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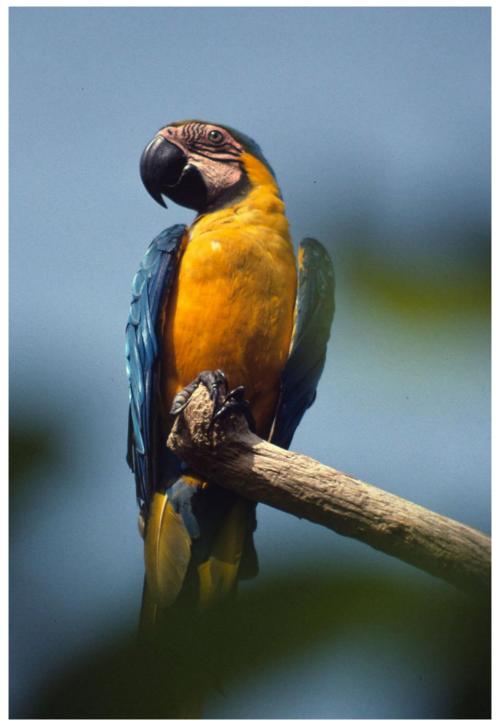
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WWF Peru, Lima, 2018

Our vision is that by 2021, Peru is conserving its biological diversity in priority landscapes and maintaining its environmental and cultural contribution to the world, within a framework of equity, greater human wellbeing and reduction of the ecological footprint.



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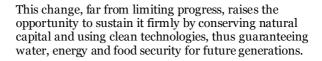
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MESSAGE FROM THE DIRECTOR

The world is living a historical moment of transformation. The effects of climate change and environmental degradation in our lives are forcing humanity to adapt and seek alternatives to regain a balance with our planet and nature.

It seems that, finally, we are on our way to what we could call an Environmental Era. The world leaders have progressively approached the subject; from the Pope, to the governments that seek the "decarbonization" of the economy and the corporations that are committed to sustainability. The citizens, of course, also demand a better world.

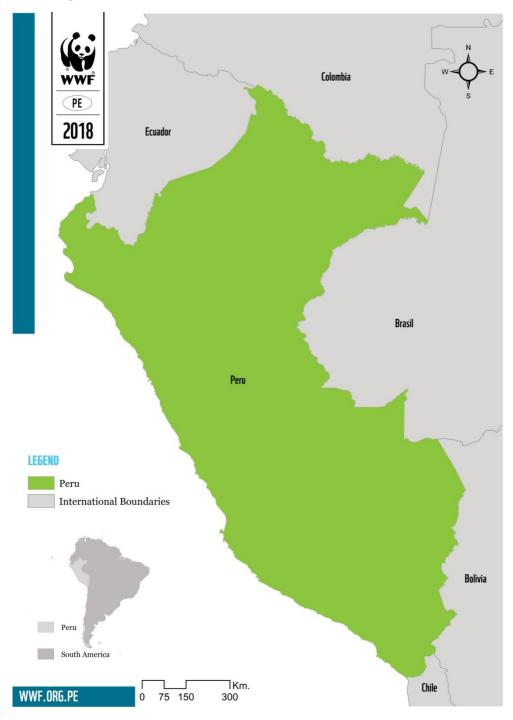


In recent years Peru has been increasingly active in this challenge and, through WWF, we have accompanied Peruvians, their authorities, and the private sector in this arduous, but rewarding, journey. Thus, based on its legacy in the conservation of species such as the vicuña, the consolidation of iconic natural spaces such as the Manu and Alto Purús national parks, and the promotion of the sustainable management of natural resources for the benefit of indigenous and local populations, today WWF aims to increase its contributions to an even more prosperous and sustainable Peru.

The 2018 - 2021 strategic plan marks the path we will follow. It is the result of a deep analysis of the opportunities and challenges that Peru faces; of decades of work with its people; and of the contributions that we as a global organization aspire to provide. For this, we will focus on innovation as the transversal axis of our intervention; we will strengthen our vocation for the construction of alliances; and we will promote with emphasis the generation of a society committed to a biodiverse and sustainable Peru for all. Together possible.



Patricia León Melgar WWF Peru Country Representative



1. INTRODUCTION

History and context of WWF in Peru

WWF has been working since 1961 for a living planet. For over 5 decades it has established itself as one of the most beloved and respected conservation organizations in the world. It has the support of 5 million members and has a presence in over 100 countries, guaranteeing tangible and lasting results for our benefit and that of nature.

For a Living Planet

WWF's mission is to stop the degradation of the natural environment and to build a future in which human beings live in harmony with nature; conserving biological diversity, ensuring the sustainable use of renewable natural resources, promoting the reduction of pollution and encouraging responsible consumption. Today, more than ever, we are convinced that together it is possible.

Brief review of an extensive legacy

WWF began its efforts in Peru in 1969 when it contributed to the successful recovery of the vicuña - then on the verge of extinction – supporting the country's first protected area for wildlife management, the Pampa Galeras National Reserve (Ayacucho).

Over the years, WWF has been decisively involved in the protection of unsurpassed natural areas such as the Manu National Park and the Paracas National Reserve, among others. In 1994, WWF established its first project office in Peru and then in 1998 the WWF Peru program was founded. Since then, WWF Peru has played a key role in supporting the creation and management of protected areas such as the Alto Purús National Park and the Purús Communal Reserve that are part of the largest conservation corridor in Peru. Later, it contributed to the creation of the Güeppí Sekime National Park, which is the heart of a trinational conservation complex shared with Ecuador and Colombia.

WWF also supported the designation of the Abanico del Pastaza as a Ramsar Site, which was the first step in the recovery of the largest wetland in the Peruvian Amazon.



Furthermore, the promotion of good management practices, contributing to the certification of almost 1 million hectares of forests and, subsequently, an innovative REDD + program (Reduction of Emissions from Degradation and Deforestation) was promoted by WWF. This, together with local, national and regional indigenous representative organizations, has allowed the construction of an integrated forest assessment proposal that today is inserted in the highest spheres of global climate policies.

Escalating impacts: 2013 - 2017

It is based on these important contributions that, through a rigorous assessment of WWF's role in Peru and the alignment of its local strategies to its global priorities, WWF Peru designed a strategic plan (2013 - 2017) that scaled up its contributions to sustainable development in Peru, and subsequently, from the country to the world.

Thus, the experience and legacy in supporting the creation and management of protected areas and conservation corridors, resulted in the decisive collaboration with national authorities to design and implement the most ambitious proposal to grant financial sustainability to the system of natural protected areas in Peru. Likewise, by consolidating years of collaboration with indigenous peoples, it has been possible to contribute to the territorial security and consequent sustainable management of millions of hectares of Amazonian forests, as well as to the consolidation of new reserves in favor of indigenous peoples in voluntary isolation and initial contact.

In the coastal marine area, through an integrated approach of collaboration with the private sector, sectoral authorities, scientific entities and fishermen's associations, WWF has actively contributed to the sustainability of the country's main fisheries, as well as the innovation of artisanal fishing techniques to tangibly reduce bycatch of key species such as dolphins and turtles.

