



## PPA Annual Review Reporting Year: 2012/2013

**Note: maximum word length 15,000; 12pnt for compulsory sections 1-8**

*(This includes tables, figures, footnotes etc. This excludes questions, guidance, optional sections 9 and 10 and Annex A and B).*

*Any text over the maximum word length will be disregarded.*

**Please submit an electronic copy to:**

**[PPA-applications@dfid.gov.uk](mailto:PPA-applications@dfid.gov.uk) by 12:00 1st July**

### Section 1: Background Information

*(Note Sections 1 and 2 will be used by reviewers commenting on individual sections, not the whole report)*

<b>1.1 Organisation</b>	<b>WWF-UK</b>	<b>General</b>
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<b>1.2 Main contact</b>	<b>Jennifer Peer, PPA Manager: <a href="mailto:jpeer@wwf.org.uk">jpeer@wwf.org.uk</a></b>
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<b>1.3 Finance</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>
<b>Annual Income of Organisation (£)</b> WWF Financial Years	£57.75m <sup>i</sup>	£60.66m <sup>ii</sup>	£58.59 <sup>iii</sup>	
	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>
<b>PPA funding (£)</b> DFID Financial Years	£3.49m	£3.09m	£3.09m	£3.09m
<b>As % of total organisational</b>	6.04% <sup>iv</sup>	5.09% <sup>v</sup>	5.27% <sup>vi</sup>	

<sup>i</sup> Updated using WWF-UK Audited Accounts, 30 June 2011.

<sup>ii</sup> Updated using WWF-UK Audited Accounts, 30 June 2012.

<sup>iii</sup> Forecast (on 29 May 2013) of Annual Income of Organisation for year ending 30 June 2013. (Excludes Living Planet Centre).

<sup>iv</sup> Updated using WWF-UK audited accounts, 30 June 2011.

<sup>v</sup> Updated using WWF-UK audited accounts, 30 June 2012.

<sup>vi</sup> For consistency, % is based on income forecast of WWF financial year to 30 June 2013.

<b>income</b>					
	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	
<b>Other DFID funding (£)</b>	£198,038	£0	£238,695		

#### 1.4 Summarise your relationship with DFID and other DFID funding? Has this changed since 2011/12?

WWF-UK has had a PPA with DFID since 2003 and receives £9,271,068 for three years through its current PPA. Other DFID funding since the start of the current PPA—

**to WWF-UK:**

- £1,152,900 (2013-2015): China-Africa. Seizing the opportunity for Sustainable Development.

**to the WWF Network:**

WWF-Pakistan GPAF funding:

- £270,000 (2011-2014): Conservation of Chilghoza Forest Ecosystem through natural resource based livelihood improvement in Sulaiman range.
- £1.48 million (2011-14): Improving livelihoods of fisher communities in Central Indus Wetlands Complex.

Since 2011/12, the GPAF funding to Pakistan was confirmed (at the time of reporting it was under negotiation) and funding for China-Africa secured.

#### 1.5 Approximate % of PPA expenditure allocated by sector or theme for 2012/13

China Africa	11%
Brazil and Colombia	19%
African Rift Lakes	10%
Eastern Himalayas Programme	14%
Climate Change	14%
Coastal East Africa	20%
PPA Monitoring Support	12%
<b>TOTAL</b>	<b>100%</b>

## Section 2: Organisational information and progress towards results

### 2.1 Describe your organisational type using the categories in the guidance and the implications for your work.

- i. Tier* – Second Tier
- ii. Type* – Multi-sectoral organisation
- iii. Implications*

Under this PPA, WWF works across four continents at multiple levels, from local to international, and in a variety of ways, working with international bodies, research institutions, international and local businesses, national and local governments, and local communities. This breadth requires diverse approaches and adaptability, as each situation is unique and complex, with its own social, cultural, economic and environmental conditions.

### 2.2. What is your theory of change for your PPA funds i.e. that underpinning your logframe?

Many of the changes to the biosphere, including landscape modification, biodiversity loss and climate change are driven by human activities. Looking ahead, we are likely to face even greater uncertainty and instability. Credible predictions<sup>1</sup> point to severe global energy, food and water shortages caused by the threats of unsustainable resource use, economic growth, population growth and climate change. Direct impacts on nature everywhere, and predominantly poorer people in the South and East, could be devastating<sup>2</sup>.

WWF's vision is a world in which people and nature thrive. Within this the WWF PPA's aspiration is that the integrity and resilience of ecosystems are sustained, and the wellbeing of communities are sustained and/or enhanced – especially poorer women and men whose health, livelihoods and culture depend directly on ecosystem services.

We seek to engage with targeted public/private influential actors and organisations to effect change in the formulation and implementation of policies/practices related to Low Carbon Development (LCD), adaptation and infrastructure/natural re-source extraction and investment. Through our policy/advocacy work we generate inputs (e.g. lobbying, issue reports) to guide policy/practice to become climate-smart, environmentally sustainable and pro-poor. At the local level, we work with poor/vulnerable/marginalised communities to ensure local environmental services/resources are managed in a sustainable and equitable manner, which we achieve through awareness-raising, capacity-building of CSOs and communities and technical innovations. This is articulated in the three Outcomes and Impact statements in the WWF PPA logframe.

In line with MDG7 and the Convention on Biological Diversity (CBD), the WWF PPA believes that tackling biodiversity loss and addressing persistent poverty are inextricably linked challenges. And that healthy, functioning ecosystems provide the essential conditions for human wellbeing. At the national/international level, the WWF PPA assumes that 'good enough' governance and political will exist to provide the necessary enabling conditions for policy uptake and implementation. At the community-level it assumes that collective resource management arrangements can be established that will benefit disaggregated groups of poor people. The WWF PPA has also supported the eight component programmes in developing explicit Theories of Changes (ToCs), including intrinsic assumptions, which nest within this

overarching theory.

### 2.3 What are your key objectives and approach(es) for the ways in which you use your PPA funds?

We use PPA funds to further WWF's mission of ensuring people and nature thrive, and specifically to sustain the integrity, resilience and conservation of ecosystems and enhance the wellbeing of local communities – especially poor women and men – who depend on those ecosystems. To meet this aim, we:

- support WWF-led and implemented initiatives on the ground;
- develop working partnerships with government, civil society and private sector organisations to establish and achieve mutually agreed results;
- establish pilots to develop and test new approaches and tools;
- undertake/commission research to generate evidence for influencing critical decision-making;
- develop/participate in strategic multi-stakeholder alliances (e.g. learning platforms, roundtables) to advance innovative approaches to critical issues;
- participate directly in policy drafting and/or influencing policy development and international negotiations;
- leverage and catalyse additional financial and material resources and/or synergise with other strategic initiatives.

Our approach, focused through the delivery of 8 discrete programmes, is shaped by the principles set out in Network social policies (e.g. on poverty and conservation, gender, indigenous people), which enshrine WWF's strategic direction for work on poverty. We aim to support sector, organisational and programmatic learning, which in turn will be manifest in improved capacity, including in key areas of organisational effectiveness (see section 5.1), and improved programmatic interventions (e.g. evidence-led socio-ecological methodologies; robust impact monitoring and evaluation).

### 2.4 Brief summary of progress in 2012/13

#### ***i. Please include a summary of your progress.***

Progress towards our PPA goal of '*improved policies and practices sustain/restore ecosystem services and tackle climate change to secure and/or improve the wellbeing of women and men living in poverty*' remained on track. At the outcome and output level, results met or exceeded expectations. To-date we have:

- Worked with local communities on 173 initiatives enhancing and/or diversifying people's livelihoods;
- Organised 829 training events with CBOs/ CSOs on pro-poor adaptive ecosystem (or climate change) management, and 58 trainings with CBOs/CSOs to engage in advocacy/ watchdog functions related to pro-poor environmental sustainability;
- Engaged with 227 influential actors/organisations to share and explore climate-related information, lessons and approaches; with 144 documented incidences of information and lessons shared and promoted;
- Worked with 187 decision-makers/actors in the public and private sectors to commit to and adopt environmentally and socially responsible practices, with 122 documented incidences of information/lessons shared and promoted.

Regarding organisational effectiveness, our PPA contributed through:

- Supporting integration of social dimensions and equity into conservation programming (see section 5.1);
- Contributing to strengthened M&E, including stronger evidence and rigour;
- Supporting capacity/mechanisms to improve and share learning internally and externally (see section 8);
- Enabling and supporting a gender mapping exercise in WWF-UK and WWF-Colombia (See section 10);
- Catalysing and supporting the development of VFM frameworks/tools (see sections 5.4, 7.5);
- Requiring WWF-UK strengthen transparency by becoming IATI compliant and developing its Open Information Policy (see section 5.2);
- Supporting 'Climate-smart' work programme (see section 5.1).

ii. ***Separately, identify your top three highlights and three biggest challenges***  
***(Questions i. and ii. should be no more than 600 words combined)***

Highlights:

- **Partnerships have enabled enhanced results in several programmes:**  
E.g. in Colombia, a signed agreement between WWF and Corpoamazonia has allowed us to extend support to hundreds more people than expected in expanding/consolidating cattle-ranching reconversion to environmentally-friendly systems and transferring know-how/capacity to local communities. It is anticipated this will lead to benefits such as increased farm productivity, improved water quality, and ultimately strengthened capacity to cope with climate variability.
- **The rise of Loss and Damage (which centres on support to developing countries most vulnerable to climate change) on the political agenda:** a key outcome of COP18, around which WWF/partners actively engaged and lobbied, included an option for an international mechanism and timeline for agreement by COP19. Given the highly political nature of this issue, this should not be underemphasised. There is an opportunity to ensure the mechanism addresses varying climate/environment vulnerabilities in different country contexts and recognises the poorest and most vulnerable.
- **The uptake of several of WWF's recommendations in the Forum on China Africa Cooperation (FOCAC) Action Plan 2012,** which included commitments of the Chinese Government to guide Chinese companies operating in Africa on social responsibility, promotion of renewable energy, and enhanced forest protection. FOCAC is the highest platform of Sino-African dialogue, and the outcome puts an expectation on Chinese Ministries to operationalise relevant elements of the Action Plan in their trade, aid and investment with Africa. It is hoped in the long-term this will lead to benefits for the environment and communities in Africa. As WWF was the only NGO engaging FOCAC on a sustained basis, it is unlikely that these results could have been achieved in WWF's absence.

Challenges:

- Organisational challenges in one programme office, which gave rise to significant WWF staff changes, have impacted delivery. A transition plan has been implemented and successfully positioned the office to deliver sustainable outcomes for people and the environment going forward;

- Shifting contexts for international negotiations has been a reoccurring challenge in our policy/advocacy work, particularly with regards to unexpectedly slow pace of UNFCCC processes. This has made it more challenging to build support for WWF's policy positions with key governments, such as Brazil.
- Internal changes within companies have raised challenges for engagement in some cases, either slowing the pace or requiring us to form relationships with new companies instead. E.g. the recent collapse of the largest exporter of shrimp in Mozambique, Pescamare, could result in its shrimp fisheries/operations being sold to new operators with no history of engagement with WWF, and/or few or no links to sustainable fisheries markets. We are monitoring developments closely and prioritising shrimp fisheries owned by other operators.

