



STRATEGY

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2011

# WWF-NORWAY MAIN STRATEGY AND GOALS 2011 – 2012

FOR A LIVING PLANET  
SAVING NATURE WITH PEOPLE  
TACKLING CLIMATE CHANGE

“WWF is not just about saving whales and tigers and rainforests, and preventing pollution and waste, but is inescapably concerned with the future conduct, welfare and happiness and indeed survival of mankind on this planet.”

Max Nicholson, one of the founders of WWF



# MAIN STRATEGY AND GOALS FOR WWF-NORWAY 2011-2012: FOR A LIVING PLANET

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WWF is the world's largest independent environmental conservation organisation, with an active network in more than 100 countries around the world. In Norway, WWF aims to protect and conserve the natural values and biodiversity onshore, in coastal areas, in freshwater and the oceans.

WWF-Norway works to strengthen Norwegian environmental policies and legal frameworks. Furthermore, WWF-Norway has a number of development projects in Africa, Central Asia, Eastern Europe, Caucasus, China and South America.

This brochure describes the WWF-Norway Main Strategy for 2011 – 2012. We wish to share our strategy and goals with our collaborators and others, to show how we aim to address the environmental challenges facing our planet today.

Best regards,  
WWF-Norway  
[www.wwf.no](http://www.wwf.no)





## GREATER OPPORTUNITIES AND BIGGER TASKS FOR ENVIRONMENTAL CONSERVATION

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Environmental issues and conservation protection are widely recognized and are becoming more and more important, politically and economically, in Norway and other countries. Nevertheless, fundamental trends in politics, economics, resource consumption and markets continue to head in the wrong direction. The changes required to stop climate changes and the destruction of biodiversity, are deeper and more far-reaching now than ever before; far-reaching with respect to nature as well as peoples livelihood and basis for development. The solutions suggested must therefore be able to respond to this need for change in a wider context. As a global environmental conservation organisation, WWF holds a unique position in that respect. There is a need for independent voices that

challenge irresponsible business practices, disclose new information, place new issues on the agenda and suggest the right solutions. If they work well, environmental organisations have considerable opportunities to create results, both in the form of better policies and practices. However, the current climate and environmental problems that now must be solved are so vast and urgent that the ambitions of any environmental organisation that wants to make a difference must be high.

While the importance and opportunities of environmental protection is strengthened, opponents and competitors also grow stronger. The private sector and the media are entering the “environmental market” with professionalism





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and efficiency, taking on tasks that have hitherto been left to the environmentalists alone. The existence of WWF-Norway is not an end in itself. Environmental organisations unable to keep up with new challenges and opportunities quickly become irrelevant. The existence of WWF-Norway is solely justified by our ability to make significant contributions adding to those of other organisations and players. This means that we have to keep on strengthening our level of efficiency and our impact, and develop a level of ambitions that corresponds to the tasks at hand. This means contributing to societal solutions to improve the climate situation and create awareness and change strategies at a large enough scale that take into account nature's carrying capacity and the need for adaptation.

WWF-Norway clearly has what it takes to achieve this. None of our peers can draw on a global high-quality environmental network like we can. This network becomes even more valuable and relevant as Norwegian environmental questions are increasingly becoming part of the global agenda, and WWF-Norway has strengthened its position in, and its contribution to the WWF-network. During the strategic period 2008 – 2010, WWF-Norway has undergone staff changes and gained new competence, it has increased its resource basis significantly, developed its organisation and practices, increased the number of members, gained important new partners and generally strengthened its position in Norwegian society.



## SAVING NATURE WITH PEOPLE

WWF-Norway works with local people and local authorities in Southern Toliara, Madagascar, to establish and implement plans for sustainable fishing.

© Anne Martinussen / WWF-Norway

## THE ROLE OF WWF

In order for WWF-Norway to perform efficiently, we must understand our role in society and exercise it in a manner that respects the role of others and creates respect for WWF. We do not have the formal power of the government or the financial power of the business sector. WWF is part of civil society; our influence as a conservation organisation lies in our role as being an independent “third voice” in the public debate, in addition to the government and the business sector. We represent considerations that are paramount for the development of society,

but which are often given a lower priority in the face of short-term political and economic interests. The government, the business sector and public opinion give us active support to exercise this role. In return, NGOs such as WWF must respect the general rules of democracy and offer full transparency on our goals and measures of action, so that anyone at any time can look into our practices. WWF should be financially and professionally independent of governments, businesses and other partners, and must be perceived as such. The main arena





for WWF is therefore the public debate and concrete projects that contribute to sustainable management of natural resources. We may receive funding, participate in processes and collaborate with stakeholders in politics, public administration, businesses and research, but it should always be as a part of an open communication based on the international goals and vision of WWF. We shall protect our independence by maintaining that it is the right and duty of WWF to publicly criticize the government, the private sector and our partners.