Innovation as a premise

The essential features of the progress achieved may be adaptability and innovation, which have been established as transversal axes of our contribution. One of the most palpable examples, today, is the biodiversity monitoring work. Via an integrated approach, which encompasses working with 350 trap cameras and acoustic recording stations for wildlife registration, and state-of-the-art methodologies such as environmental DNA analysis, WWF Peru has consolidated as a reference for the design of conservation strategies for key species such as the mountain tapir and the jaguar. Under this framework, the scientific team evaluates the role of different modalities of land use, such as forest

concessions, protected areas, indigenous territories and conservation corridors, in the conservation of species in all of Peru, and recently, in a regional context together with WWF Ecuador and WWF Colombia.

Similarly, through technical assistance and the support to design efficient policies, WWF works hand in hand with authorities to implement a sustainable cities approach that is progressively consolidating both in remote cities of the Amazon and in the most modern cities of the Peruvian coast.

Expanding the scope: partnerships and collaboration

Innovation also involves expanding our sphere of influence and it is in this context that, in recent years, we have been able to consolidate a constant and growing collaboration not only with the public, academic and civil society sectors, but also with the private sector. Whether it's based on a strategic approach to communications and marketing with joint campaigns, through the promotion of policies towards a modern and sustainable energy matrix, the reduction of the water footprint or the organization of fisheries, WWF aims to continue strengthening its alliances with the private sector, and beyond, to jointly promote an increasingly sustainable Peru. It is in this context, that since 2017, WWF Peru has an Advisory Committee comprised of prominent leaders from sectors such as business and international cooperation.





2.1 Strategic Plan 2018 - 2021

Promising horizon

Five years after the last strategic planning exercise, Peru and the world have changed again. In just a few years, the environment has once again posed new challenges, but also new opportunities, and it is in this context and within the framework of WWF's global strategy, that WWF Peru has developed its 2018 – 2021 Strategic Plan.

Thus, the conservation component has been organized into six programs, corresponding to WWF's global practices: Forests - and Indigenous Peoples -, Oceans, Freshwater, Climate and Energy, Wildlife, and Conservation Finance. To this end, at the institutional level, the conservation component is supported transversally, in two other fundamental components for institutional success; Communications and Marketing and Organizational Development, which includes operations and fundraising.

A glance at the planning process

The process of developing the Strategic Plan was comprehensive and included cabinet work, as well as extensive participatory discussion exercises. The steps followed included:

- National Survey of members of public, private, international cooperation and civil society organizations, regarding the current and expected role of WWF;
- Identification of elements and trends of the scenario, such as political processes, socio-environmental conflicts, green economy and Sustainable Development Goals;
- Identification of WWF Peru's achievements, such as the relationship built with different actors, the consolidation of conservation programs and the strengthening of financial, communication and policy development aspects;
- SWOT diagnosis; that identified the main weaknesses of the organization, the threats of the environment, the strengths and the opportunities that the scenario brings;
- Participatory development of objectives, strategies, lines
 of action and actions of the plan; to agree on how WWF should
 approach the next five years;
- Advisory spaces for programs; to structure each program in a way that makes the strategic plan viable.

2.1 Country Background

Peru exceeds 31 million people, of which almost 80% live in urban areas (INEI 2016). Peru's Human Development Index of 2016 qualifies it as a high development country and ranks it 87 of 176.

The country has been successful in the fight against poverty; as of 2014, it represented 22.7% of the population and extreme poverty represented 4.3%. Likewise, it presents a great biological diversity, reflected in a wide variety of terrestrial, freshwater and marine ecosystems. Ergo, the great obstacle that Peru will face in the coming years will be to include the country's citizens in the dynamics of development, reducing inequality and seeking to contribute to the Sustainable Development Goals.

Environment and Biodiversity

Peru is considered one of the 10 megadiverse countries. This diversity contributes significantly to the national economy; it is estimated that between 13% and 15% of GDP depends on this natural heritage. (MINAM, 2014)

The report also reveals the most vulnerable sectors of society (farmer and indigenous communities) depend the most on biodiversity, which demonstrates the urgency and importance of promoting conservation as a strategy for the fight against poverty and the promotion of sustainable development.

Some key issues for the coming years

NEED FOR INFORMED DECISIONS. Environmental conflicts are increasingly present in Peruvian politics and have even claimed human lives. Disputes usually focus on the different possibilities of resource rights.

Political and citizen debate portrays the general lack of knowledge and technical information on conservation and sustainability, evidencing an urgent need to have solutions that contribute to informed decision-making, leading to greater well-being and sustainability.



FLOURISHING GREEN ECONOMY. The green economy has become a topic of public policy in recent years. According to the United Nations, this is one that produces low carbon emissions, uses resources efficiently and is socially inclusive (UNEP 2913). In this regard, it is expected that in Peru the attention in favor of green policies will increase, as international markets demand standards of environmental sustainability and reduction of ecological and water footprint.

CHANGING ECONOMIC CONTEXT. The reduction of the growth speed at the international level presents a pattern. According to the Central Reserve Bank of Peru, the Ministry of Economy and Finance and the International Monetary Fund, this is reflected in Peru and will be maintained in subsequent years.

Also, in recent years, international cooperation has been reduced and in Peru it will be even more restricted, due to its status as a high average income country, according to the World Bank. However, it is estimated that about 70% of this will be allocated to issues relating to the environment and climate change.



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2.2 Framing our national contribution

As part of the 2018 – 2021 planning process, a national survey was developed, supplied to almost 100 specialists, representatives of civil society, and public officials. One of the most outstanding results was that respondents recognized the positive impact of WWF's role, and this opens an opportunity to amplify its results.

In this regard, WWF has incorporated into its planning Peru's commitments in the framework of national policies, as well as international agreements, to shape the proposed goals and ensure a greater impact in favor of Peruvians. Below, some of these confluence points and the respective actions proposed by WWF are mentioned:

Supporting the Peruvian Government to achieve the Sustainable Development Goals (SDG) to which it has committed:

Supporting efforts contributing to the sustainable management of water, access to energy, the resilience of cities and the sustainable use of resources.

Supporting the Peruvian Government in the implementation of Nationally Determined Contributions, within the framework of the Paris Agreement and its implications.

This means putting emphasis on mitigation options such as renewable energy, energy efficiency, and forest conservation.

It also implies emphasizing adaptation goals around water, fishing, and forests, among others. Support in the reduction of emissions and in the promotion of a low carbon economy.

Supporting the State in the fulfillment of the AICHI goals, as part of the commitments with the Convention on Biological Diversity.

Work of direct collaboration, especially with the competent authorities, in this case, the Ministry of the Environment, seeking the protection of biodiversity and its assessment by Peruvians.

Supporting the country in the development of public policies within the framework of Strategic Axis 6 (Natural Resources and Environment) of the Bicentennial Plan.

Collaboration in the development of an integrated and ecosystem approach that contributes to people's livelihoods and the health of ecosystems in the long term.



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2.3 Vision and guiding objective

Vision

Based on a deep understanding of the national reality in the global context, which allowed the process described above, and the definition of WWF Peru's potential to increase its positive impact, WWF adopted its global mission locally, aimed so that

"by 2021, Peru is conserving its biological diversity in priority landscapes and maintaining its environmental and cultural contribution to the world, within a framework of equity, greater human well-being and reduction of the ecological footprint."

Participation and key alliances

WWF Peru knows that without the commitment of all those involved, safeguarding our natural heritage would not be successful in the long term. Therefore, our work is based on principles of collaboration and strategic alliances with multiple agencies and implementing actors to include national and subnational government agencies; indigenous peoples and their representative organizations; bilateral and multilateral institutions; leading private companies; the conservation community and society as a whole.