## 2.5 Logframe

### ***i. Has the logframe been updated since the last Annual Review?***

Yes, we submitted an updated version of our logframe to DFID on 25 September 2012.

### ***ii. How have these changes altered the results that you have reported on in this Annual Review?***

The changes we made last year were adjustments to milestones and targets, mostly based on overachievements in Year 1. These alterations have not changed any of the indicators we report against but simply mean that our results for Year 2 are based against adjusted and updated milestones and targets.

## Section 3: Outcome reporting

Climate/Environmental issues: Climate and environment issues are at the heart of all our interventions (see section 2.2 and 10). Under the three Outcomes and three Outputs, this focus is apparent through our capacity-building initiatives, natural resource and climate-smart plans and policy work.

### 3.1 Progress to date against PPA Outcome 1

**Outcome 1: Communities are safeguarding the ecosystems and ecosystem services upon which they and others depend in an equitable and adaptive manner.**

<b>Indicator 1.1</b>	Number of CSOs/CBOs, and other multi-stakeholder management regimes with strengthened capacity to sustainably use/manage natural resources.		
<b>Baseline</b>	610		
<b>Milestone</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>
		724	783
<b>Achieved</b>		732	
<b>Variance</b>		+0.01	

#### *i. Narrative on progress*

Progress moderately exceeded expectations: **732** CSOs/CBOs, and other multi-stakeholder management regimes have strengthened capacity to sustainably use/manage natural resources against a milestone of **724**. Programme examples:

**In Nepal**, WWF works through Community Forest User Groups (CFUGs) – groups of ultimate beneficiaries who use the forest resources for their subsistence. This year, we have supported the accreditation of 53 CFUGs, helping them to formulate their FOPs. The government will now hand over the management of local forests to these CFUGs. The use of the CSO Capacity Assessment tool has highlighted that our partners' capacity is nevertheless still developing, as they scored between 1 and 2.5 out of 4 (0 being 'embryonic' and 4 'exemplary')<sup>vii</sup>. These findings are shaping our work plans for next year, underlining the need to keep supporting our partners in areas such as programme and financial planning and M&E.

**In Tanzania**, support to Beach Management Units (BMUs) was affected by organisational challenges which have impacted delivery (see section 3.2). Although the number and frequency of BMU activities fell compared to previous years, the BMUs continued some operations successfully and independently. 25 BMUs in Rufiji, Mafia and Kilwa districts continued to (i) meet monthly (ii) undertake patrols (iii) collect revenues (e.g. from issuing of fishing/boat licences; migrant fisher landing fees, etc.) towards supporting BMU activities (approx. 2,000,000 Tsh. collected<sup>viii</sup>) and (iv) conduct awareness-raising activities. This is an encouraging sign for the long-term sustainability of the approach. It confirms last year's assessment that the BMUs we have engaged with now have a strong to medium level of capacity<sup>3</sup>. The

<sup>vii</sup> 20 CBOs (including CFUGs) were selected to have their capacity assessed in Nepal.

<sup>viii</sup> 2,000,000 Tsh = £800 GBP (rate 18/06/13).

project also supported the establishment and capacity-building of 3 new BMUs in Temeke district<sup>4</sup>.

**ii. Assessment of overall progress towards target**

As progress has been good we are confident that we remain on-track towards target.

**iii. Recommendations on amendments**

Because of our progress, we have increased our target from **777** to **783**.

<b>Indicator 1.2</b>	Number of effective natural resource management plans implemented and enforced.		
<b>Baseline</b>	74		
<b>Milestone</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>
		184	235
<b>Achieved</b>		186	
<b>Variance</b>		+0.01	

**i. Narrative on progress**

Progress moderately exceeded expectations: **186** effective natural resource management plans have been implemented and enforced, including 82 new plans this year, against a milestone of **184**. Programme examples:

Since the start of the PPA, WWF has supported the design and now implementation of **95** natural resource management plans across two landscapes in **Nepal**<sup>5</sup>. Forest Operation Plans (FOPs) prescribe the management interventions to be implemented by the community in the forest, along with resource allocation to the community. CFUGs implement the government-approved FOP over five years.

One additional Collaborative Fisheries Management plan and one additional conservation management plan are now in place in Tanzania and in Kenya respectively<sup>4</sup>. In Colombia, 15 management plans are supporting sustainable forest management and climate smart silvo-pastoral agricultural practices<sup>6</sup>.

**ii. Assessment of overall progress towards target**

Overall the progress against this outcome indicator has been good. Despite the difficulties we faced in Tanzania, we are still on track to reach our target.

**iii. Recommendations on amendments**

We have slightly altered our target: we now aim to support the implementation of **235** plans instead of **230**. The main change is due to the increase numbers of plans implemented in Colombia.

<b>Indicator 1.3</b>	Number of local and national policies and plans with allocated resources that support improved regimes for the community, collective or co-management of natural resources, as a result of WWF engagement.		
<b>Baseline</b>	35		
<b>Milestone</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>
		45	51
<b>Achieved</b>		43	

<b>Variance</b>		-0.04	
<p><b>i. Narrative on progress</b>  Progress fell moderately short of expectations. WWF engagement has resulted in 43 local and national policies and plans with allocated resources that support improved regimes for the community or co-management of natural resources, against a milestone of 45. Over the reporting period, <u>these include</u> <b>3</b> new community-based adaptation plans in Nepal.</p> <p><b>ii. Assessment of overall progress towards target</b>  Overall the progress against this outcome indicator has been good. The reasons for missing our milestone relate to the external events in Colombia (see below) and internal disruptions in Tanzania (see 3.2).</p> <p><b>iii. Recommendations on amendments</b>  We have reduced our target from 52 to 51 plans because of external circumstances in Colombia. WWF is not able to continue its support to the Macarena Road development project because the project is no longer receiving financial support from the government, and the environment agency of Colombia, ANLA<sup>ix</sup>, did not approve the Environmental Impact Assessment (EIA). Because of this, WWF-Colombia decided to focus attention on the Pasto Mocoa Road instead.</p>			
<p><b>3.2 Discuss i. Key new challenges to the achievement of outcome(s) and ii. Key new factors of progress</b></p>			
<p>Organisational challenges in Tanzania, which gave rise to significant staff changes, have impacted delivery against outcome/output 1 and 3. A transition plan – which focused on recruiting a strong new management team, strengthening systems, investing in staff and capacity building, and prioritising delivery of key programmes<sup>7</sup> (including those funded by the PPA) – has been implemented and successfully positioned the office to deliver sustainable outcomes for people and the environment in Tanzania going forward.</p> <p><b>Partnerships</b> also offer some challenges. The turnover of staff in the Rufji Basin Water Office in Tanzania has meant that resources had to be diverted to build and consolidate relations with new staff. In Colombia, two of our partners ended their collaboration on their forest management plans. This required us to support both individually, thereby straining resources.</p> <p>Partnerships have also been our biggest key <b>factor of progress</b>, acting as both the enabling factor and the multiplier. Thanks to the relationship we have built with the government of Nepal for example, we have been able to implement a national plan across two landscapes working with thousands of beneficiaries. Similarly in Colombia our signed Memorandum of Understanding (MoU) with Corpoamazonia has allowed us to reach hundreds more people than we had initially expected (446 men, 154 women versus original target of 94 men, 60 women by 2014). See also section 7.4.</p>			
<p><b>3.3 Assumptions</b></p>			

<sup>ix</sup> AUTORIDAD NACIONAL DE LICENCIAS AMBIENTALES; Colombia's Environmental Agency

The key assumptions to this outcome remain valid.

### 3.4 Progress against Outcome 2

**Policy frameworks and practices relating to adaptation, REDD+ and low carbon development are climate-smart, environmentally sustainable and designed to secure and/or improve the well-being of men and women living in poverty.**

<b>Outcome Indicator 2.1</b>	Levels of engagement of civil society groups with key decision makers (Government and other) to advocate for policy frameworks and practices related to adaptation, REDD+ and LCD, that are climate-smart, environmentally sustainable and designed to secure/improve the well-being of women and men living in poverty.		
<b>Baseline</b>	Using the WWF Level of Engagement Tool <sup>8</sup> , WWF/partners engagement in activities and dialogue is at: <b>Level 0</b> concerning 2 policy/practice issues in 1 country. <b>Level 1</b> concerning 3 policy/practice issues in 3 countries <b>Level 2</b> concerning 1 policy/practice issue in 2 countries <b>Level 3</b> concerning 3 policy/practice issues in 2 countries		
<b>Milestone</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>
		<b>Level 1</b> in 1 country concerning 1 policy/practice issue <b>Level 2</b> for 1 country on 2 issues and 1 international entity on 1 issue <b>Level 3</b> for 3 countries for 1 issue and one country on 1 other issue <b>Level 4</b> in 1 country on 1 issue and 1 international entity on 1 issue	<b>Level 2</b> for 1 country concerning 2 issues <b>Level 3</b> for 2 countries concerning 1 issue, 1 country for 1 other issue, 1 international entity for 1 issue <b>Level 4</b> in 1 country for 1 issue, 1 country for another issue, 1 international entity for 1 issue
<b>Achieved</b>		<b>Level 0</b> for 1 country on 1 issue <b>Level 2</b> for 1 country concerning 1 issue	

		<p><b>Level 3</b> for 3 countries on 1 issue, 1 country on another issue and one international entity concerning 1 issue</p> <p><b>Level 4</b> for 1 country concerning 1 issue and 1 international entity on 1 issue</p>	
<p><b>Variance</b></p>		<p>5 contributing programme milestones were met; 1 programme milestone was exceeded; 1 milestone was missed by 1 programme (Brazil, adaptation) by 1 level, and one issue was reviewed and decided to be removed from Outcome 2.1 indicator as no longer applicable (see Brazil example below). So overall we feel we are on track towards target.</p>	

**i. Narrative on progress**

Progress met expectations this year, with most programmes meeting, and one exceeding, their milestones. For example:

- **International Adaptation Policy:** Progress with United Nations Framework Convention on Climate Change (UNFCCC) on the issue of Loss and Damage was gauged to have reached Level 3-4 rather than Level 2-3 as anticipated, exceeding expectation. The issue has moved up the political agenda, has received considerable press coverage and has become significant within the UNFCCC negotiation process – some experts have called it the “third paradigm” (i.e. mitigation – adaptation – loss and damage)<sup>9</sup>. Encouraged and supported by our partnership’s action and leadership, a significant number of NGOs now have this issue on their agenda and as a part of their lobbying action.
- **Brazil:** 1 milestone was missed by 1 level for *adaptation* (Level 0 achieved versus anticipated Level 1), but the team are confident that the target of Level

2 should be met or exceeded next year. The planned participatory appraisal of the adaptation sector was not carried out, as on reflection this approach was no longer deemed the most appropriate for launching initial adaptation activities. As part of their new approach, the team participated in a meeting with the Ministry of Environment<sup>10</sup> to discuss the process of developing a NAP. WWF-Brazil was subsequently invited to participate in an Ad-Hoc group to discuss and build the NAP, with other CSOs. The programme thus concludes that it now has prospects of exceeding its target for this objective, as this activity provides the vehicle to ensure full civil society engagement towards a NAP that reflects Brazil's social diversity. UNFCCC engagement: the team feel this indicator is now less relevant to their UNFCCC work. The delegation is open to Brazilian NGOs, hence there is little challenge in 'engaging' them. The unique resources of the WWF network, however, give us greater capacity to influence policies and positions among the delegation. So the focus of Brazil's UNFCCC work is more on increasing commitment/action versus engagement (see Outcome Indicator 2.2).