## THE COMMON MISSION OF THE GLOBAL WWF NETWORK

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The global WWF network has a joint vision, and in 2007 WWF organized global conservation efforts into a Global Programme Framework, focusing on reducing ecological footprints and protecting biodiversity at a level that contributes to solving global environmental and developmental challenges. This framework is guiding our work in all parts of the WWF network. The main task of WWF-Norway is to contribute to achieving these goals through our work in Norway, particularly in those areas where Norway has a responsibility or may have an influence of global significance, and through our contributions to other parts of the WWF Network.

### THE GLOBAL MISSION OF WWF

WWF's mission is to stop the degradation of the planet's natural environment and to build a future in which humans live in harmony with nature, by:

- conserving the world's biological diversity
- ensuring that the use of renewable natural resources is sustainable
- promoting the reduction of pollution and wasteful consumption.

### MAIN GLOBAL GOALS OF WWF TOWARDS 2050

- By 2050, the integrity of the most outstanding natural places on Earth is conserved, contributing to a more secure and sustainable future for all.
- By 2050, humanity's global footprint stays within the Earth's capacity to sustain life and the natural resources of our planet are shared equitably.

### GLOBAL GOALS FOR 2020

- By 2020, biodiversity is protected and well managed in the world's most outstanding natural places.
- By 2020, populations of the most ecologically, economically and culturally important species are restored and thriving in the wild.
- By 2020, humanity's footprint will fall below its 2000 level and continue its downward trend, specifically in the areas of energy/carbon, commodities (crop, meat, fish and wood) and water.

## MAIN TASKS FOR THE PERIOD 2011 – 2012

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During the period 2008 - 2010, climate became a key issue; it dominated debate on environmental protection and became an important factor in politics, business, research and the general public debate. The fact that politicians and businesses increasingly see climate change as both an obligation and an opportunity for new development is good. The debate on climate has also helped legitimize other areas of environmental protection. Nevertheless, the focus on climate has partially overshadowed other parts of environmental protection. Failure to understand that the core issue of the climate problem lies not in changes in temperature itself, but in the effects these may have on biodiversity and ecosystems that are critical to human life and development. There is a tendency that climate considerations become the new excuse for development of a kind that is just as damaging to nature as previous developments were.