Guiding Objective

Based on the vision described and the inputs produced during the whole process that signified the preparation stage of the Strategic Plan, it was possible to develop the conceptual line of the 2018 – 2021 strategic plan, which is presented as a guiding framework whose **general objective** is: "Positioning environmental conservation as a priority element in all sectors of the public and private sectors."

This objective will be achieved with the support of four transversal guidelines:

Guiding Objective	Crosscutting Guidelines
	Contribute scientifically and technically to conservation
Positioning environmental conservation as a priority element in all sectors of the public and private sectors	Positioning WWF by generating a stream of public opinion in favor of conservation
	Influence the decisions of public, private and civil society actors
	Introduce changes in the administrative, financial and human potential management of WWF





3. CONSERVATION

3.1 Peru: a megadiverse and vulnerable country

Peru is recognized as one of the 10 megadiverse countries, as well as being one of the most vulnerable to climate change and the threats that unsustainable activities generate in the environment and population. This situation represents a great challenge for any organization committed to promoting a vision of sustainable development, since the dimension and variety of specific and latent threats that affect the country can be overwhelming.

However, in WWF Peru we view this as an opportunity to identify and prioritize those aspects associated with conservation and sustainability, in which we have the strengths to generate strong multi-stakeholder and multilevel partnerships that allow us to guarantee comprehensive interventions, effectiveness and, above all, scaling capacity for public policies, from the local to the national level.

In this regard, WWF Peru has a rich and recognized legacy in favor of Peruvian nature and its populations throughout the country. This is related, above all, to the integral management of landscapes, through various conservation and monitoring tools, whether they are Amazonian, high Andean or coastal marine areas and, always hand in hand with the local population.

With over 70 million hectares of forests, Peru is the second country in Amazonian extension. The Amazon is one of the ecosystems with the greatest cultural and biological diversity on the planet and, in that sense, WWF Peru's interventions in this area have been focused, above all, on the integrated management of large areas of territory, including public lands (protected natural areas, territorial and indigenous reserves), private lands (timber concessions and non-timber concessions) and indigenous populations (communal lands, protected airs co-managed with the State, among others).

In the case of the Andes, in recent years, the intervention has been focused on ensuring the sustainable management of watersheds, given that the sources to hundreds of rivers such as the Amazon are here, as well as those that support almost 70% of the national population, on the coast. Likewise, work is being done to prevent and reduce the socio-environmental impacts of infrastructure in these basins.

Regarding marine ecosystems, Peru has one of the richest seas in the world in terms of productivity and diversity. Hence, WWF's interventions have focused, above all, on promoting mechanisms towards sustainability and best management practices for key hydrobiological resources, such as anchovy (*Engraulis ringens*), mahi mahi (*Coryphaena hippurus*) and giant squid (*Dosidicus gigas*)— three species in which Peru has the largest fisheries in the world—as well as in capacity building and the formalization of artisanal fisheries.

3.2 WWF Peru's Conservation Objectives

With aims for 2021, WWF Peru's conservation strategy is aligned with the country's urgent socio-environmental challenges, the current political and regulatory framework - and its necessary evolution - as well as the opportunities presented by the global transition towards a sustainable and climatically resilient future.

In the next four years, WWF Peru will focus its conservation strategy in the different regions of the country, around three major long-term conservation objectives: (a) conservation of biodiversity, (b) integrity of ecosystems and (c) food, water and energy security.

These three objectives will be achieved through interventions at the landscape level, with the support of allies in the public sector, the private sector and, first and foremost, with indigenous peoples, as well as conducting a rigorous and continuous monitoring of biological indicators, such as emblematic species or healthy ecosystems.

When designing the WWF Peru conservation plan, fulfilling the aforementioned objectives through a structure of national thematic programs that would support the implementation of five of the six global practices identified by the WWF International network (freshwater, forests, climate and energy, oceans and wildlife) was taken into account. It was also considered that this implementation would take place in view of the three drivers of the practices, identified at the global level (governance, finance and markets).

3.3 WWF Peru's Programs

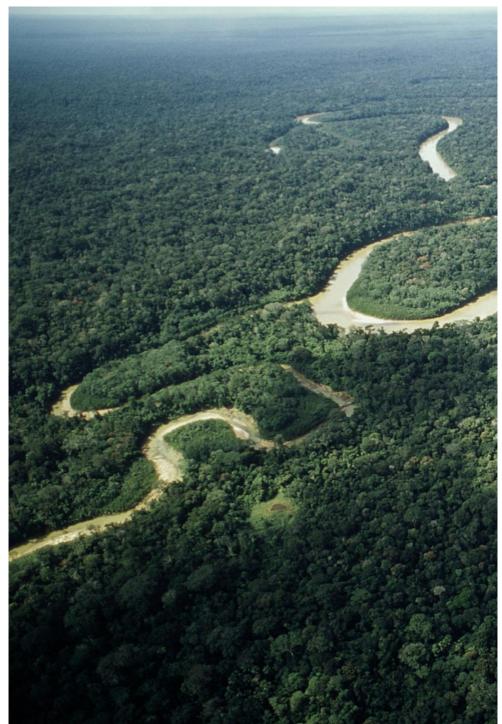
The five programs that make up WWF Peru's conservation plan have been based on the institution's 50-year learning and experience (since 1969 with specific technical cooperation projects, and since 1998 as part of a nationally articulated program), as well as from the new opportunities and challenges that arise in the national and international context and, finally, their contributions to WWF's global goals. In the cases of the Fresh Water, Forests, Oceans and Wildlife programs, the extensive experience of the institution has resulted in ambitious goals and strategies. The Climate and Energy program, whose beginning is associated with the Conference of the Parties of the United Nations Framework Convention on Climate Change (COP20) held in Lima in

2014, has an innovative approach based on significant achievements in this short period.

When assessing the context and opportunities for the implementation of our conservation program for 2021, we also identified various international and national commitments assumed by the Peruvian Government, which we had to prioritize in our planning. The two major examples, in addition to those related to the climate change agreements, biological diversity or combating desertification, are: the Sustainable Development Goals (SDG) and the intention of the country to be part of the Organization for Economic Cooperation and Development (OECD). At a national level, we are also committed to the Bicentennial Plan that aims to reach 2021 (year in which Peru celebrates 200 years of republican life) with significant achievements as a country, in terms of sustainable development.

The five conservation programs allow an integral approach to the achievement of our institutional objectives, based on our expertise, which is reflected in the expected results proposed. WWF Peru is committed to ensuring the highest and most rigorous conservation standards, to ensure that our actions benefit populations and nature in a decisive and transformational way.



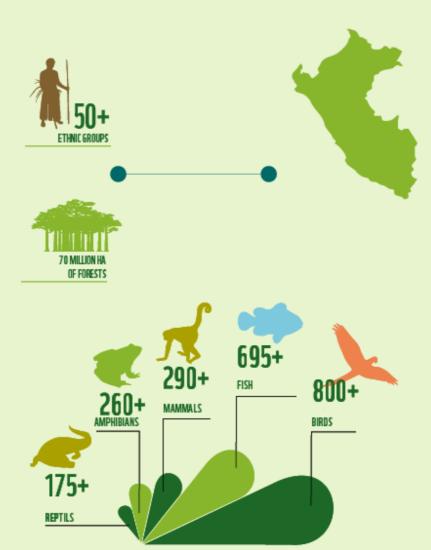


3.3.1 Forests Program

As part of the institutional vision, the Forests Program's goal is that by 2021, WWF Peru will promote an increase in the protection of Amazonian forests, their critical ecosystems and the biological diversity they harbor, and simultaneously contribute to the fulfillment of international commitments in forests and climate change, hand in hand with indigenous peoples, their organizations, as well as local populations.