**ii. Assessment of overall progress towards target** – Overall we remain on track towards the target, with most relevant programmes meeting and one exceeding their milestones for this year. Only one programme (see Brazil example above) missed their milestone by 1 level only. The team are confident that they should meet or exceed this target next year.

**iii. Recommendations on amendments** – none recommended.

<b>Outcome Indicator 2.2</b>	Levels of commitment and action by Government/other key decision-makers towards policy frameworks and practices related to adaptation, REDD+ and LCD are climate-smart, environmentally sustainable and designed to secure/improve the well-being of women and men living in poverty.		
<b>Baseline</b>	Using WWF's Commitment and Action Tool <sup>11</sup> , the levels of commitment and/or action by key influential actors with respect to the above policy/practice areas are: 1 country shows ' <b>passive</b> ' level of commitment/action on 2 policy/practice issues; 4 countries show ' <b>low</b> ' level on 2 issues; 2 countries show ' <b>medium</b> ' level on 2 particular policy/practice issues; and 2 countries show ' <b>high</b> ' level on 1 policy/practice issue.		
<b>Milestone</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>
		1 country shows ' <b>passive</b> ' level on 2 issues; 2 countries show ' <b>low</b> ' level on 2 issues; 2 countries show	1 country show ' <b>medium</b> ' level on 1 issue; 1 international institution shows ' <b>high</b> ' level on 1 issue, 3 countries on

		<p><b>'medium'</b> level on 1 issue, 2 countries on 2 other issues; 2 countries show <b>'high'</b> level on 1 issue, 1 country on 2 other issues, and 1 international forum on 2 issues.</p>	<p>1 issue, 2 countries on 1 other issue, 1 country on 1 issues, 1 other country on another issue and 1 country on 1 more issue. 1 country shows <b>'very high'</b> level on 2 issues, 1 international institution on 1 issue.</p>
<b>Achieved</b>		<p>1 country shows <b>'passive'</b> level on 2 issues; 1 country shows <b>'low'</b> level on 1 issue; 3 countries show <b>'medium'</b> level on 1 issue; 2 countries on 1 other issue; 1 country on 1 other issue; 1 other country on 1 issue; 1 other country on another issue; 1 international institution on 1 issue. 1 international institution shows <b>'high'</b> level on 1 issue and 1 country shows <b>'very high'</b> on 1 other issue.</p>	
<b>Variance</b>		<p>9 issues advocated by programmes met their milestones, 1 issue exceeded the milestone. Programmes missed milestones on 3 issues, all by 1 level only. Overall we fell very slightly short of the milestone.</p>	

**i. Narrative on progress**

Overall we fell very slightly short of the milestone, but remain on track towards the target. Programme Examples:

- **Colombia:** WWF provided technical support to the government in developing the LCD Strategy. The government finalised the first stage of the strategy, generating emissions scenarios for the future, and we were the only environmental NGO participating in the expert workshops<sup>12</sup>. A first assessment of barriers for the entrance of renewable energy was produced<sup>13</sup>, and the programme is currently defining the ToR for a study to show the importance of increasing participation of renewables, besides water, in the country's electric generation matrix (Milestone of Level 2 attained).
- **Nepal:** REDD+ and LCD issues missed their milestones by 1 level: the processes of REDD+ and LCD frameworks have been continued this year (e.g. the forest carbon work that WWF-Nepal support in TAL is being assessed to develop a sub-national reference level. Nepal anticipates being the first country to submit these reference levels to UNFCCC and FCPF/World Bank in 2013 for review), but no firm decisions were made that would increase commitment/action levels as hoped. The REDD+ strategy for instance has not been finalised by government, and the subsequent lack of an appropriate government-level mechanism /working area has impacted on WWF ambitions to develop REDD+ plans. Work on REDD+ and LCD continues, with the expectation of attaining some firm commitments towards Level 3 (final target) next year.
- **Brazil:** the unexpected government slowdown in developing a national REDD+ strategy appears to be due to a lack of capacity in the Ministry of Environment (which leads the process) to get other key ministries (e.g. Agriculture) on board. This has led to WWF-Brazil and other active CSOs<sup>14</sup> to change strategy: to mobilise civil society to present its own vision of a REDD+ strategy, thereby pressuring the government to adopt its own. This necessary change in strategy has slowed down accomplishment in this area, only partially meeting this year's milestone ('Medium/High' rather than the anticipated 'high'). However, it is anticipated that the target 'high' level should be attained next year given the new strategy.

**ii. Assessment of overall progress towards target** – overall we remain on track to meet our target. Where milestones were missed this year, programmes have strategies in place to remain on track towards targets (see Brazil and Nepal examples above).

**iii. Recommendations on amendments** – based on changes in external and political contexts and with respect to progress this year, various programmes have modified their final year targets for particular issues. The target detailed above therefore has modified detail from the previous target. We assess that we remain on track overall.

**3.5 Discuss i. Key new challenges to the achievement of outcome(s) and ii. Key new factors of progress**

**i. Challenges:** In Nepal, an on-going major challenge towards implementing adaptation Local Adaptation Plan for Action (LAPAs) through Village Development Committee (VDCs) and District Development Committees (DDCs), is an unclear institutional mechanism at central government level. DDCs and VDCs are LAPA implementing bodies under the Ministry of Federal Affairs and Local Development; the Ministry of Environment, Science and Technology (MoEST) which formulates the LAPA does not have an implementation wing at local level. This disconnect between ministries has resulted in inconsistent support to LAPA implementation, with progress being observed mainly where WWF or other NGOs can actively support development/implementation. WWF-Nepal recognises therefore that given these current institutional constraints, the programme has a key role in ensuring effective LAPA uptake in areas of operation, and must ensure progress remains on track.

**ii. Drivers** this year primarily relate to partnership working as a means of furthering progress. This has been evidenced in Nepal, Madagascar and Colombia. For example: (a) In Madagascar, working with and through the Groupe Thématique Changement Climatique (GTCC) has enabled the programme successfully to overcome initial reluctance by their government's DCC to engage with NGOs on National Adaptation Plans (NAPs). The GTCC is well established with the Direction du Changement Climatique (DCC)<sup>15</sup> and has a larger thematic and geographic scope in Madagascar than WWF alone. Through negotiations with WWF, the GTCC has agreed to take the lead in discussions with the DCC on developing a NAP framework<sup>15</sup>.

(b) Partnerships have been especially important for progress regarding REDD Roundtable and climate-related national policies in *Colombia*. One outstanding partnership example is the one established with Patrimonio Natural (an NGO focused on the financial sustainability of the Colombian Protected Areas System and biodiversity) several years ago to strengthen ethnic groups' capacities to participate in REDD+ related decision-making. The other one is with Colombian Ministry of Environment and Sustainable Development (MADS) with regard to regional participation processes related to the Climate Change Adaptation Strategy.

### 3.6. Assumptions

Our assumption that 'UNFCCC provides an effective framework for progress to be made on REDD+, adaptation, low carbon initiatives and climate targets' has not held fully. Delays in the UNFCCC agenda, including securing NAP finance, are having an impact on objectives and workplans.

However, our overall theory of change and ways of influencing for our adaptation policy programme are still relevant – and this process allows us to have further impact through sharing our national level experiences usefully to inform the UNFCCC review process going forward<sup>16</sup>.

### 3.7 Progress against Outcome 3

**Government and private sector policies, practices and priorities relating to investment in infrastructure and natural resource extraction/use are climate-smart, environmentally sustainable, designed to secure and/or improve the well-being of women and men living in poverty.**

<b>Indicator 3.1</b>	Levels of commitment and action by banks and multi-lateral financial institutions to incorporate climate-smart, social and environmental Best Practices into their policies.		
<b>Baseline</b>	Using WWF's Commitment and Action Tool*, the levels of commitment and/or action by key influential actors are: 2 banks/financial institutions show 'passive' level of commitment/action, 1 shows a 'low' level, and 2 show a 'medium' level.		
<b>Milestone</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>
		5 banks/financial institutions show a 'medium' level of commitment/action.	1 bank/financial institution shows a 'low' level of commitment/action; 1 shows 'medium'; 8 show a 'high' level.
<b>Achieved</b>		27 banks/financial institutions show 'low level'; 4 show 'medium' level; 2 show 'high' level.	
<b>Variance</b>		1 programme milestone met; 1 exceeded.	

\*See Outcome 2

#### ***i. Narrative on progress***

We have substantially exceeded expectations for this year, engaging with 27 additional banks. For example:

- Our engagement with the World Bank and AFDB has remained on track, with each showing 'medium levels' of commitment/action to increase and fulfil their commitment to environmental sustainability. This is evidenced by an MOU and agreement to formalise and govern the partnerships<sup>17,18</sup> with WWF, and engagement with WWF in the implementation of a number of key initiatives this year (e.g. a new partnership between WWF, UNEP, ILO, and AFDB for an 'African Green Economy Partnership'<sup>19</sup>).
- In China, influencing work has continued with large policy banks on the application of Green Credit Guidelines in their domestic and international investments (including in Africa), but progress has proven slow owing to the banks' institutional constraints. Reflecting on this, WWF has learned that it is

also essential to develop pilot projects with commercial banks ready to implement pilot schemes and revise their strategies, thus paving the way for broader change in the sector by trialling and setting examples of sustainable and socially responsible practices. Our China-Africa programme has therefore adapted its strategy and is seeking to attract a wide number of commercial banks through partnering with the CBRC to deliver training. This has proven effective this year, enabling WWF to reach an additional 25 banks (showing 'low' levels of commitment)<sup>20</sup> and develop partnerships with 2 new commercial banks following the training (one showing 'medium' level of commitment; one showing 'high').