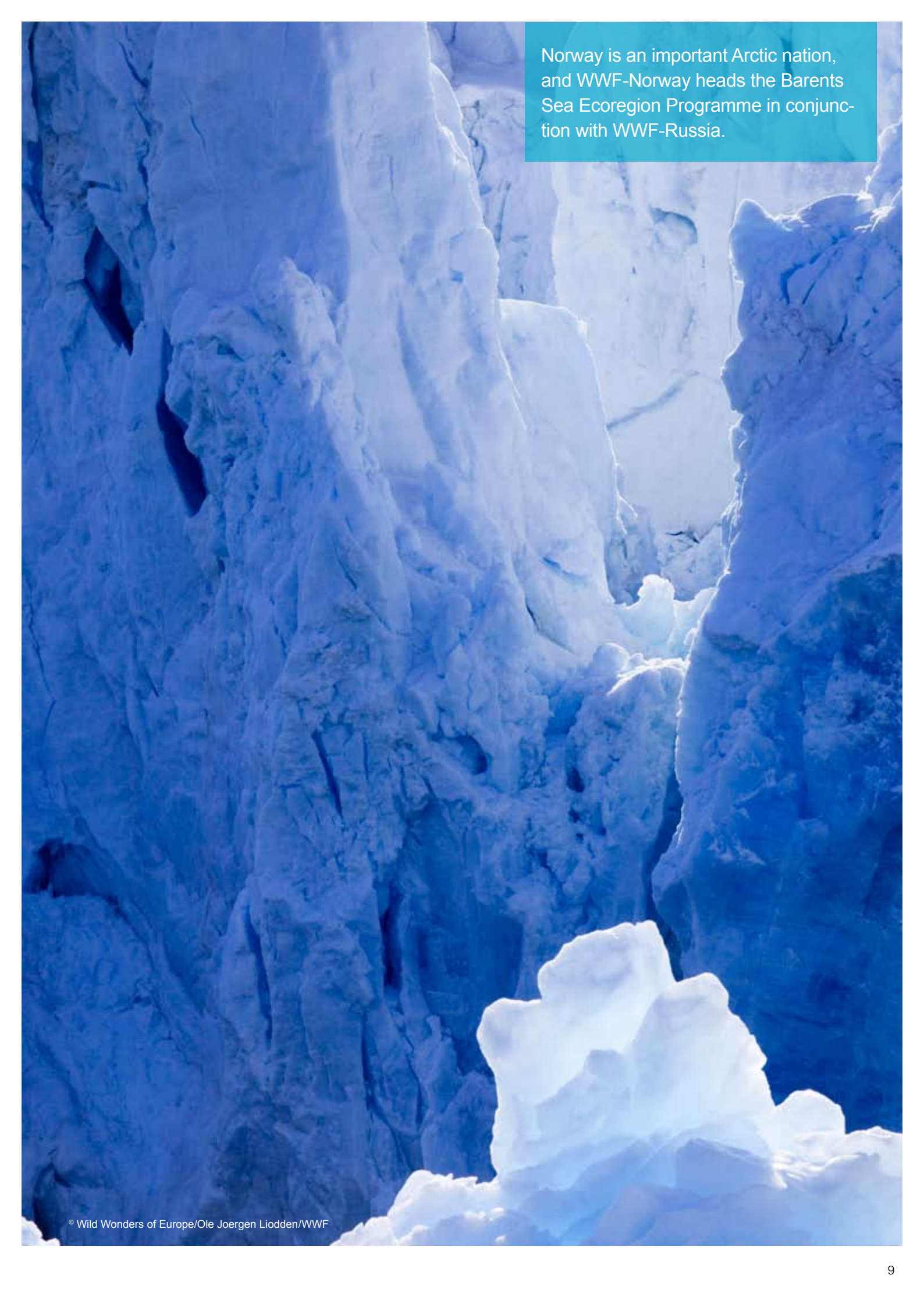
**The main political task of WWF-Norway** in 2011 – 2012 will be to quickly and clearly make a connection between the climate challenges and the destruction of biodiversity and ecosystems on Earth and in Norway. We must raise society's commitment to preserving biodiversity and ecosystems to the same level as the commitment to climate considerations and make people understand that development can no longer be at the expense of nature and our basis of existence as humans, but must instead be genuinely sustainable for humans and the environment.

**The main organisational task** during the same period will be to strengthen the ability of WWF-Norway to deliver environmental protection. We will do this by making sure that the expertise developed within many fields of

the organisation benefits the entire organisation and by organizing our work around priority tasks in a better way. Years of rapid growth have made WWF into one of the largest conservation organisations in Norway. In certain departments we have achieved high quality expertise in our administrative systems, project management, partner cooperation, member recruitment, communication and environmental advocacy. At the same time we lack expertise in other parts of the organisation. The potential is high for increased efficiency and quality by making the expertise available to all areas of the organisation. We also seek to become more efficient and clear, by coordinating related work within the frame of our common main tasks. Prospective opportunities for growth shall be used, but must be adjusted to the long-term effects of the recession, and should only be used when they strengthen the integrity of the technical work.

**Building our profile.** During 2011-2012 the main task will be to make the profile of WWF-Norway more visible and more unique. Due to the common global work of the WWF network and the possibilities and commitments we have in Norway, the field of activity in WWF-Norway will remain wide also in this period. Communication and profiling work shall contribute to ensure that the organisation has a clearer profile as there will be focus on the distinctive features of WWF and by the same token distinguishes us from other environmental organisations: The world's largest environmental organisation working for conservation and the sustainable use of nature's diversity and against climate change and environmental destruction, in Norway and the rest of the world.





Norway is an important Arctic nation, and WWF-Norway heads the Barents Sea Ecoregion Programme in conjunction with WWF-Russia.