Peru has about 70 million hectares of Amazonian forests, hence the Program's efforts are concentrated in this region. To achieve the sustainability of the Peruvian Amazonian landscape, WWF Peru promotes the creation, implementation, financing and sustainable management of various conservation tools, such as protected natural areas, reserves for indigenous people in voluntary isolation, timber and non-timber forest concessions and indigenous lands, and more. Complementarily, WWF works under a comprehensive scientific approach, in the recovery of degraded areas, through methodologies of soil restoration, reforestation and support for the best decision-making together with authorities, the local population and the academy. In a country like Peru, where land use change is one of the main causes of greenhouse gas emissions, these interventions also seek to reduce emissions, thus contributing to the fulfillment of national goals within the framework of the Paris Agreement.

It should be noted that a fundamental feature of the work of WWF Peru is the agglutinating and integrating approach with diverse allies, above all, with the indigenous peoples, who are key actors in these efforts. This program interacts mainly with the Freshwater, Climate and Energy, and Wildlife programs. It is also addressed, by the drivers of Governance, Finance and Markets.











3.3.1.1 Goal and Outcomes

Goal	Outcomes	Linked to
By 2021, forest coverage and the provision of ecosystem services from Amazonian forests will be maintained, while contributing to the fulfillment of international commitments related to forests and climate change.	By 2021, the improvement in the protection of 2.4M hectares of indigenous reserves prevents the increase of deforestation.	SDG7, 11 -13 iNDC E9, E18 OCDE R19, R32
	By 2021, at least 1.9M hectares of indigenous territories have legal in surance.	SDG 15 iNDC F5, F6, F8 OCDE R17, R51, R55
	By 2021 the livelihoods of indigenous peoples have been strengthened by 300,000 ha, evidencing their contribution to the fulfillment of NDCs.	SDG 12, 13, & 15 iN DC E21, F4, F6, F8 OCDE R13, R19, R26, R52, R54
	By 2021, at least one methodology for the recovery of degraded/deforested areas is incorporated in planning documents.	SDG 15 iNDC F8 OCDE R50, R53
	By 2021, an action planto reduce deforestation and prevent illegal activities in priority areas has been designed and implemented.	SDG 7, 11 -13 iNDC E9, E18 OCDE R19, R32
	By 2021, at least one Amazonian province implements policies that promote the implementation of productive chains free of deforestation.	SDG 1, 13, 15 iNDC F4, F6, F8 OCDE R52, R54

INNOVATION & CONSERVATION



The indigenous territories are among the best preserved in the Amazon. WWF has established itself as a decisive ally of indigenous peoples, through technical support to their organizations, to contribute to the respect of their rights and, with this, to the sustainable management of millions of hectares of forests.



The guardians of the forest

The Amazon is home to some of the most biodiverse ecosystems. Its immense productivity provides for over 300,000 indigenous people, and today its multiple ecosystem functions provide water, climate regulation and countless valuable resources to the world. However, activities such as the hydrocarbon industry, poorly planned infrastructure megaprojects, and illegal mining and logging have been putting strong pressure on these unique forests and their biodiversity, disturbing the indigenous communities and generating unimaginable impacts on the peoples in voluntary isolation of the region.

It has been amply demonstrated that indigenous territories are fundamental for the conservation of forests. In said territories deforestation is generally minimal, even less than in some protected natural areas. Therefore, today, one of the main strategies to counteract the loss and degradation of forests in the Peruvian Amazon, is to seek the security and sustainable management of these territories through the support of indigenous peoples in their role as guardians of the forest.

Territorial security is the starting point for these people to manage their resources and livelihoods and, even more, so they can be leading actors in decisions that affect them and contribute to the development of the nation actively and inclusively.

Today the indigenous peoples and WWF Peru form a solid alliance for the Peruvian forests, which has even allowed scaling contributions globally, for example, in the framework of climate negotiations in Paris.

Whether through the support of the design, creation and optimal management of community reserves, indigenous reservations for indigenous peoples in voluntary isolation and initial contact (PIACI) or working together promoting the sustainability of resource management, indigenous peoples and their national and subnational representative organizations have become WWF's main allies in Peru. Strengthening the governance of their organizations has been key in enabling them to take concrete actions to address climate change, through the sustainable management of their territories and resources, and thereby contribute to the country and the world.



3.3.2 Oceans Program

As part of the institutional vision, the Oceans program aims for a model of coastal marine sustainable management to be established by 2021 that guarantees the security of Peru's marine ecosystems and their capacity to provide sustainable livelihoods through an improvement in governance, the consolidation of sustainable fisheries and adequate planning and conservation of coastal marine ecosystems.

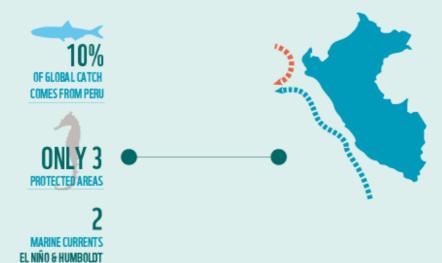
This program promotes the sustainability of the main fisheries such as anchovy, giant squid and mahi-mahi, among others, promoting traceability mechanisms, as well as improved practices, both with industrial and artisanal fishermen. In this context it promotes, as a priority, the conservation of umbrella species whose conservation contributes to a healthy ecosystem, such as sea turtles, whose main threat is their incidental capture in the fishing of other species.

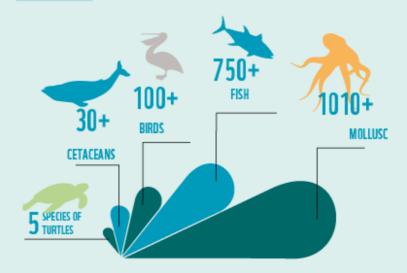
This program interacts mainly with the Wildlife program. It is also addressed from the transversal drivers of Governance and Markets.

INNOVATION & CONSERVATION



Promoting the sustainability of marine resources is not feasible without an integrating perspective. WWF Peru has been a pioneer in shaping the fishing forum, a key space for the consensus of policies and initiatives among industrial sectors, craftsmen and authorities, for a sustainable future of the Peruvian sea.