**ii. Assessment of overall progress towards target**

We are on track to exceed the target in this year's log-frame.

**iii. Recommendations on amendments**

Reflecting plans to further progress the two new partnerships with commercial banks in China and develop a further 3 partnerships, the target has been revised upwards to: 1 bank/financial institution shows a 'low' level of commitment/action; 1 shows 'medium'; 8 show a 'high' level.

<b>Indicator 3.2</b>	Levels of commitment and action by Governments to ensure that social, environmental, and climate-smart standards are integrated into development planning, trade and investment strategies.		
<b>Baseline</b>	Governing institutions in 4 target countries & 1 international forum show 'passive' to 'low' levels of commitment and/or action in 7 core areas.		
<b>Milestone</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>
		Governing institutions in 1 country show 'low to medium' levels of commitment/action on 1 core area; Governing institutions in 3 countries and 1 international forum show 'medium' levels on 4 core areas; Governing institutions in 1 country show 'high' level on 2 core areas.	6 local-national governing institutions in 1 country show medium to high** levels of commitment and/or action on 1 core area; Governing institutions in 2 countries and 1 international forum show medium** levels of commitment and/or action on 2 core areas; Governing institutions in 5 countries show high** levels of commitment and/or action on

			6 core areas
<b>Achieved</b>		6 local-national governing institutions in 1 country show 'passive-medium' levels of commitment/action on 1 core area; Governing institutions in 4 countries show 'medium' commitment/action on 5 core areas, and members of 1 international forum show 'medium' commitment; Governing institutions in 2 countries show 'high' levels on 3 core issues.	
<b>Variance</b>		10 programme milestones met, 1 missed.	

**i. Narrative on progress**

Progress met expectations with levels of commitment/action by key advocacy targets remaining on track (with 1 exception in 1 programme). For example:

- The level of commitment by the Nepal government on implementing the 2012 Land Use Policy is 'medium'. The policy will be crucial for the formulation of a Land Use Plan to address key land-use issues relevant to sustainable development. In addition to direct work on land degradation in support of the policy, WWF has supported government commitment by diversifying its engagement and technical support to ministries involved in implementation. This support consisted of technical input (in the form of presentations and discussion with ministry representatives) around the relevant clauses for which specific ministries are responsible, and the development of a GEF project in partnership with key ministries (see also output 3.2).
- A key achievement has been the level of commitment/action demonstrated by the parties of Forum on China-Africa Co-operation (FOCAC - the highest platform for Sino-African dialogue), as evidenced by the uptake of several WWF recommendations in the FOCAC Action Plan 2012.<sup>21</sup> A review of the Declaration and Action Plan outlined 15 changes compared to 2009 that can be related directly or indirectly to WWF proposals (e.g. new paragraphs with commitments on social responsibility of Chinese companies operating in Africa<sup>22</sup>). As FOCAC decisions are made behind closed doors, WWF used its global outreach to engage FOCAC's most significant players (see output 3.2) on a bilateral basis and through conferences and events. This was accomplished by an advocacy campaign based around a set of 40

recommendations, which began over one year prior to the meeting. As WWF was the only NGO engaging FOCAC on a sustained basis, it is unlikely that these results could have been achieved in WWF's absence.

The minimal variance milestone was due to the Ruaha programme being unable to progress work in its second sub-catchment during the reporting period (See section 3.2).

**ii. Assessment of overall progress towards target**

We are largely on track to meet the target. In the case of Ruaha's missed milestone, it is anticipated that engagement of other government bodies will increase in year 3, so even if the target is not met with the specific District Council identified, it is likely to be met with another body.

**iii. Recommendations on amendments**

Two small changes to target: commitment/action for 2 countries on 1 issue (SEAs) and 1 international forum revised from high to medium to reflect anticipated progress. See 'challenges' for reason for amendment with FOCAC.

<b>Indicator 3.3</b>	Levels of commitment and action by local and international companies to incorporate climate-smart, social and environmental Best Practices into their policies and practices		
<b>Baseline</b>	Targeted local and international companies show 'passive' or 'low' level of commitment and/or action.		
<b>Milestone</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>
		Targeted local and international companies show a 'low' or 'medium' level of commitment and/or action. Several companies are developing guidelines to incorporate climate-smart, social and environmental Best Practices into their policies and practices.	Targeted local and international companies show a medium** or high** level of commitment and/or action.
<b>Achieved</b>		1 local company shows passive level of commitment/action; 1 local company and 1 national company show 'low' level of commitment/action; 1 national company shows medium level of	

		commitment/action; 20 national/international companies show high levels of commitment/action.	
<b>Variance</b>		1 programme milestone exceeded, 2 met, 1 missed.	

**i. Narrative on progress**

WWF is engaging with 23 local, national and international companies showing low-high levels of commitment and/or action to incorporate climate-smart, social and environmental Best Practices into their policies and practices, 21 of which are showing **medium – high** levels, including:

- Anglo Gold Ashanti (AGA) (high level of commitment/action): For example, with WWF's encouragement, AGA has called an external expert panel to conduct a review and audit of the company's environmental and social performance standards in June 2013. WWF is supporting the preparatory phase by reviewing its Sustainability Report, collecting information on its social/environmental performance and providing technical support and input on the panel formation.
- Two South African supplier /retailers of shrimp (Sealy Enterprises and Woolworths) have approached WWF to support deep-water shrimp fishery improvement projects, demonstrating high levels of commitment.

**ii. Assessment of overall progress towards target**

Some delays were experienced owing to: (i) buy-out rumours for one company (ii) staffing changes within WWF and (iii) postponement of work in Ruaha's second study area. Yet we still anticipate that the target will be met. For example, in Ruaha successful contact has now been made with other commercial farms in the Ndembera sub-catchment, such that the 2014 programme target remains realistic, and might yet be exceeded.

**iii. Recommendations on amendments**

None.

**3.8 Discuss i. Key new challenges to the achievement of outcome(s) and ii. Key new factors of progress**

**i. Challenges:**

- From our first encouraging attempts by an international NGO to get involved in the FOCAC process it is clear that to achieve concrete changes with high impacts on the ground requires long-term commitment and investment. Short term challenges of recent WWF staff turnover in CEA and lack of capacity in African offices to engage in the FOCAC process is being managed through recruiting replacement staff, more funding for staff capacity in Africa to retain and grow staff, and through a focus on sharing the experiences with CSOs in Africa to increase capacity to engage in the process beyond WWF.
- Organisational challenges in Tanzania (see section 3.2).
- The recent collapse of the largest exporter of shrimp in Mozambique, Pescamare, could result in its shrimp fisheries/operations being split and sold off to new operators with no history of engagement with WWF, including Chinese companies

with no market demand for sustainable shrimp, nor supporting government policy. The programme is monitoring developments closely and currently prioritising shrimp fisheries owned by other operators.

**ii. Drivers:**

- Our strategy to engage companies to incorporate environmental/social best practice remains of great relevance given the huge finds of off shore gas and continuing prospecting in land in Africa.
- In Ruaha, opportunities to explore Payment for Environmental Services (PES) arrangements between populations and enterprises in the sub-catchments and significant downstream users could provide additional momentum to the programme's multi-stakeholder process. These possibilities were discussed at the February national stakeholders' workshop<sup>23</sup>, and are being followed up.

### **3.9. Assumptions**

Most assumptions have remained unchanged, with one exception: that Pescamare would continue to be the key corporate player in the shrimp industry, and therefore that getting its buy-in to improve the sustainability of its fisheries was key to the success of the programme. This has not held (see challenges) and the situation is still under development so it is being closely monitored.

In the China-Africa programme, though the assumptions are largely unchanged, a desk study is currently in preparation<sup>24</sup> to assess the assumption that the different sustainability guidelines will have a positive environmental and developmental impact.

## Section 4: Output Review and Scoring

4.1 Output 1			
Communities have received WWF training and/or have participated in processes for the equitable and adaptive safe-guarding of ecosystems.			
Assessment of performance of output and progress against expected results			
<b>Indicator 1.1</b>	Number of initiatives established that are enhancing and/or diversifying people's livelihoods		
<b>Baseline</b>	156		
<b>Milestone</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>
		182	192
<b>Achieved</b>		173	
<b>Variance</b>		-0.05	
<b>Disaggregated data*</b>		3112 women 2661 men*	

\* Disaggregated information is presented for 3 of 4 programmes. The 4th programme reported at household level only.

**i. Narrative on progress and ii Assessment of overall progress towards indicator**

Progress fell moderately short of expectations. **173** initiatives enhancing and/or diversifying people's livelihoods have been established against a milestone of **182**.  
Programme examples:

- In **Colombia**, progress over the past year includes supporting the final steps of forest certification schemes in the Chigorodo. The initiative was evaluated back in December 2011 against FSC standards<sup>25</sup> and recommendations have been addressed by WWF and partners. We also worked with 82 families on the initiative to reconvert cattle ranching to silvo-pastoral systems in the Upper Putumayo<sup>26,27,28</sup>. However, importantly, based on beneficiary feedback, we have had to rethink our approach on the PES initiative in Putumayo as the local populations seem lukewarm to this concept. Instead, we are concentrating our efforts on a compensation schemes for farmers<sup>29</sup>. Finally, we have worked with 42 families of the San Pedro micro-catchment in establishing agro-forestry plots with cacao trees. Forty conservation agreements have been formalised with an equal number of farmers to consolidate the corridors that connect patches of forest outside AFIW national park.
- In **Nepal**, the milestone was to strengthen the already established initiatives, which we have continued to do. In Terai Arc Landscape of Nepal (TAL), WWF provided revolving funds to 809 households to start up income-generating activities. Our Reaching the Poorest of the Poor programme (RePOP)<sup>30</sup> was piloted in Madi, Chitwan in FY2012 and in FY2013 it has been introduced in the western part of TAL, i.e. Bardia National Park Buffer Zone<sup>5</sup>. RePOP sets out to diversify the livelihoods of people who are ultra-poor and cannot access loans because they cannot provide collateral funding.
- Organisational difficulties in **Tanzania** have impacted delivery (see section 3.2). These setbacks actually tested the sustainability of some of our

interventions, and despite the difficulties encountered village community banks (VICOBAs) continued to be a very strong model by which to bring livelihood diversification/enhancement to 3,145 members of the local community. However, our limited ability to support the 420 beneficiaries of the mariculture groups seems to have had a more deleterious effect. Although those groups engaging in pearl oyster and mud crab fattening mostly continued to operate effectively, many groups engaged in milkfish production collapsed. Our team will be trying to rectify and also monitor this over the next year.

**iii. Recommendations on amendments to output or indicator**

Overall, we are making reasonable progress towards this indicator. The difficulties faced in Tanzania and the lessons learned in Colombia, explain the slight underachievement. Because of these, we have slightly revised our target for next year downward from **197** to **192** initiatives.

