes maintaining our long-term partnerships with WWF UK, NL and Germany, while seeking new partnerships across the network, and building regional or transnational initiatives and proposals to work with others in the LAC region as well as beyond LAC.
- 2. Private Funding Sources** – Cause Based Markets and Individual. Over the past nearly 3 years, we have been developing private fundraising (membership and philanthropy, cause based marketing with business, licensing, marketing merchandise, and foundations). We have developed an integrated strategy with financial targets that include for example USD1 million gross annual income target from membership by 2025.
- 3. Public Sector Partnerships.** We have been an effective partner with Colombian government agencies as well as international cooperation. We will continue to build these partnerships as well as develop innovative PSP approaches such as blended finance and work with trade agreements. These sources will likely continue to represent at least 50% of our overall annual budget.





STRONG ORGANIZATIONAL CAPACITY, PEOPLE AND LEADERSHIP

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To achieve long lasting conservation goals and confront the challenges of a changing and dynamic environment and political context, we will continue on our Organizational Development journey to ensure becoming the strongest organization possible and a recognized partner in the WWF network, Colombia and the region. This will be built on the following pillars:

- An Integrated Strategic Plan that reports critical contributions to the global and country goals, with an effective evidence-based monitoring system.
- An innovative and effective organizational structure populated by a creative, committed and fulfilled technical and administrative team, driving results and impact.
- New operational and financial management systems designed and adopted to ensure efficient and transparent financial planning and management, and accountability at local, regional and International levels.





TOGETHER POSSIBLE

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WE KNOW THAT ONE ORGANIZATION ALONE CANNOT EFFECT THE SCALE OF CHANGE NEEDED FOR A LIVING PLANET. THAT'S WHY WE RELY ON PARTNERSHIPS AND OUR SUPPORTERS. THE CHANGES WE WANT TO SEE IN THE WORLD CAN ONLY COME ABOUT THROUGH THE EFFORTS OF MANY PEOPLE FROM MANY SECTORS.

Working together with others is a guiding principle of everything we do. It cuts across our work on the ground with local communities, it is at the foundation of mobilizing and building a movement, engaging corporate and financial sectors to be drivers of the change and transformation we need, influencing policy, mobilizing financial resources and complementing capacities. Our targets are:

- For each of our project and program areas, we will carry out stakeholder analyses to identify and engage key actors.
- We will seek to develop projects jointly with partners.
- We will influence policy working together with other organizations.
- We will recognize and respect the work and leadership of others.







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**THIS STRATEGIC PLAN SEEKS THAT, BY 2025, COLOMBIA TRANSITS A PATH
TOWARDS A SUSTAINABLE, CLIMATE-SMART, LOW-CARBON, INCLUSIVE AND
EQUITABLE SOCIO-ECONOMIC DEVELOPMENT.**



Trabajamos para conservar el
mundo natural para las personas
y la vida silvestre.

juntos es posible.

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