Industrial and small-scale overfishing



3.3.2.1 Goal and Outcomes

Goal	Outcomes	Linked to
	By 2021, m ore stakeholders will be involved in the anchoveta regulatory process, monitoring, control and surveillance of the fishery has been improved, and by catch of endangered species is being addressed.	SDG 12, 14 OCDE R56, R60
	By 2021, mahi-mahi and giant squid fishery codes are developed in a participatory manner, good sea turtle handling practices are implemented, and 50% of the FIP milest one sare achieved.	SDG 12, 14 OCDE R56, R60
By 2021, WWF contributes	By 2021, government and fishery organizations are implementing the traceability system; a formalization alternative exists for fishers outside cooperatives; and the most effective models for cooperatives have been evaluated.	SDG 12, 14 OCDE R56, R60
by 2021, We contributes to Peru's transition towards sustainable management of priority fisheries, reducing illegal and destructive fishing practices, while providing local livelihoods and safeguarding biodiversity.	By 2021, the Peru National Turtle Conservation Plan has been approved; marine environmental education is a reality; LED lights to reduce by catch are being implemented in at least 2 ports; and turtle handling practices are being implemented in 10 priority ports.	SDG 12, 14 OCDE R56, R60
	By 2021 there is a monitoring system in the anchoveta fisheries and cetacean by catch is being mitigated; incentives and alternatives to the use of dolphins as bait are being implemented; alternative shipping routes have been adopted to avoid collisions with whales; and there is a response network for entanglements and strandings.	
	By 2021, a shark risk analysis has been carried out and the fisheries have been characterized to improve their management; in addition, a traceability system has been developed for shark products in at least 2 ports.	



3.3.3 Freshwater Program

As part of the institutional vision, WWF Peru's Freshwater program's goal is that by 2021, WWF Peru promotes the conservation of resources in priority watersheds by means of their holistic and sustainable management, conservation and/or restoration of its biodiversity and services, ecosystems, and a resilient and sustainable energy matrix.

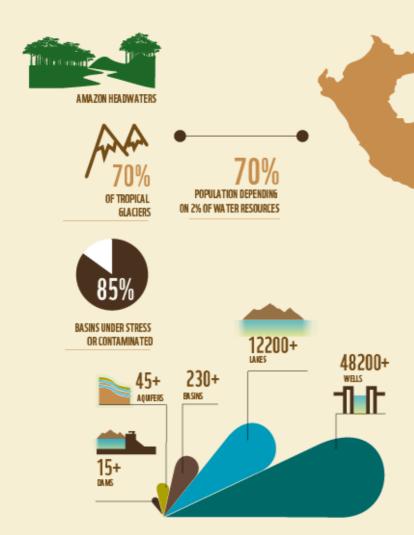
This program capitalizes on the historical work of WWF's regional initiatives on freshwater ecosystems in the Amazon, as well as the opportunity to contribute to the current Amazonian regional water strategy, and the extensive experience of WWF Peru in conservation and integral and participative management of some of the largest wetlands in the Amazon. The program is based on the rigorous use of various biological indicators that allow for an integral approach, which prioritizes the health of ecosystems, through innovative monitoring methodologies, such as environmental DNA.

This program interacts mainly with the programs of Forests, Climate and Energy, and Wildlife, but is also addressed by the transversal drivers of Governance and Conservation Finance.

INNOVATION & CONSERVATION



As part of its integral watershed management approach, WWF Peru has incorporated the scientific component as a priority, using advanced biological indicators, such as "environmental DNA", which allows accurate characterization of aquatic ecosystems to ensure their monitoring and conservation.

















3.3.3.1 Goal and Outcomes

Goal	Outcomes	Linked to
By 2021, Peru conserves freshwater resources in 25% of the priority hydrological basins in the framework of climate change, through its integrated	By 2021, the quality, quantity and timing of flows in priority rivers and their headwaters are maintained at levels that secure freshwater ecosy stem health and integrity, through the sustainably and participatory managed conservation of biodiversity and ecosystem services.	SDG 6, 12, 13 OCDE R7, R9, R39-45, R50
and sustainable governance, the conservation of freshwater ecosystems, biodiversity and ecosystem services and the search for a sustainable energy matrix.	By 2021, flow regimes and freshwater ecosystem connectivity in priority basins, as well as energy security in a climate change context, are maintained through the implementation of sustainability guidelines and best practices for the planning of infrastructure scenarios (hydropower and hydroways).	SDG 6,7,13 OCDE R39-45



3.3.4 Wildlife Program

As part of the institutional vision, WWF Peru's Wildlife program aims for WWF Peru to contribute scientific information and conservation actions that diminish the threat category of prioritized species by 2021, thus assisting Peru's compliance with its national and international commitments. The species prioritized by WWF Peru are: the river dolphins, the Andean tapir, the spectacled bear, the jaguar, and the marine and river turtles.

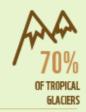
This program, of a markedly scientific nature, seeks to apply integral and innovative approaches in all its interventions. Thus, the analysis of biodiversity employs various complementary methodologies - such as trap cameras, acoustic recorders and environmental DNA, among others - in order to generate comprehensive and compelling results. These approaches for the conservation of species and ecosystems are applied in areas with various forms of protection and space management, such as protected natural areas, forest concessions and indigenous lands, both in aquatic and terrestrial ecosystems.

This program interacts with Freshwater, Forests, and Ocean as well as the driver of Governance.

INNOVATION & CONSERVATION



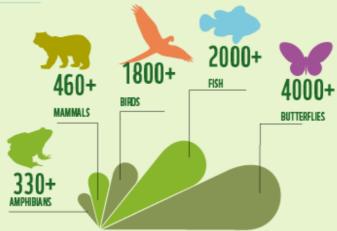
Caring for wildlife is the essence of our mission. With hundreds of camera traps, modern acoustic recorders and geolocation systems, WWF Peru studies jaguars, mountain tapirs, bears and dolphins, to know the state of their populations and design innovative and effective conservation strategies.







MARINE CURRENTS HUMBOLDT& EL NIÑO







Poaching 4





Limited scientific data

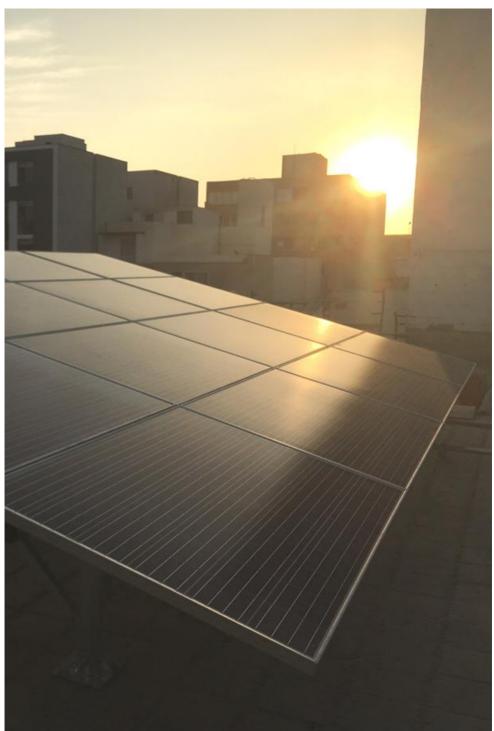


Wildlife trafficking



3.3.4.1 Goal and Outcomes

Goal	Outcomes	Linked to
By the year 2021, WWF Peru has provided key information to the government on the current state of biodiversity, thus contributing to the fulfillment	By 2021, the national priority species that suffer from illegal wildlife trade, human-conflicts and over exploitation have a conservation national plan.	SDG 14, 15 OCDE R20, R45, R46
of national and international commitments.	By 2021, protected areas and areas of high biodiversity in Peru know how to develop an accurate monitoring plan for priority species, measurably improving in management and connectivity.	SDG 15 OCDE R20, R45, R46



3.3.5 Climate & Energy Program

As part of the institutional vision, the Climate and Energy program's goal is that by 2021, WWF Peru promotes renewable energy plans, energy efficiency and adaptation plans, with a focus on sustainable cities and private sector investment, thus contributing to the implementation of the Paris Agreement and Peru's Nationally Determined Contributions in the field of energy.