<b>Indicator 1.2</b>	Number of trainings conducted and/or facilitated with CBOs/ CSOs, collaborative or joint management regimes on pro-poor adaptive ecosystem (or climate change) management.		
<b>Baseline</b>	240		
<b>Milestone</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>
		717	1013
<b>Achieved</b>		829	
<b>Variance</b>		+0.16	
<b>Disaggregated data</b>		2168 women 3767 men*	

\* Disaggregated data was provided by all four relevant programmes.

**i. Narrative on progress and ii Assessment of overall progress towards indicator**

Progress substantially exceeded expectations: Over the past year, **362** training events were conducted and/or facilitated. Programme examples:

- In **Coastal East Africa’s programme**, 14 trainings (reaching 475 men and 320 women) were organised for new BMUs on: BMU formation and operations; fishery data collection; or in community vulnerability and community analyses (CVCA)<sup>31</sup>.
- In **the Ruaha Water Programme ,Tanzania**, 13 trainings were completed relating to M&E, conflict management, GIS and multi-stakeholder engagement – reaching 433 men and 110 women.
- In **Nepal**, the project focused on building capacity in natural resource management and related livelihoods and in engaging our programme stakeholders on pro-poor and environmental sustainability. The 237 trainings reached 3,767 men and 2,168 women.
- In **Colombia**, workshops were organised around: forest certification; participative land planning; good agricultural practices; strengthening capacity on sustainable natural resource use and management, and biodiversity monitoring. The 98 trainings reached 1,631 men and 1,042

women.

**iii. Recommendations on amendments to output or indicator**

Overall we are making very good progress towards this indicator, with all the relevant programmes under the portfolio meeting their milestones. Our partnership in Colombia with Corpoamazonia<sup>32</sup> enabled us to reach far more people than expected (see section 7.4) and thus significantly exceed the milestone. Consequently, we have also increased our target from **915** to **1,013** trainings.

<b>Indicator 1.3</b>	Number of trainings conducted and/or facilitated with CBOs/CSOs to engage in advocacy and/or watchdog functions relating to pro-poor environmental sustainability		
<b>Baseline</b>	21		
<b>Milestone</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>
		52	72
<b>Achieved</b>		58	
<b>Variance</b>		+0.11	
<b>Disaggregated data</b>		407 men 231 women*	

\* Not all programmes presented full disaggregated data for all their trainings therefore the data provided here is partial.

**i. Narrative on progress and ii Assessment of overall progress towards indicator**

Progress moderately exceeded expectations. Twenty-six new training events were conducted and/or facilitated with CBOs/CSOs to engage in advocacy and/or watchdog functions relating to pro-poor environmental sustainability. Programmes examples:

- **In the Coastal East Africa** programme, 11 trainings were organised in effective advocacy for local communities or for WWF-Tanzania staff so that they can engage with the government on issues such as SEA or green economy. Reporting on gender disaggregation was incomplete, but 201 men and 65 women attended the trainings on raising awareness of environmental issues in Rumaki.
- Equally, in the **Ruaha River catchment in Tanzania**, the multi-stakeholder approach of the workshop organised was deliberately designed so that local community members were able to hold the champions of the programme to account on meeting their needs. The workshop was attended by 16 women and 25 men from local communities.
- **In Nepal**, six training events were organised on issues linked to good governance and orientation around community forestry. Reporting on gender disaggregation was incomplete but 57 men and 20 women attended two of the meetings.
- **In Colombia**, WWF organised eight events to discuss with and support the local communities to establish watchdog groups and for example encourage their participation in the oversight of the Pasto-Mocoa road's construction. The trainings and discussions were attended by 124 men and 130 women.

**iii. Recommendations on amendments to output or indicator**

Overall we are making very good progress towards this indicator. The main reason for the slight overachievement is the assessment by our teams that extra training sessions were needed to strengthen the capacity of our working partners. Based on this, we have revised our target upwards from 69 to 72.

**4.2 Discuss i. key new challenges to the achievement of output(s) and ii. key new drivers of progress**

**i. Challenges:** Organisational challenges in Tanzania (see section 3.2). Nevertheless, we are still very much on track to delivering our targets successfully next year.

**ii. Drivers:** A key driver of progress has been the increased outreach we benefited from when entering in partnership with Corpoamazonia in Colombia.

**4.3 Impact Weighting**

- i. Current impact weighting in logframe (%): 30**
- ii. Are you making any changes to this weighting: No**
- iii. Explanation for changes:**
- iv. How are you managing changes?**

**4.4 Output risk**

- i. Current risk: Medium**
- ii. Are you making any changes to the level of risk? No**
- iii. Explanation for changes**
- iv. How are you managing changes?**

<b>4.5 Actual achievement of expected results for Output 1</b>	<b>A+</b>
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## 4.6 Output 2

Policy frameworks and practices relating to adaptation, REDD+ and LCD that are climate-smart, environmentally sustainable and pro-poor, are identified, advocated and/or supported by WWF/partners.

### Assessment of performance of output and progress against expected results

<b>Indicator 2.1</b>	Amount (quantitative and qualitative) of information and lessons shared, and pro-poor tools and approaches developed and promoted.		
<b>Baseline</b>	14		
<b>Milestone</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>
		71	173
<b>Achieved</b>		144	
<b>Variance</b>		+1.03	
<b>Disaggregated data*</b>	n/a		

**\*Disaggregated data:** not applicable as this indicator measures concrete outputs (i.e. lessons/information shared). Instead, qualitative assessment of whether and how the information, etc. reflects and incorporates gender/ age disaggregation and/or dimensions is required (e.g. where appropriate/possible our Adaptation policy reports address the need to consider gender within adaptation).

***i Narrative on progress and ii Assessment of overall progress towards indicator*** - we have substantially exceeded expectation with respect to this indicator, with all relevant programmes surpassing their milestones; culminating in **144** amounts shared, developed and promoted (versus a milestone of **71**). For example:

- **International Climate Adaptation Programme** - WWF partnered with CARE International and ActionAid International, utilising the inputs of a leading legal expert, to publish “*Tackling the Limits to Adaptation: An International Framework to Address Loss and Damage from Climate Change Impacts*”<sup>33</sup>. The report was launched at a press conference at COP18 in Doha<sup>34, 35</sup>, and helped generate press coverage on Loss and Damage - one of our main purposes in order to help move the issue up the political and UNFCCC agenda<sup>36, 37, 38, 39, 40, 41</sup>. Feedback from NGOs polled through SurveyMonkey suggests that this report has had some influence on policies and position in NGOs (16.7% noted the report as a highly significant influence), the Networks we engage with, and in governments<sup>42</sup>. The SurveyMonkey sample size (14) was not large, but gives a useful indication of the report’s value.
- **Colombia, Uraba-Darien Landscape** – a new tool has been reviewed and applied by a consultant on behalf of WWF<sup>43</sup>: Land Change Modeler IDRISI, which is accepted by the Voluntary Carbon Standard to calculate future scenarios of deforestation. This new tool is anticipated to yield more reliable information for influencing and informing planning and policy in the landscape. Overachievement against the milestone is due to: (i) some unanticipated external factors (e.g. delay in UNFCCC finalisation of NAP guidelines has meant that work has continued at the international as well as the national level this year, requiring more outputs) and (ii) some outputs were unanticipated at the start of the year, for instance the Nepal programme developed a learning tool on climate change adaptation only after a learning

framework workshop identified the need for the tool<sup>44</sup>.

- iii. **Recommendations on amendments to output or indicator** – we have revised the target for 2013/14 upwards based on our performance this year (up to **173** from **96**).

<b>Indicator 2.2</b>	Number of civil society groups/other influential actors in decision-making processes related to adaptation, REDD+ and LCD processes engaged with/by WWF.		
<b>Baseline</b>	70 influential groups (3 CSO networks, 51 CSOs, 16 influential bodies)		
<b>Milestone</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>
		155 (2 CSO networks, 120 CSOs, 15 influential bodies)	247
<b>Achieved</b>		227 (4 CSO networks, 177 CSOs, 46 influential bodies)	
<b>Variance</b>		+0.46	
<b>Disaggregated data*</b>	n/a		

**\*Disaggregated data:** WWF does not systematically monitor the gender/age of actors engaged by advocacy work as this is not considered resource effective where we cannot directly change the gender/age composition of external organisations. Nonetheless, some consideration of the gender balance and awareness of actors could usefully inform our work (e.g. WWF-Colombia: gender mapping identified a weakness regarding sufficient gender perspective in policy/legal frameworks. Subsequently gender mainstreaming guidance will be developed as part of a programmatic 'gender-smart' agenda<sup>45</sup>). Where relevant/ possible, we have disaggregated data on workshop/event attendees.

**i Narrative on progress and ii Assessment of overall progress towards indicator** – we have substantially exceeded anticipated achievement for this indicator, with WWF/partners engaging with **227** CSO groups/influential actors (versus milestone of **155**). For example:

- **International Adaptation Policy Programme:** two successful workshops<sup>46</sup>,<sup>47</sup> on Loss and Damage, led and co-ordinated in partnership with CARE and ActionAid, engaged a high number of new stakeholders. Overall the programme is now engaging with 54 CSOs, 11 other influential people (e.g. experts) and 15 government parties on this issue. The partnership also generated an effective letter<sup>48</sup> to Ministers and Heads of Delegation for sign-on, which prompted engagement with a further 33 new NGOs.
- **Brazil:** WWF has played a leading role in improving national CSO engagement by supporting meetings of the two major climate-related civil society networks in Brazil – GT Climate of FBOMS (Climate Working Group of the Brazilian Forum of NGOs and Social Movements) and the Climate Observatory<sup>49</sup>. WWF led the discussion of international negotiations within a key public hearing on the National Climate Change Plan, and drafted a letter<sup>50</sup> to government officials requesting changes to the process for

'updating' the Plan, including improved CSO engagement.

Over-achievement against the milestone is due to the challenge of predicting, the effects that initiatives to engage and influence will have, and changes in the external and policy environments that drive or constrain progress.

**iii. Recommendations on amendments to output or indicator** – given our overachievement we have raised our target from **170** to **247**.

#### 4.7 Discuss i. key new challenges to the achievement of output(s) and ii. key new drivers of progress

**i. Challenges:** (a) the reoccurring challenge of measuring impact of our policy and advocacy work. Identifying and collecting relevant output level information to measure the impact of policy reports on key influential actors has proven challenging. Stakeholder fatigue can be a problem and we have to be careful not to approach the same actors too often in similar ways for feedback. In one programme this has been addressed by targeting our virtual stakeholder surveys at different report audiences this year, and also by planning some more direct face-to-face requests for feedback at meetings<sup>16</sup>. (b) In **Brazil**, governmental inaction, particularly in the area of REDD+, has led us to change our policy approach and seek a broader array of CSOs to define a national REDD+ strategy<sup>51</sup>.