# HOW SHOULD WWF-NORWAY WORK AND PRESENT ITSELF?

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In order to contribute to the common global goals of WWF and meet the main challenges in the best possible manner, the work of WWF-Norway in the strategic period between 2011 and 2012 will be based on the following principles:

## **A NORWEGIAN, GLOBAL ORGANISATION FOR NATURE, CLIMATE AND PEOPLE**

WWF is an organisation working for nature, climate and people. Mankind will always be dependent on nature and climate, and we are in danger of destroying both. Our work for a future where there is harmony between man and nature is the world's biggest job. Anyone who supports and cooperates with WWF is participating in this job and in the world's largest environmental organisation.

## **A CLEARER PROFILE WITH FEWER TOPICS**

WWF shall present itself clearly as the global environmental organisation in Norway. We will give priority to the communication of fewer, selected topics that highlight the profile of WWF. Nature, the solutions and the international aspect shall always be present in our communication. WWF shall emphasize that we are able to conduct our business of protecting the environment more efficiently because we are the world's largest environmental organisation. It should be clear that we are an optimistic and proficient advocate of sound solutions that benefit nature and our climate; through cooperation if possible, through struggle when needed.

## **CONSERVATION BASED ON KNOWLEDGE, QUALITY AND TRANSPARENCY**

People should be confident that WWF knows its business. We have experts in countries all over the world who know about conservation, nature and climate. We shall provide quality assurance, documentation and reporting of the results and use of the extensive public and private funding we receive and critically assess our own efforts.

## **ENVIRONMENT PROTECTION THROUGH DEDICATION AND EDUCATION**

WWF shall engage broad segments of the community by welcoming participation and by spreading our knowledge about environmental protection, nature and climate in a manner that cater to different audiences.

## **A CRITICAL FRIEND: MORE COOPERATION TO CREATE RESULTS**

WWF seeks cooperation, knowing we can achieve more in cooperation with others. We will increase our efforts to establish partnerships with major players in businesses and organisations. We will seek partners that wish to cooperate to reach ambitious environmental goals, partners who improve the environment when we help them change their practices, partners who change their policies when we cooperate on the WWF agenda, and partners who can provide resources that strengthen the capacity of WWF. We shall work to ensure that WWF staff is present in different forums and processes that give influence over environmental issues, access to information and profiling. WWF aims to be a "critical friend" who works constructively to create results, but is independent and openly critical when needed.

## **A SOLUTION-ORIENTED ORGANISATION, WITH MANY SUPPORTERS**

WWF-Norway shall create more involvement by showing that we and the global WWF network create solutions people want to be a part of. We shall get individuals, businesses, organisations and politicians in Norway to engage in global environmental efforts by participating in effective environmental efforts both at home and abroad. We shall do this in a positive manner by creating solutions that combine the protection of biodiversity with climate measures and contribute to equitable development.


## **CONTINUED INCREASE IN MEMBERSHIP**

WWF members, contributors and other supporters are committed to environmental protection. They demonstrate that WWF is actively supported by the public and they contribute valuable funds. As such, the increase in membership is important for the organisation. The recruitment of new members will be methodically strengthened and more closely linked to WWF's profile.

## **MORE UNRESTRICTED INCOME**

We will work to obtain more unrestricted income, i.e. from members, supporters, major contributors and businesses. Unrestricted income is a prerequisite for more efficient utilization of WWF resources and enables us to make better use of our strategic opportunities, flexibility and independent work.





WWF-Norway is, in the species action plans, working directly with the species: polar bear, Alaskan Pollock, cod, corals and tuna, and is contributing to the network's marine mammal and sea turtle programs.

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### **CONTRIBUTION TO THE EFFORTS OF THE GLOBAL WWF NETWORK**

The efforts of WWF-Norway shall even more strategically aim to contribute to, and participate in the common Global Programme Framework and selected Network Initiatives of the WWF.

### **IMPROVED QUALITY IN THE WWF NETWORK**

As the efforts and international profile of WWF-Norway are strengthened, the quality of work performed in other parts of the WWF network and the nature of the role played by WWF becomes increasingly important to us. This is, above all, a valuable resource, but also entails a reputation management risk, a responsibility for quality and an arena of influence for WWF-Norway. We will increase our efforts to ensure that the parts of the international WWF network which receive Norwegian foreign aid produce long-lasting, high quality efforts, both technically and administratively, and fulfil their role as civil society in their own countries. It is equally important to ensure that the WWF network adopts social change strategies, which will create lasting and sustainable solutions to climate change, the depletion of resources and the loss of biodiversity.