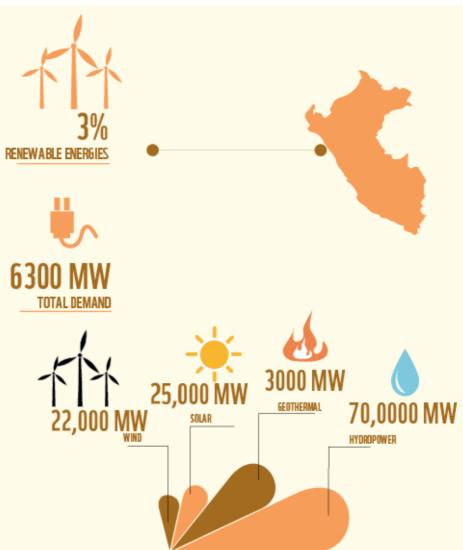
The program proposes an innovative intervention strategy in several cities, especially, in Amazonian cities that incorporate methodological tools and indicators to verify efficiency and sustainability in their planning and management processes. Regarding the use of renewable energies, in addition to promoting their incorporation into the public policies of the various levels of government, we lead by example through the implementation of solar panels at the headquarters of WWF Peru and their diffusion, and in growing collaboration with the private sector for this challenge.

This program interacts with the Freshwater and Forests programs, as well as the Governance and Finance drivers.

INNOVATION & CONSERVATION

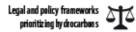


A crucial part of driving drastic changes in habits is setting an example. WWF Peru not only monitors its carbon footprint and promotes efficiency in the use of its resources, but it has become WWF's first urban office in Latin America with solar energy, a benchmark for change in Peru.











Hidropower priorization

3.3.5.1 Goal and Outcomes

Goal	Outcomes	Linked to
By the year 2021, 10% of the energy in Peru will be provided by renewable sources, in line with the 100% vision by 2050.	By 2021, the Peruvian energy matrix increased its supply of electricity from non-conventional renewable energy sources by 30%.	SDG7, 11-15 iNDC E1- E3 OCDE R13, R19
	By 2021, at least 5 subnational governments have a climate action plan and/or climate commitments that reduce GHGs.	SDG 7, 11 -13 iN DC E9, E18 OCDE R19, R26, R32



3.3.6 Drivers

WWF's conservation work will be supported by three drivers: Finance, Markets and Governance.

The Governance driver is perhaps the one that, most obviously, is integrated into all the conservation programs in WWF Peru. Without the articulated and systemic participation of the public, private sectors and, above all, of the local populations and particularly of indigenous peoples, it would not be possible to achieve the ambitious outcomes.

Global Goal	WWF Peru's Approach	Scope	Linked to
Governance Encourage the implementation of conservation approaches to sustainable development (mainly through the SDGs) to meet the WWF's Global Conservation Goals, increasing 3 timesthe area effectively managed by indigenous and local communities, reducing environmental crimes and corruption, and strengthening decision making and implementation.	Support multistakeholder dialogue processes to en sure participatory decision making, especially for underrepresented groups. Improve participatory mechanisms based on science for an integrated and sustainable management, focused on the conservation or restoration of the provision of natural resources.	Climate & Energy Forests Freshwater Oceans Wildlife	ODS 6, 7,11 -15 iNDC: E1, E2, E3, E9, E14, E15, E17, E18, E21 F1, F3-F6, F8, F13 OECD: R14, R17, R18, R49, R51-R55

Regarding the Finance driver, it directly affects conservation programs because of the relationship and impact that the mobilization of financial flows has on processes related to the sustainable management of natural resources and landscapes. This is the case, for example, of the national system of protected natural areas, or of the country's energy matrix and the processes associated with decision makers.

Global Goal	WWF Peru's Approach	Scope	Linked to
	Support the improvement of Peru's environmental performance to comply with OECD environmental standards, including the implementation of Peru's Green Growth Strategy.		
By 2021, the green economy and financial sustainability approach has been adopted in the institution's projects, contributing to the fulfillment of the country's international	promote triegreen economy, supporting the implementation of the Green Investment Protocol of MINAM- ASBANK and the development of agriculture and liment of the ecological trade with low	Climate & Energy For ests Freshwater Oceans Wildlife	ODS 7, 11-15 iNDC A3, F1, F3-F6, F8, F13 OECD: R9, R10, R12, R14, R23, R48
commitments.	Contribute to the financial sustainability of protected natural areas for effective management.		
	Improve the production of sustainable products through the implementation of traceability and the certification of supply chains.		

The Markets driver is limited to the Forests and Oceans programs, both with a clear need to ensure better practices of extraction, production and commercialization of their products; through mechanisms of traceability of origin, for example.

Global Goal	WWF Peru's Approach	Scope	Linked to
Markets Encourage a significant change in the behavior of the local, regional and global markets in fav or of sustainable production and consumption in order to comply with the WWF Global Conservation Goals, using effective and innovative market-based mechanisms.	Improve the production of sustainable products through the implementation of traceability and supply chain certification. Support the development of sustainable consumption, sustainable livelihoods and corporate environmental management.	For ests Oceans	ODS 7, 11-15 iN DC A3, F1, F3-F6, F8, F13 OECD: R9, R10, R12, R14, R23, R48



4. COMUNICATIONS AND MARKETING

Strategic Approach

WWF is a science-based organization; however, we could say with equal certainty that it is an organization based on communication. While conservation results are the basis of our work, these would not be possible without the strategic accompaniment of communications from the beginning, much less sustain a brand image as powerful as the one that has been built, precisely through communication.

WWF is the largest conservation network in the world, due to the power of communications, and a solid, beloved brand, which guarantees tangible conservation results. Communications are essential to help us achieve our impacts and, most importantly, to build our greatest asset: the WWF brand.

It is precisely in this last point where marketing intervenes decisively. In today's world, it is a proven fact that brands are the most valuable assets of organizations. Moreover, according to experts, we live in the era of securities marketing. That is, in a space where what matters most to the society from an organization is its capacity to **contribute to the common good and generate well-being**. Hence, it has been determined that the brands considered most valuable are those whose contents and messages are perceived as useful and related to people. In summary, WWF could not be what it is or what it aspires to be without prioritizing the generation of brand value through strategic communications and content marketing.

Without incorporating this notion and assigning the importance and resources from the roots of our planning, design and execution, we will not reach our goals.

In this sense, the role of the Communications and Marketing Unit (CMKT) is to enhance the results of WWF's interventions by scaling up results before the various audiences to position WWF as a leading international organization in conservation, which has the active support of key actors and the Peruvian population as a whole.

INNOVATION & CONSERVATION



Generating support for conservation is a challenge, and it is even more so when there are limited resources. From a collaborative approach, the WWF brand has positioned itself as the most important in its field, has consolidated media alliances, corporate agreements and increasing advocacy capacity.