**ii. Drivers :** (a) the issue of **Loss and Damage** becoming more prominent in the UNFCCC process, in part through joint NGO lobbying efforts, but also as a result of growing climate impacts causing significant loss and damage in many parts of the world and lack of international progress and ambition to reduce dangerous climate change<sup>36</sup>. This has led to the International Adaptation Programme being able to focus more on and garner more engagement than anticipated on Loss and Damage this year. (b) In **Brazil**, due to governmental inaction on certain policy issues, WWF is increasingly being called on to participate in policy discussions that previously were the exclusive domain of government and sector-relevant private companies, such as the transport sector. This is opening up new avenues and opportunities for progression of our policy and advocacy work<sup>51</sup>.

#### 4.8 Impact Weighting

- i. Current impact weighting in logframe (%):** 35
- ii. Are you making any changes to this weighting:** No
- iii. Explanation for changes:**
- iv. How are you managing changes?**

#### 4.9 Output risk

- i. Current risk:** Medium
- ii. Are you making any changes to the level of risk?** No
- iii. Explanation for changes**
- iv. How are you managing changes?**

<b>4.10 Actual achievement of expected results for Output 2</b>	<b>A++</b>
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#### 4.11 Output 3

Climate smart, socially and environmentally sustainable policies and practices for public/private actors investing in infrastructure and natural resource extraction/use, are identified, advocated and/or supported by WWF and partners.

#### Assessment of performance of output and progress against expected results

<b>Indicator 3.1</b>	Amount (quantitative and qualitative) of information and lessons shared, and pro-poor tools and approaches developed and promoted.		
<b>Baseline</b>	9		
<b>Milestone</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>
		74	153
<b>Achieved</b>		122	
<b>Variance</b>		+0.65	
<b>Disaggregated data*</b>		n/a	

\***Disaggregated data:** See output indicator 2.1 regarding applicability of disaggregated data to this indicator. Two of the four relevant programmes report that several of the outputs address gender in some way. For example, the Ruaha Water Programme's annual multi-stakeholder workshop report<sup>52</sup> shows how WWF designed and facilitated gendered group discussions and activities to ensure local women's and men's voices would be heard separately, and distinct from those of formal stakeholders, and acted upon as such.

#### ***i Narrative on progress and ii Assessment of overall progress towards indicator***

**122** amounts developed and promoted, against a milestone of **74**. We have substantially overachieved against this milestone and are on track towards delivering against this indicator. For example:

- WWF verbal and written inputs<sup>53</sup> shared with China Banking Regulatory Commission (CBRC) contributed to improvements to the scope and robustness<sup>54</sup> of their Green Credit statistical system/tool, which aims to monitor and evaluate the implementation and impacts of their Green Credit Guidelines<sup>55</sup>. A robust tool is a critical step in ensuring the implementation of the guidelines, which elaborate the requirements of China's banking and financial institutions to effectively manage environmental and social risks in their domestic and overseas lending;
- 10 major reviews were led and/or facilitated by WWF which resulted in CSO recommendations on a range of policies in Kenya, Tanzania and Mozambique, including the Kenyan Land Act 2012, the Tanzanian constitution and the Mozambican Green Economy Roadmap;
- A series of reports and other supporting materials<sup>56</sup> disseminated to a diverse set of 180 stakeholders further promoted and supported the implementation of a multi-stakeholder social learning approach to integrated water resource management in Ruaha, Tanzania.

The variance is largely explained by four factors: (i) some outputs, unanticipated at the start of the year, were developed in response to demand/emerging opportunities;

(ii) changes in strategy for the China-Africa programme (see outcome 3.1) resulted in enhanced achievements (iii) some outputs have been developed but require further embellishment before being widely promoted (planned for 2013/4); and (iv) in one programme three additional outputs were enabled by cost-sharing with another donor<sup>5</sup>.

**iii. Recommendations on amendments to output or indicator**

Reflecting overachievement against this year's milestone, the target has been amended from **98** to **153**.

<b>Indicator 3.2</b>	Numbers of influential actors and/or other key decision-making bodies engaged with/by WWF.		
<b>Baseline</b>	23		
<b>Milestone</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>
		80	196
<b>Achieved</b>		187	
<b>Variance</b>		+1.34	
<b>Disaggregated data*</b>		n/a	

**\*Disaggregated data:** See output indicator 2.2 regarding applicability of disaggregated data to this indicator. Two of the four programmes reporting to this indicator observe that the gender balance of the actors they aim to influence is extremely male biased. For example, at the 2012 FOCAC summit, all Ambassadors and most decision-makers were men<sup>57</sup>. Six of 17 senior WWF staff involved in FOCAC advocacy were women. The team feel that based on the experience of the lobbying process there is no evidence that the gender balance was a hindrance to engagement with officials, and conclude that having the right skills and personality is the most important component for initiating effective dialogue<sup>57</sup>.

***i Narrative on progress and ii Assessment of overall progress towards indicator***

In the reporting period, we engaged with **187** influential actors and/or other key decision-making bodies – against a milestone of **80**. Engagement ranged from decision-makers in preparation for high-level international summits, to government officials in key national Ministries, to representatives of multilateral organisations, to key influential actors at local level workshops. For example:

- During its advocacy work related to the FOCAC Summit, WWF engaged with 8 Chinese Embassies in Africa, 8 Ministries of Foreign Affairs, 3 Ministries of Economy/Commerce, 1 Ministry of Finance, 3 Ministries of Environment, and 18 African Embassies to China (in addition to countries counted last year that we continue to engage with)<sup>58</sup> – leading to significant levels of commitment and action which can be attributed to WWF's work, as described in outcome 3.2.
- **In Nepal**, WWF reached an additional 4 influential actors (Ministry of Agriculture Development, Ministry of Urban Development and Ministry of Federal Affairs and Local Development and 1 informal grouping of influential actors' who are ex-members of the parliamentary committee on natural resources and means) as part of its strategy to diversify engagement with Ministries involved in the implementation of the Land-use policy.

Progress has substantially exceeded expectation, owing to high levels of variance in two areas of the China-Africa programme's work (accounting for 70% of the overall

variance of 1.34). This is because the programme (i) significantly ramped up engagement in the run-up to the July 2012 FOCAC summit in response to emerging and unanticipated opportunities and (ii) took the opportunity to implement an additional output which enabled the programme to reach out to a further 35 forest concessions and timber trade companies<sup>59</sup>, in response to environmental commitments expressed in the FOCAC Action Plan and increased commitment by the Government of Mozambique.

**iii. Recommendations on amendments to output or indicator**

Reflecting overachievement against this year's milestone, we have amended the target from **93** to **196**. Despite the significant variance this year the target is felt to be appropriate because the expansion of FOCAC activities will be less marked in the upcoming year.

**4.12 Discuss i. key new challenges to the achievement of output(s) and ii. key new drivers of progress**

**i. Challenges:**

- In some cases increased promotion of good practice (Output 3) with key actors has not necessarily led to their adoption (Outcome 3). E.g. development of guidelines for Chinese mining companies investing overseas: the NDRC (Chinese government agency responsible for issuing the guidelines) was originally very enthusiastic and asked WWF to produce a set of draft guidelines, which was done. NDRC later appeared to grow more cautious in its approach, possibly owing to internal political changes unknown to WWF. We are now meeting directly with Chinese mining companies to try to generate support for the guidelines, and to encourage NDRC to adopt them.
- In Tanzania, there is widespread interest among stakeholders within the study area and national-level stakeholders in the progress of the Ruaha Water Programme. The methodology being piloted was identified/designed to address the challenges associated with complexity, uncertainties and competing interests within the catchment, including the lack of harmony across and between different sectors, levels and governance realms (i.e. a 'wicked' problem). While then these are not new or unexpected challenges, explicitly addressing them through an extensive collective multi-stakeholder learning process, is a new and ever-changing challenge for WWF and the RBWO team.

**ii. Drivers** primarily relate to the rise of new issues on the agenda and the enduring relevance of previously identified issues which are driving and furthering progress.

For example:

- Green growth and the green economy movement help mobilise progress of investment guidance and standards, as these tools directly support green economy ideals of sustainability. Since Rio+20 there is good momentum for green growth thinking.
- In Ruaha, drivers of progress are fuelled by the importance of water to all and the widespread understanding and common-sense shown by local stakeholders that lasting solutions will be dependent on mutual action and learning. From observations on the differing plight of people throughout the study area - see comments made on the shared timeline and seasonal calendars at the recent workshop<sup>60</sup> - the identification of a common vision ('for our children') and principles, would seem to have provided traction for this social learning pilot.

<b>4.13 Impact Weighting</b>	
<i>i. Current impact weighting in logframe (%): 35%</i> <i>ii. Are you making any changes to this weighting: No</i> <i>iii. Explanation for changes:</i> <i>iv. How are you managing changes?</i>	
<b>4.14 Output risk</b>	
<i>i. Current risk: Medium</i> <i>ii. Are you making any changes to the level of risk? No</i> <i>iii. Explanation for changes</i> <i>iv. How are you managing changes?</i>	
<b>4.15 Actual achievement of expected results for Output 3</b>	A+

The new project scoring system measures **actual achievement of expected** results rather than the *likelihood of achievement* in the future.

Ratings to be applied:

- A++ = Outputs substantially exceeded expectation
- A+ = Outputs moderately exceeded expectation
- A = Outputs met expectation
- B = Outputs moderately did not meet expectation
- C = Outputs substantially did not meet expectation

## Section 5: Organisational effectiveness (This may be read as a stand-alone section)

### 5.1 Organisational effectiveness, definition and impact of PPA funds

#### *i. How do you define organisational effectiveness within the context of your PPA funding?*

In July 2012 the WWF Network embarked on its Truly Global initiative, which will ensure WWF is an organisation fit for purpose in a changing world, to enable us to continue to deliver on our mission. The initiative focuses on multiplying our conservation impact; working together across the Network with one voice; and building strong, influential offices in priority countries. Truly Global defines 'organisational effectiveness' as including: a strong foundation in local society; a clear conservation strategy; a strong funding model; advocacy and network expertise; mature leadership and organisation, and accountability. The PPA contributes to this vision particularly regarding:

Clear conservation strategy: supporting integration of social dimensions/equity into conservation programming (essential to delivering our mission of people and nature thriving); improving our focus on results.

Mature leadership and organisation: building technical capacity; improving organisational and programme learning capacity; supporting gender mainstreaming.

Accountability: driving improvements in M&E, reporting, VFM, and transparency.