### **THE BEST ENVIRONMENTAL ORGANISATION FOR THE BEST ENVIRONMENTALISTS**

Skilled and committed employees working in a professional and positive working environment are our most important resource. By maintaining a good working environment that we continually monitor and improve, WWF-Norway should be the best environmental organisation to work for, for the best environmentalists in the country. Our administration and human resource work shall be systematic, verifiable and professional. The employees shall have good professional development opportunities, good wages and working conditions. We will continuously develop our skills and have fun at work.

### **PLACING STRICT DEMANDS ON OURSELVES**

WWF-Norway shall be a pioneer when it comes to eco-friendly work practices. We will strive continuously to reduce our ecological footprint at home and abroad in projects where WWF-Norway is involved. We shall have clarity, transparency and documentation as the key principles guiding our work, and routines to ensure them.





## WHAT ARE THE OBJECTIVES OF WWF-NORWAY?

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The WWF Global Programme Framework provides the strategic framework for WWF-Norway. In order to identify the target areas of WWF-Norway, the following criteria form the basis of WWF-Norway's environmental and performance goals for 2011-12:

- Principal environmental challenges and opportunities
- Contribution to the WWF Global Programme Framework
- Contribution to relevant WWF Network Initiatives
- Required continuation of ongoing, long-term projects





- Cases in which Norway has valuable nature/role of international importance
- Areas in which WWF-Norway has something to give the WWF network
- Areas in which WWF-Norway has something to offer the WWF network
- Profiling and communication opportunities
- Funding opportunities

In the main areas that have emerged, WWF-Norway has built expertise, networks, financing and activities with long-term goals and contributions to the network. These areas may be summarized as:

- **Environmental development:** Norway is, relatively speaking, world-leading when it comes to resource

contributions and the prioritizing of environmental aid. WWF is able to influence Norwegian policy making and has the capacity to channel significant Norwegian funds into WWF projects in countries that Norway cooperates with and into the WWF Network initiatives. Important topics are natural resource management in cooperation with local communities, the strengthening of environmental organisations, petroleum and energy development, forest/reduction of deforestation (REDD), climate change policy, climate change technology and climate change adaptation, management of protected areas, fisheries and water management and Norwegian foreign aid policy. Major geographical areas are Southern and Eastern Africa, Eastern Europe and the Caucasus and China.



**- Climate and energy:** Norway is an energy nation with a high climate profile both nationally and internationally. Nationally, climate and energy are interconnected, both as a problem, because of the large petroleum activity, and a solution, through a large renewable energy sector. Internationally, Norway is at the forefront of the work to reduce deforestation. As an environmental conservation organisation, WWF is able to strengthen the understanding of the relationship between nature and climate. As an international organisation, we can place the Norwegian climate policy in a wider perspective and work together to set climate and forest goals. WWF-Norway can contribute to channel substantial state funding to Network Initiatives on climate change and forests/carbon. Important issues are national and international climate policies, technology transfer to poor countries, oil and tar sand, the development of renewable technologies and the reduction of deforestation (REDD).

**- Marine:** Norway has vast ocean areas, a valuable marine environment and major economic and political interests tied to the ocean. WWF can contribute significantly to improve the management of the Norwegian marine environment and thereby the international management. Fish farming, fishing, petroleum activity, shipping, marine conservation and the Arctic are important areas where we can influence and cooperate with public and private Norwegian stakeholders in the marine sector.

**- Biodiversity and endangered species** is a core issue for WWF and what most people associate us with. WWF may play an important role as a defender of endangered species in Norway and bring international perspectives to Norwegian environmental politics, relating it to climate change politics. Important topics are endangered species and habitats, forest protection and forestry, management of water resources, predators, use of new biodiversity and water resource laws and the EU Water Framework Directive.