4.1 Goal, outcomes, and strategies for 2021

During the last decade the CMKT's work has been a crucial axis in the escalation of impacts of WWF in Peru. From having a discrete brand presence, it became the only brand recognized in its category for Peruvians (Ipsos 2012), consolidating the largest environmental movement in the country, generating global records of participation in WWF NETWORK campaigns, building relationships with partners that today are key at the institutional level and, in general, mobilizing society towards our goals. However, a strategic analysis has shown how much there is to reinforce; it is necessary to seek a deeper awareness of the brand to increase its capacity to influence the different audiences. Also, in recent years, the collaboration between the CMKT unit and the technical teams has decreased, so joint work to strengthen communications for conservation will be a priority.

Fundamental Contribution

It should be noted that the work of communications and marketing contributes directly and concretely to the 2021 guidance goal identified in the planning process described, and that the Transversal Guidelines 2 and 3 (Position WWF generating a stream of public opinion in favor of conservation and influencing the decisions of public, private and civil society actors) are included as an integral part of communication and marketing strategies.

Below is the general objective of communications and marketing, as well as the strategies identified to achieve it and the expected outcomes by 2021.

Overarching goal: By 2021 WWF Peru is recognized as the leading international conservation organization in the country, whose contributions are considered decisive in the construction of a sustainable vision of the country, which has the active support of key actors and the Peruvian population.

Strategies

Expected Outcomes by 2021

COMMUNICATION AND ADVOCACY FOR CONSERVATION AND INFORMED DECISION MAKING

WWF incorporates a communication component in a strategic and transversal way in the design and execution of its conservation efforts, and the technical team works with the communications team to scale conservation results.

The 5 technical programs contribute to national processes of decision making and design of key policies, through specific communication strategies that are permanently updated.

VISIBILITY AND BRAND POSITIONING

Key audiences, appropriately informed and sensitized, recognize WWF Peru as a close and reliable leader in environmental matters; ergo, brand value is increased.

The brand awareness of WWF increases by at least 10% and its credibility increases from 1 to 2 out of 3, according to the methodology of Hall & Partners, through a strategy of visibility, content marketing and campaigns.

MOBILIZATION AND CALL FOR ACTION

Key sectors of the national society make tangible commitments in support of causes promoted by WWF. * In line with the global goal of mobilizing/committing one billion to 2020.

All campaigns contribute tangibly to conservation goals and policies, and increase brand value measurably.

MEMBERSHIP AND ALLIANCES

Through a donation program, WWF Peru receives income from corporate and individual sources continuously.

Membership programs and alliances are implemented and cover at least 15% of the communications and marketing funds requirements.

Funds

4.2 WWF Global's and WWF Peru's Communication and Marketing Priorities

Correlation between Global Communication Priorities and CMKT Strategies of WWF Peru

F	Priority strategic lines of the WWF Global Communications Leadership Group	WWF Peru strategic lines
•	Evidence-based opinion leadership Advocacy	COMMUNICATION AND ADVOCACY FOR CONSERVATION AND INFORMED DECISION MAKING
•	Conservation programs	
•	Public outreach and	VISIBILITY AND BRAND POSITIONING
•	Campaigns	MOBILIZATION AND CALL FOR ACTION

MEMBERSHIPS AND ALLIANCES





5. FUNDRAISING

WWF Peru had an important growth in the last five years in terms of its annual budget, the product of a series of multilateral and bilateral financing opportunities oriented towards Peru, which required the office to conduct an analysis regarding the context of cooperation for the period of the Strategic Plan 2018-2021.

Budgets executed per fiscal year

2013	US\$ 4 689 222
2014	US\$ 5 067 138
2015	US\$ 4788214
2016	US\$ 6 035 821
2017	US\$ 5 919 923

5.1 Fundraising goal and budget projections

The fundraising objective consists of complying with the budgetary and financial requirements to achieve the goals set. In that sense, one of the main variables to be considered regarding the near future, is the categorization of Peru as a middle-income country, which means that international cooperation has reduced its support, gradually, during the last decade.

Thus, after assessing the national context and international and national funding opportunities, the budget required for the implementation of the Strategic Plan 2018 - 2021, which responds to a moderate annual budgetary growth capacity, was developed.

Budgets	projected	l by fisca	l vear in	USD

	2018	2019	2020	2021
Conservation	4,111,321	3,993,725	4,660,304	5,047,133
Communications and marketing	10,054	241,271	345,855	506,462
Operations and fundraising	1,178,625	1,065,004	965,770	731,493
TOTAL	5,300,000	5,300,000	5,971,930	6,285,088

Beyond the analysis of the context, it is evident that the government, the private sector and the population as a whole, require concrete support from civil society and institutions, such as WWF Peru, to support compliance with international environmental commitments in the framework of a green growth process. In this regard, the contribution provided by the WWF Peru office should not be reduced, but instead be strengthened during the following years, initiating the current Strategic Plan conservatively and subsequently achieving an annual growth of 5%.

5.2 Fundraising Strategy

5.2.1 Financial diversification

As a result of the evaluation, opportunities for access to competitive funds of the Peruvian public sector were identified, aligned with ongoing activities within the framework of the Forests and Marine programs, among others. On the other hand, competitive funds of an international nature (private, bilateral or multilateral) were also identified, although to a lesser extent, which can be accessed by virtue of the work previously done and the well-known positive results.

On the other hand, although Peruvian companies are not yet characterized by their massive financial support for environmental and conservation initiatives, in recent years we have been one of the pioneering organizations and leaders at the national level in joint work with private companies. This includes efforts to organize the management of resources in sectors such as fishing, the implementation of public campaigns

with corporate participation and the implementation of specific conservation initiatives with funds from the private sector. In that sense, we have robust relationships that in subsequent years we aim to consolidate in concrete conservation projects at medium and large scale.

5.2.2 Unrestricted Funds

WWF Peru constantly explores the tax and financial opportunities that allow access to unrestricted funds that help fulfill institutional goals. For this, tools such as the recovery of the General Sales Tax and better financial and banking practices are giving positive results. Special attention is also given to the power of greater direct donations and the strengthening of the membership mechanism.

5.2.3 WWF as a GEF Agency

A special opportunity in a complex context, like the Peruvian one, has been the accreditation of WWF as a Global Environment Facility (GEF) agency. This opens opportunities for new ventures, such as an important project to benefit the government's National System of Protected Areas.

5.2.4 Financing strategy

The design of a financing strategy based on the diversification of sources is essential to guaranteeing a significant contribution of WWF to the country. Although it is expected to continue with the Network's support through various international offices that see in the work of WWF Peru tangible opportunities for contribution to conservation, as an office, we continuously work on the identification and construction of opportunities for financing with multilateral and bilateral agencies, without neglecting national sources.



6. OPERATIONS

To guarantee an adequate institutional performance and, the fulfillment of WWF's conservation goals, it is fundamental to seek a transparent and efficient administration and execution of the resources channeled by the organization. Thus, the operations component is a transversal element of support to each of the areas of the institution that, far from being associated with procedures and merely administrative requirements, constitutes a facilitator of daily work, playing a fundamental role in the achievement of the programmatic objectives.



INNOVATION & CONSERVATION

Managing resources for such a delicate task as taking care of our nature is a complex responsibility. In addition to the principle of frugality, WWF Peru permanently seeks alternatives to generate and maximize resources, such as tax recovery.

6.1 Goal and Outcomes

The area of operations has shown throughout the years a solid and transparent financial and accounting management - of budgets that have exceeded US \$ 6 million annually (FY 2016) - recurrently evidenced by various internal and external audit processes.