#### *ii. What difference has PPA funds made to organisational effectiveness in 2012/13. What effect has this had, if any, on the delivery of your activities and your reported results? How will this be developed in 2013/14?*

This year the PPA has continued to contribute to these dimensions of organisational effectiveness described above, including:

##### Supporting integration of social dimensions and equity into conservation programming

**Programme-level**: many PPA-funded programmes continued to progress in this area, including: improving representativeness of programmes; analysis of more systematic programmatic approaches to 'integrated' (social-ecological) conservation; investing in partnerships to help ensure that the full spectrum of ultimate beneficiaries' needs are represented in policy processes and documents (e.g. partnering with organisations with stronger socio-economic expertise); strengthening programme TOCs; and incorporating new tools to improve beneficiary feedback.

**Network-level**: the PPA has enabled WWF-UK, through its social development adviser, to continue to promote/support this area, including: promotion/extension of social dimensions in WWF's Global Reporting System and technical inputs on social policy development. We have also improved integration of social policies into our Network Standards.

##### Improving our focus on results

The PPA's **evidence focus** has been significant in encouraging stronger evidence and rigour in our monitoring/reporting, through capacity-building (e.g. training provided on DFID/BOND Evidence Tool<sup>61</sup> for 40 colleagues), strengthening

reporting requirements (e.g. inclusion of evidence assessments in WWF-UK's reporting template), and further developing M&E capacity for policy work (e.g. encouraging improvements in collecting partner/stakeholder/target group feedback through, for example, the use of SurveyMonkey)<sup>16</sup>.

Learning: e.g. supporting mechanisms to improve and share learning internally and externally (see section 8)

Gender mainstreaming: e.g. enabling and supporting a mapping exercise in WWF-UK and WWF-Colombia (See section 10).

M&E improvements: see Section 6.

VFM: e.g. developing VFM frameworks/tools in response to IPR findings and Coffey's assessment (see section 5.4, 7.5).

Transparency: The PPA MoU requirement catalysed WWF-UK to develop its Open Information Policy and become IATI compliant (see section 5.2)

Climate-smart: The portfolio workshop contributed significantly to our 'climate-smart' agenda by mapping and consolidating cross-portfolio learning on climate adaptation; and catalysing a new initiative of cross-programmatic learning through a Line of Inquiry approach<sup>62</sup>.

Much of this year's investments relate to consolidating conceptual basis, analysing current practices and developing new tools and action plans. It is therefore not possible to identify many concrete impacts on delivery of results as yet.

**iii. What have PPA funds enabled your organisation to do in 2012/13 that you would not have otherwise been able to do, and why?**

- As our IPR concluded, WWF-UK now has a **portfolio that demonstrates a focus on the poor as a means to increasing equity and inclusivity**, which is a direct result of PPA funding<sup>63</sup>. Without PPA funding, WWF-UK would not take this portfolio approach and therefore would not be in a position to realise the portfolio's added-value, such as cross-programme learning/exchange undertaken in 2012/13 through our **PPA Portfolio Learning workshop** (see Section 8).
- **Investment in key areas** described in (ii). E.g. without the PPA we would not have had the traction to undertake the gender mapping at this time of Strategy Renewal, nor the required funds.
- **Funding of Technical Adviser posts** enabling programmes to access support in key areas (social development, adaptation) which may not otherwise be available.
- **Risk-taking and innovation**, including addressing new and emerging areas of work (including at policy level), enabled by the flexible and 'non-projectised' nature of PPA funding. Without the PPA, we would probably seek grant funding and, where this was possible, would have fewer examples of risk-taking/innovation, due to restrictive requirements that often accompany such funding. See section 7.1.

**iv. What are you doing less of as a result of PPA funding, and why? Please include examples**

The above is helping us to become more effective as an organisation. Enhanced M&E combined with flexible funding has led us to shift away from less fruitful

endeavours, e.g. allowing us to change direction quickly in our policy work when necessary. For example: flexibility of PPA funding (namely being 'untied' to specific activities) has enabled adaptive management in work with Chinese banks, where learning has been that working with large institutional banks can be cumbersome and slow. Our China-Africa programme has thus adapted its strategy to focus towards more engagement with CBRC (through which other banks are reached) and also engagement with smaller, more 'nimble' banks.

## 5.2 Anti-corruption and Transparency

**i. Are you IATI compliant? – If not, please explain why not.**

Yes, since April 2013.

**ii. Do you go beyond IATI minimum compliance?**

No

**iii. How are you taking anti-corruption measures forward?**

WWF-UK has an anti-bribery policy that complements its anti-fraud policy and policy on gifts, hospitality and entertaining. All new employees are made aware of WWF-UK's suite of anti-corruption policies and all new managers receive specific fraud and corruption awareness training. We intend to roll out this training to all staff in the Global Programmes department in the near future, followed by the rest of the organisation.

The WWF secretariat has issued a Network Standard requiring each office to commit to prevent fraud and corruption and to have a Prevention of Fraud and Corruption Policy signed by all employees and co-contractors. Implementation of this standard has been monitored by secretariat staff and supported by training and accompanying materials. The secretariat has also encouraged all offices to sign up to and publicise a centrally-provided whistleblowing hotline. Network Internal Audit Procedures include checks in this area.

**iv. Paragraph 16 of the PPA MoU states that we must be notified of any misappropriation of funds or potential fraud. Have we been notified of any such situations? Y/N**

Yes, DFID was notified of one case in 2012/13<sup>64</sup>. It resolved to DFID's satisfaction.

## 5.3 What key issues or challenges, identified by your organisation in the Annual Report 2011/12, were to be addressed during 2012/13? How has this work progressed?

- Large state-owned Chinese banks are not used to working with INGOs and are cautious about collaboration (2011/12 Annual Report, p18): based on learning from this challenge, the programme adapted its strategy in 2012/13 to focus on engaging commercial banks that are more ready to make changes to policy/practice. See outcome 3.1.
- Developing the necessary capacity and knowledge to meet the challenge on adaptation (p18): Through the PPA, support for capacity on adaptation (i.e. climate smart) and the LFA programme continues. On-going efforts to further mainstream adaptation into the Network Standards, consolidate WWF's approach to climate change adaptation/climate-smart conservation, and support cross-organisational learning on key themes (such as assessing vulnerability) will also further capacity and knowledge development.
- Need to develop capacity and tools on direct beneficiary feedback (p 22): see

6.3 – improvements in gathering feedback from policy/advocacy beneficiaries and increasing examples noted of implementation/adaptation of community feedback methodologies.

- At scoping stage of developing pilot WWF-UK poverty/social training programme (p22): Following the scoping exercise, we prioritised delivery of the gender mapping exercise (see Section 10) and the PPA Portfolio Learning Workshop, which enabled us to extend the reach beyond WWF-UK. Reflection (via a social learning approach) on social-ecological approaches was a key workshop theme (see section 8).
- Disaggregated results (p23): see section 5.4.
- Gender audit to be conducted later in 2012 (p31): gender mapping exercise complete – see section 10.

#### 5.4 What key issues or challenges were identified in your feedback letter in 2011/12 for resolution by 2012/13? How has this work progressed?

##### **Improve data disaggregation in our annual report:**

- Our 2011/12 report highlighted areas of good practice in our local-level work, recognising that a range of approaches to and levels of disaggregation can be observed. Further improvements were made this year – e.g. Boni-Dodori programme introduced monitoring the gender of participants in activities and including this in reporting; in Ruaha a scoping study<sup>65</sup> and further analysis is being undertaken in the project area, including gender-disaggregated population data and information on school-age girls and boys.
- 2012/13 Annual Report guidance asks us to present disaggregated data in line with our logframe and we consider that disaggregation is not applicable to many of our indicators (see sections 3 and 4). We have reported additional available disaggregated data where applicable and have sought to provide qualitative reflections where not applicable. Age disaggregation is less relevant to our programmes as most do not work with children.
- More generally, organisational capacity to mainstream gender is being actively addressed (see section 10).

**VFM:** progress made on management and measurable VFM approaches—(see section 7.5). We are engaging with relevant Institutional Effectiveness Learning Group (IELG) initiatives (e.g. VFM benchmarking study<sup>66</sup>) and have worked with NEF Consulting to build our capacity through development of VFM guidance<sup>67</sup>, frameworks and tools<sup>68</sup>.

**Improve on making the link between our work and benefits for poor people more explicit:** we have: (i) developed and documented our PPA ToC, detailing why and how poor/marginalised people benefit (section 2.2). Many PPA-funded programmes have also made improvements to their TOC. (ii) Planned for/commenced social analysis studies in several programmes to improve our evidence-base to this end – e.g. the RUMAKI programme is planning an in-depth survey of selected VICOBA groups to examine membership benefits in more detail. See also section 5.

## Section 6: Evidence and Evaluation (This may be read as a stand-alone section)

### 6.1 Outline your monitoring and evaluation approach with respect to PPA-funded activities.

WWF's approach to M&E, as outlined in the WWF Network Standards<sup>69</sup>, supports our WWF Compact commitments of: “*designing our work to maximize the impact of the resources entrusted to us, critically evaluate the outcomes we achieve, and learning from others and from ourselves*”. In line with this, our PPA M&E approach is primarily focused on (i) capturing results and learning from our portfolio; and (ii) catalysing improvements in M&E, learning, and adaptive management within PPA programmes and beyond. PPA M&E processes are guided by the Network Standards, with additional elements to support the specific requirements of the PPA (e.g. portfolio logframe and supporting tools; and additional tailored programme-level reporting for internal monitoring of PPA commitments and PPA Annual Reporting). The PPA IPR noted considerable progress in strengthening M&E since the start of the current PPA outlining a range of investments that have enabled this<sup>63</sup>.

### 6.2 Demonstrate how your organisation has used evidence from your M&E systems to improve PPA-design and delivery activities, increase impact and create better value for money.

Our M&E systems outlined above encourage us to use our systems/tools to reflect and adapt our planning and implementation as appropriate. Examples are:

- **Using the WWF PPA M&E tools towards adaptive management** e.g. *in Colombia* the Level of Engagement tool was used in an evaluation/planning exercise with the REDD+ Roundtable and uncovered several previously unidentified issues, such as shortcomings in clearly identifying possible opponents and allies to the REDD+ policy. Consequently, the Roundtable will carry out a ‘power analysis’ and adjust the work plan to strategically include these additional actors<sup>6</sup>. In *Coastal East Africa* findings from CSO-led self-assessments, supported by WWF and using an adapted PPA CSO Capacity Assessment Tool, were used to discuss and prioritise capacity-building needs and how and where WWF could help address these (e.g. mentoring for CSO staff on financial/other technical issues).
- **China-Africa:** Following feedback from DFID-China, which wanted to be able to identify (1) how its funding contributes to the larger programme and (2) which specific activities it is funding, all WWF China-Africa activities were brought together into one work plan and budget, with individual donor finances clearly identifiable. This improvement is promoting greater cohesion and co-ordination between various work strands.
- **The findings of our 2010 PPA Final Evaluation, 2011/2012 Annual Report and IPR** have led to a number of initiatives to address weaknesses identified, such as investing in learning, improving capacity on VFM, improving social analysis, etc. (see section 7.5).