Based on these assumptions and thematic areas, our activity for the period 2011 – 2012 will focus on the following strategic goals:

- 1. Reduce the loss of biodiversity, both in Norway and globally, through the promotion of solutions for the conservation and sustainable use of biodiversity in ways that contribute to long-term human development.**
- 2. Reduce climate change by promoting sustainable energy technologies, bring deforestation to a halt and make global investments environmentally friendly.**
- 3. Raise people's engagement for nature and efforts for environmental protection, and make the global WWF network and environmental**

#### **organisations in the South more effective drivers of sustainable development.**

The strategic goals are given long-term direction through the joint WWF Global Programme Framework, as are the strategic plans in the related network initiatives and the work on prioritized areas and species. Within the strategic period, partial goals have been set, that show how WWF-Norway will contribute to the strategic objectives. Based on this, the contributions of WWF-Norway to the GPF have been identified:

#### **THE CONTRIBUTION OF WWF-NORWAY TO THE GLOBAL PROGRAMME FRAMEWORK 2011-2012**

The WWF Global Programme Framework (GPF) clarifies the common priorities, goals and methods of the WWF network. The intention is to concentrate the totality of resources in the network in order to maximize the environmental results of WWF efforts.

The programme has the following structural elements:

- Network Initiatives
- Priority species
- Priority places

The following describes the areas within the GPF that have been prioritized by WWF-Norway during the strategy period 2011-2012, in order to contribute to the global objectives of WWF. WWF-Norway will work on a variety of WWF Network Initiatives as well as priority areas and species that contribute to the strategic goals of WWF-Norway and vice versa. Additional criteria are the expertise and experience of WWF-Norway and a belief that we can make a significant difference. Any changes in the choice of Network Initiatives priority sites and species targeted by WWF-Norway will be based on this.

#### **Network Initiatives**

The WWF Network Initiatives (NIs) are common, long-term strategic priorities/campaigns in which the WWF network cooperates on priority areas of global significance. Each NI is led by a shareholder group and has a plan with clear objectives, activities and indicators. As of 01.01.2010, 14 Network Initiatives have been established. WWF-Norway is working on 7 of those which clearly concur with its strategic goals for 2011-2012.

- “Arctic”: The aim is to drastically reduce emissions of greenhouse gases that affect the Arctic ecosystems, to ensure that methane emissions from permafrost do not increase, to eliminate threats from fishing, petroleum and shipping to the vulnerable and valuable Arctic ecosystems, and to contribute to a new, strong climate protection agreement. Norway is an important Arctic nation, and WWF-Norway heads the Barents Sea Ecoregion Programme in conjunction with



WWF Russia. At the same time much of our work on marine environment will continue to focus on the northern areas in the years to come.

- "Green Heart of Africa": The vision of this NI is that by 2020 the unique species, forests and freshwater landscapes of Africa's green heart are sustainably managed, so that conservation of this biodiversity is achieved, the healthy ecosystems are maintained, the global climate is stabilized and economic growth and sustainable development improves the livelihoods of the population in Central Africa.
- "Coastal East Africa": The aim of this NI is that by 2025, both governments and the population in this region will have actual control over decisions that concern their natural resources, and exercise this responsibility to ensure that key ecosystems and habitats are managed sustainably.
- "New Global Deal": By 2013, a new, equitable agreement that will help reduce greenhouse gases by 80% by 2050 shall be enacted. An equitable agreement is established to reduce greenhouse gas emissions to avoid temperature rise by more than 2 degrees. Deforestation at the global level will cease.
- "Smart Fishing": The goal is to change the global fisheries and the fishing industry through global industrial cooperation, stronger management and market pressure, focusing on tuna, whitefish, shrimp and industrial fish. Smart Fishing is still in progress, and a strategy will be completed in 2010.
- "Market Transformation": By 2020, the goal is to halt the loss of valuable habitat and areas caused by commodity trade and to ensure that more than 25% of the global production of goods with the greatest impact on prioritized eco-regions is in accordance with globally accepted standards.
- "Forest Based Carbon": The goal is to gain support for a global system of agreements to reduce greenhouse gas emissions from deforestation. This will be achieved by simultaneously preserving biodiversity and improving the living conditions of people whose livelihood depend on the natural resources in the forests of the world. WWF is also working to develop and test procedures and technology on the ground to see whether it leads to real emission cuts.