Based on this record and in the vocation for adaptability and constant learning, the operations component has a goal that by 2021, the office of WWF Peru will have optimal processes that integrate the needs of the different programs, will work as a green office-will have unrestricted reserves to finance key activities, and will be recognized as an office that fosters the development of talent.

Goal: By 2021, WWF Peru has optimized processes and integrated the needs of the different programs; working as a smart office with regards to energy consumption, has unrestricted funds to finance key activities and is recognized by its employees as an office that encourages the development of talent of its staff.

Strategies

Outcomes by 2021

EFFICIENT OFFICE AND WORKPLACE WELFARE

The office of WWF Peru constantly monitors its energy and water efficiency, as well as compliance with its institutional commitments regarding carbon footprint, specifically, with regards to responsible consumption and transport. This commitment goes hand in hand with the vocation to provide a work environment aligned with institutional values and work spaces suitable for daily work coordination, as well as for various exchanges and meetings of camaraderie, whether collaborators (permanent and eventual) or allies and external guests.

By 2021, WWF Peru has implemented the smart and efficient office approach in relation to the energy consumption and well-being of its employees.

OPTIMIZATION OF PROCESSES AND INTEGRATED WORK

The constant learning and the concrete experience in the field and city allow the continuous optimization in the processes, whilst transparency and soundness in finance and accounting are prioritized. This is possible only through the ever-closer integration between the programmatic and operational areas, exchanging lessons learned, and knowing and recognizing mutual challenges and opportunities.

By 2021, WWF Peru has systematized and optimized its main operating processes, and works in an integrated manner with the different programs.

ST RENGTHENED FUNDRAISING OF NON-REST RICTED FUNDS

The operations area constantly explores new opportunities to obtain unrestricted reserves (that is, freely available for activities of the institution not linked to specific commitments with donors), through mechanisms such as tax recovery; generation of bank interest; private donations; and membership mechanisms; with a view to complement financing to meet needs and institutional improvements. Once the opportunities have been identified, the integral intervention of different areas of the institution allows the concretion of the same.

By 2021, WWF Peru generates 30% of its *core* budget from unrestricted national sources.

MANAGEMENT OF POTENTIAL

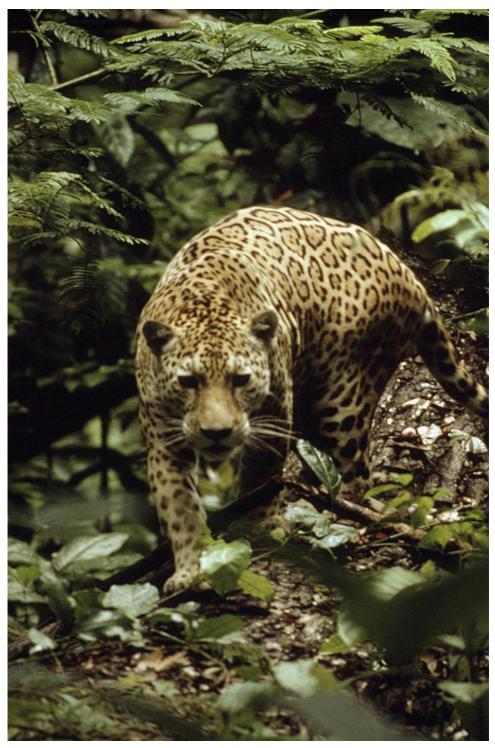
The management of human resources is a challenge in any organization, especially if, as in Peru, a context with high turnover of personnel is presented, product of the opportunities and changes in the labor market. In this regard, WWF Peru considers it a priority to have competent and competitive professionals who demonstrate versatile skills, integrate a solid formation, high social and communication skills and, above all, commitment to the culture, values and mission of the institution. In that sense, in recent years, WWF Peru has made a significant effort to seek conditions (labor, environmental and social) that simultaneously attract and reward the workers' commitment, but also, encourage creativity—and the conviction to build a better future for human beings.

By 2021, WWF Peru has a staff management model based on an organizational culture that encourages the development of potential and the professionalization of career paths to achieve programmatic results.

FINANCIAL SUSTAINABILITY

One of the biggest challenges of an organization like WWF is to manage a robust and continuous flow of resources to ensure the stability of its contributions to national sustainable development over time. In line with the strategies described above, WWF works in the diversification of its sources. It also aims to provide a constant system of identification of new sources and financial opportunities, promote a type of proposal incubator, consolidate relationships with existing sources and develop new collection options, for example with the corporate sector and membership system.

By 2021, WWF Peru has a robust financial sustainability plan implemented and monitored.



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7. GUIDELINES FOR AN OPTIMAL IMPLEMENTATION: FINAL REFLECTIONS

Comprehensiveness and innovation

The plan described here has a series of components. However, none of them will succeed if it is not contemplated in its real dimension. This is a concrete case in which the whole is - and should be - much more than the sum of its parts. For this, involvement in all programs and levels of the team has been crucial. Although it has been a complex and sometimes exhausting process, the constant revisions, adjustments and changes have been, perhaps, the most profitable part, as they have made it possible to understand the interdependence of the units and components of the organization and the need for a comprehensive approach to fulfill our objectives. Similarly, if there is no constant monitoring and a vocation to improve and find new methods, the capacity to generate impacts is minimized. Innovation, already evidenced in the work in progress, should, therefore, be re-empowered, recognized and replicated in all possible measures.

Contribute scientifically and technically to conservation

WWF is an organization based on science and of a purely technical nature. In that sense, as portrayed in this document, strategic plan 2018-2021 emphasizes our contribution to national development from what we do best: generating sustainability solutions that contribute to the conservation of the nature and welfare of Peruvians through science, policy design and positive mobilization of society using technical criteria and the latest scientific information available. All our interventions are, therefore, pilot experiences to generate learning and scale solutions to the biggest environmental problems in the country.

Position WWF by generating a stream of public opinion in favor of conservation

In recent years, the positioning and increasing strength of the WWF brand in Peru has been palpable. As indicated in this document, what remains to be done, as a priority in the framework of the current strategic plan, is to further develop the attributes of the brand, starting from a greater "depth". That is to say, from the constant generation of content relevant to audiences, to mechanisms of constant interaction with our "users" in order to build links and commit them to our cause.

Communication should henceforth always be innovative, in order to be seen as the beginning of a transaction to generate value in the other and a concrete call to action in favor of conservation. This will be an integral part of Peru's contribution to the global goal of "committing 1000 million to nature by 2020".

Influencing the decisions of public, private and civil society actors

Unfortunately, no matter how successful and admirable the field efforts and demonstration projects are, if they are not scaled in time it is most likely that once the specific intervention is concluded, the results will be affected. In this sense, one of the premises of the current plan is to scale up conservation efforts. Thus, actions in the field must feed the design of policy proposals, local alliances must be sustenance for others at higher levels of government or society and, in general, the totality of experiences should be permanently monitored as a source of contributions to build proposals for improvement in society towards a more sustainable and inclusive country.

Introduce changes in the administrative, financial and human potential management of WWF

The organization prepares itself for a next step in its natural evolution and this would not be possible without the necessary adaptation of certain processes to create a greener office and, above all, one that actively promotes the professional and personal growth of its employees. This, together with a greater focus on the financial sustainability of the office, will be the axes that support the execution of the 2018-2021 plan.





To stop the degradation of the planet's natural environment and to build a future in which humans live in harmony with nature.