- The Arctic
- African Rift Lakes Region
- Madagascar
- Miombo Woodlands
- The Congo Basin
- Namib-Karoo-Koarkveld
- Coastal East Africa
- Greater Black Sea Basin
- The Mediterranean

### Species

WWF focus internationally on 36 priority species ("flagship" and "keystone"). These are species of high ecological, cultural and economical importance. WWF-Norway is, for instance, working directly with the species: polar bear, Alaskan Pollock, cod, corals and tuna, and is contributing to the network's marine mammal and sea turtle programs.

## PRIORITY PLACES AND SPECIES

### Places

WWF has conducted a scientific analysis to see which areas of the world that are richest in biodiversity. In this work approximately 240 eco-regions were identified as containing about 95% of the Earth's biodiversity, as well as the majority of its ecosystems.

In order to maximize the resources of WWF, 35 eco-systems of global value have been given priority. As of 01.01.2010, WWF-Norway has given priority to the following areas:

(Oslo City Town Hall, before and during Earth Hour 2010): Earth Hour has been a huge success in Norway, both in 2009 and 2010. Norway is participating in the global campaign for the third time in 2011.





## GOALS OF WWF-NORWAY 2011-2012

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The three strategic goals of WWF-Norway will contribute to the WWF Global Programme Framework and has the following objectives within the strategy period 2011-12:

### **1. Reduce the loss of biodiversity in Norway and globally, by promoting solutions for conservation and sustainable use of biodiversity in ways that contribute to the long-term development of humanity.**

1.1. 52 areas rich in biodiversity in eastern and southern Africa, Madagascar, the Balkans, Caucasus, Central Asia and Ukraine have improved management or reduced threats, by 2012

1.2. Improved community-based methods for natural resource management in eastern and southern Africa, Madagascar, the Balkans, Caucasus and Central Asia have led to improved financial and non-financial benefits to at least 235,000 poor people, by 2012,

1.3. By 2012, overall ecosystem-based management plans are implemented (or under development) in all Norwegian waters, helping to secure species' roles in the ecosystem and provide resilience against climate change. In addition, action plans are developed for Norwegian seabird populations, kelp forests and acidification, in line with the suggestions and requirements by the WWF.

1.4. Species, habitats and ecosystem functions in Norwegian nature are well documented and have adequate protection through mapping, protection, certification and strict environmental standards and have become more climate-robust, in line with the suggestions and requirements made by WWF.

1.5. Protection from fishing, shipping and petroleum operations in the vulnerable and valuable areas in the Arctic is implemented as part of an integrated ecosystem-based management regime, in line with the suggestions and requirements of WWF.

### **2. Reduce climate change by promoting sustainable energy technologies, bring deforestation to a halt and make global investments environmentally friendly.**

2.1. Norway is working actively on, and contributes to, an equitable, ambitious and binding international climate agreement in line with the suggestions and requirements of WWF.

2.2. Norway stands out as a pioneer on climate policy, moving steadily towards a 30% reduction in domestic emissions by 2020 and contributing to the development and global dissemination of low carbon technologies.

2.3. The Norwegian international trade, industry and financial policies are redefined in order to reach climate policy objectives; state ownership and the Government Pension Fund (The Oil Fund) is actively used to promote sustainable development.

2.4. Promote strategies for low carbon development by promoting comprehensive energy management in Uganda, Tanzania, Madagascar and strategic business partnerships in China.

2.5. Reduce the loss of biodiversity, both in the petroleum industry (through the Norwegian Oil for Development initiative) and in renewable energy production nationally and internationally.

2.6. Help make projects to stop deforestation sustainable and thus effective, and secure the influence of the WWF network on the development of the framework to stop deforestation (REDD) by maintaining the strategic partnership with the Norwegian Climate and Forest Initiative and other relevant partners.

### **3. Raise people's engagement for nature and efforts for environmental protection and make the global WWF network and environmental organisations**

**in the South more effective drivers of sustainable development.**

3.1. Improved governance in natural resource management in 56 regions and 18 countries, eastern and southern Africa, Madagascar, the Balkans, Caucasus, Central Asia, Ukraine and Peru by 2012

3.2. Improved performance of both WWF-Norway and WWF International on the WWF goals by 2012, through increased and more targeted advocacy work, further improved quality management internally and implementation of WWF programmes.

**3.3. Business and Industry:**

3.3.1. We shall fulfil and further develop our cooperation with various stakeholders. We will increase the number of strategic partners from 10 to 15. Priority will be given to quality of content and follow-up, financial contributions and the maintenance of exclusivity in WWF's partner portfolio.

3.3.2. We shall concentrate on increasing other major revenue sources in addition to inheritance, private sector cooperation and government funding; lottery, private donations, gifts and other voluntary sources. This helps strengthen the effectiveness of WWF as a driving force for sustainable development.

**3.4. Membership:**

3.4.1. The total number of donors and members should reach 20,000 by the end of the strategy period. In the selection of segments and channels, profitable recruitment should be more important than volume.

3.4.2. The offers that WWF provides to supporters shall be further developed by the active use of cost-efficient channels such as social media, the Internet, text messaging and e-mail, to raise support and awareness among our members and supporters.

**3.5. Organisation:**

3.5.1. Our most important resource is skilled and committed employees in a professional and positive working environment. We will continuously develop our skills and have fun at work. WWF shall have a knowledge-based and dedicated professional environment. By working together we improve one another and become more efficient. WWF-Norway shall be a quality-oriented, flexible organization with a safe environment for employees. We shall seek to maintain a sustainable balance between the needs of the organisation and those of its employees.

3.5.2. WWF-Norway shall have a strong financial management and control in order to have a sufficient capital reserve and operational balance during the strategy period.

3.5.3. WWF-Norway shall be seen as an open and responsible organisation that operates in accordance with generally accepted ethical and environmental standards. We will strive continuously to reduce our ecological footprint at home and abroad in projects where WWF-Norway is involved. Environmental certification systems shall be maintained and further developed.

**3.6. Communication:**

3.6.1. WWF-Norway shall be a clear and popular organisation to the media, known for the work we do and for being the global environmental organisation in Norway with expertise on the entire field of biodiversity and climate.

3.6.2. WWF-Norway expands its social network through the use of social media, the Internet, targeted electronic newsletters, campaigns etc. and informs/spreads knowledge and inspires people about the work of WWF and nature conservation in general.

3.6.3. WWF-Norway is acknowledged as an influential organisation with an extensive network of national and international contacts and as an initiator of partnerships and development for more environmental protection.



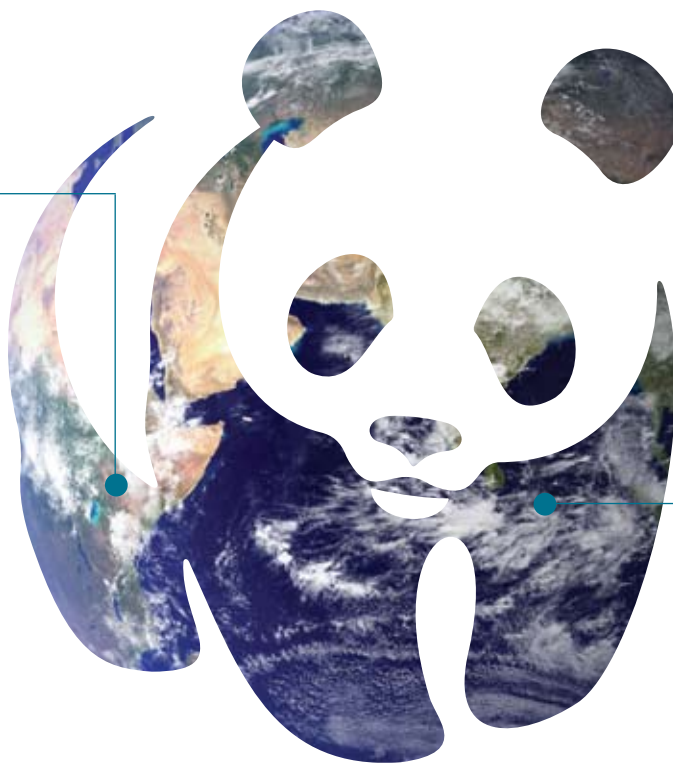


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## MAIN GLOBAL GOALS OF WWF TOWARDS 2050

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## GLOBAL GOALS FOR 2020

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- By 2020, humanity's footprint will fall below its 2000 level and continue its downward trend, specifically in the areas of energy/carbon, commodities (crop, meat, fish and wood) and water.



### Why we are here.

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

[www.wwf.no](http://www.wwf.no)