### 6.3 How have you collected beneficiary feedback and used it to improve your work? Include a discussion of your methodology, sampling and verification activities.

In our regional, local and community-level work beneficiaries are defined as:

- *Proximate (and ultimate)*: including PVMPs dependent on natural resources/services.
- *Intermediate*: these are often CSOs involved in implementation (e.g. WWF supports them via funds, capacity-building, etc.)

We have used various methodologies to obtain feedback and improve our work. For example:

**Ruaha Water Programme, Tanzania:** Stories of Change methodology was used. This methodology provides a participatory, light-touch monitoring mechanism that can be used in complex situations with diverse stakeholder types, to provide early warnings of unplanned, unintended or unexpected change; and when used in conjunction with conventional M&E to ensure and extend rigour. The challenge is to establish its systematic use by multiple team members and ensure adequate time for collective reflection. Stories were shared via Basecamp (our programme management platform) to inform all stakeholders regarding programme developments and impact, and stimulate discussion of any adaptive management required<sup>70</sup>. Also, throughout the programme's second multi-stakeholder annual workshop, feedback from local communities and formal stakeholders was received through various means including group exercises<sup>70</sup>. The workshop discussions and report are fundamental in framing plans for next year.

**TAL Programme, Nepal:** we sought beneficiary feedback through a repeat LGCM<sup>71</sup> survey and semi-structured interviews. The baseline survey data was collected in 2010 among 894 households representing 27% of households of the surveyed area. The repeat survey was undertaken in March 2013 among 276 households, representing 5% of households. The semi-structured interviews were conducted with 17 Community Groups and residents (78 men, 82 women). Learning from the first field survey, we revised some questions for the 2013 survey. We also asked additional ones. Because of this, it has in some instances proven difficult to compare results in certain areas. The results (see section 9) are helping us reflect on how activities have or have not been successful and require adapting<sup>72</sup>.

In our policy/advocacy work beneficiaries are defined as:

- *Proximate*: partners (usually other NGOs/networks) that we work with to engage and influence targeted actors/organisations.
- *Intermediate*: advocacy target groups/stakeholders, e.g. government representatives.
- *Ultimate*: poor people who depend on natural resources/ecosystem services for their wellbeing, who will benefit from advancements in international and national policy/planning on adaptation and other core WWF issues.

Example: International Adaptation Policy Programme: feedback from proximate and intermediate beneficiaries is collected through: informal one-to-one engagement; feedback evaluation forms (at workshops) and through SurveyMonkey questionnaires<sup>73,74</sup>. The programme is currently altering strategy based on this year's surveys (e.g. engaging with the WWF Communications Team to better support identified partners' needs). Challenges identified with the survey approach, as outlined in output 2, have been stakeholder fatigue and lack of interest and engagement in assisting with M&E.

## Section 7: Partnership Working and Value for Money

(This may be read as a stand-alone section)

### 7.1 Please provide evidence to show how PPA funding allows you to take risks and innovate (if at all).

Almost all PPA-funded programmes evidenced ways in which the flexible and strategic nature of PPA funding allowed them to take risks and innovate. Five main themes emerged concerning opportunities to: (i) work simultaneously in *diverse thematic areas*, thereby strengthening programmes as a whole instead of specific components; (ii) take risks associated with *innovative engagement processes*; (iii) address *new and challenging areas of work* (e.g. work on productive systems in Amazon Piedmont, Colombia); (iv) adopt *adaptive and flexible approaches* to ongoing programme design and (v) invest in learning. Moreover PPA funding enabled some programmes to invest in several of these themes, as exemplified by Ruaha's experimentation with a *multi-stakeholder, social learning* approach, which has inherent risks attached.

For example:

- PPA funding enabled the China-Africa programme to take risks associated with investment in the FOCAC campaign, involving a significant investment of time and finance as well as risks associated with a 'closed door' process. At the same time, the idea to engage with FOCAC is very innovative, as the platform itself is relatively new and is likely to grow in the future, is not open to NGOs, and no other organisation has ever attempted to address systematically environmental issues in China-Africa relations at this intergovernmental level before (see Outcome 3.2).
- For the *Climate Change Policy Programme*, flexibility of PPA funding enabled adaptation of the programme and activities so it could respond to a changing and dynamic policy environment (e.g. making changes to NAPs work, in line with progress in the UNFCCC process) and enabled it to work flexibly with NGO partners, particularly on loss and damage as a new, innovative work area. Programme staff note: "*PPA funds and their flexibility has enabled us to work more deeply and effectively in a hard-to-finance, fast-moving policy work area that needs constant adaptive management and where outcomes may be unclear at the start or change as the policy process moves forward. This allows us to be responsive, effective and to learn by doing, which would not be possible with more boxed-in funding streams.*"

### 7.2 What effect has PPA supported risk-taking and innovation had on the effectiveness, impact and value for money of your activities and reported results?

The Colombia programme for example, which notes that implementing innovative initiatives is attractive to stakeholders, such as MADS, that lead the way in defining climate change adaptation strategies/policies. By demonstrating tools, practices and examples for supporting innovation, which all resonate with stakeholder needs, the effectiveness and impact of WWF-Colombia's work is substantially increased in terms of engagement and uptake by these stakeholders. Another example is the FCI Programme, which provides extensive evidence of the value to users of the

innovative tools it has developed (e.g. the REDD+ Community platform; and the REDD+ learning manual) which enable extensive user communities to capture and share knowledge and then apply to their own work in new ways.

### **7.3 What additional financial and material resources have been levered from partners as a direct result of PPA funding, enabling you to more effectively deliver your results? How has this been achieved?**

Levered resources include:

- Approximately £3,325,000 over the next 4.5 years from five external sources in support of the Coastal East Africa programme.
- Approximately £1,152,900 of grants to the China-Africa programme for work with shared PPA objectives.
- Community contribution amounting to USD\$13,457 to support activities worth \$35,926 in LNPBZ, Nepal.
- Each partner working with WWF's adaptation policy programme on the Loss and Damage report contributed a third of the overall costs.

Achieved primarily through partnerships, such examples illustrate the added value of WWF's work to our partners – who wish to contribute to and learn from our work – and the importance of partnerships to our work in terms of delivering a 'whole' bigger than the sum of the parts (see also section 7.4).

### **7.4 Partnership working is considered to be one of the key 'added value' aspects of CSOs, and contributes to effectiveness. Outline your approach to partnership working with respect to PPA funding and how it enables your organisation to deliver and achieve results.**

WWF's commitment to partnership working is enshrined in the Network's Guiding Principles. Through our PPA, we are working in partnership at multiple levels with a wide range of actors. Our partnerships are designed to (i) reach a wider range of stakeholders, (ii) leverage skills, expertise and resources, (iii) ensure strategies are locally and culturally relevant, (iv) learn from good practices elsewhere and share our learning, and (v) secure sustainability of outcomes.

The newly-appointed CEA Partnerships Manager will develop an overarching regional partnerships strategy. Otherwise, agreements with partners are often articulated in ToR, MoUs, or project documentation. Other examples include more informal partnerships, centring on delivery of joint activities agreed on the basis of common interests. Examples of mutual accountability in partnerships include joint design and implementation of specific donor-funded projects, and the development and implementation of joint advocacy strategies. Joint design is also used as an effective way of addressing power relationships in partnerships.

Effective partnership working is critical to the delivery and sustainability of all PPA-funded programmes. Partnership benefits observed this year include:

- Partnership with Corpoamazonia, Amazon Piedmont, Colombia: aimed to expand and consolidate the cattle-raising reconversion process and to effectively transfer know-how to local communities – this enabled WWF to substantially expand the number of men and women directly benefiting.
- Partnership with CBRC, China: this enabled us to reach many more banks and

lending a level of authority and influence that would never have been possible through individual banks. Implementation of training with CBRC has led to partnerships with two new commercial banks.

- See output 2 (drivers of progress) for other examples.

## 7.5 Value for Money (VfM)

### ***i. What are the main cost drivers for your organisation in delivering interventions?***

Main cost drivers remain salaries, activities, consultancies and office running costs.

### ***ii. Describe how competition and effective commercial practice is used to drive improved value for money***

Staff costs: WWF's pay policy sets out how WWF-UK will reward employees through the application of agreed principles and fair processes. WWF-UK continues to participate in salary surveys<sup>75</sup> and in a benchmark survey to assess HR systems<sup>76</sup>.

Over the last year there has been significant reorganisation within WWF-UK, with associated changes in job levels and pay bands. Our Pay Policy has been updated to reflect this and there is now increased emphasis on performance-related pay in our annual pay review process.

Procurement practice: WWF-UK has comprehensive procurement guidance and procedures which aim to deliver VfM while ensuring transparency and accountability.

The major enhancement in 2013 has been introduction of a new electronic system for contracting and purchasing (Panda Purchasing), 'live' since January 2013. This integrates contracting and purchasing into one system, providing centralised management and oversight of all procurement activity.

### ***iii. Do you track any specific value for money measures in any of your programmes (e.g. unit costs, cost effectiveness measures etc.)? If so, review performance on these measures.***

Our programmes do not systematically track VfM measures as our Network Financial Standards do not require this. However, this year progress was made in a few programmes<sup>68</sup>. E.g. WWF-Colombia started tracking outputs achievement alongside costs. It also compares outputs achievement relative to original objectives/targets in order to ensure project completion timelines are not deviating from objectives – unless valid reasons exist for this.

**Table: Costs and selected output indicators for Amazon Piedmont programme (£ 2013)**

Indicator	Baseline	2012		2013		2014
		Projected n/a	Actual 216,966	Projected n/a	Actual 242,557	Projected n/a
Total Costs (all activities)						
Output Indicator 1.1: 'Number of initiatives established that are enhancing and/or diversifying people's livelihoods'	2	9	2	9	11	12
Output Indicator 1.2: 'Number of trainings conducted and/or facilitated with CBOs/CSOs, collaborative or joint management regimes on pro-poor adaptive ecosystem (or climate change) management.'	2	3	10	7	11	9
Output Indicator 1.3: 'Number of trainings conducted and/or facilitated with CBOs/CSOs to engage in advocacy and/or watchdog functions relating to pro-poor environmental sustainability'	1	2	6	2	9	5
Output Indicator 2.2: 'Number of civil society groups/other influential actors in decision-making processes related to adaptation, REDD+ and LCD processes engaged with/by WWF'	15	55	21	60	61	70

To date, these figures are only indicative given that not all outputs/activities undertaken are represented. Likewise, it is not possible yet to attribute specific costs to specific outputs (owing to impossibility to measure % management time spent on each activity/output). This will be addressed in the future.

In Nepal, we piloted three approaches in the same programme: recording of cost-efficiency metrics (cost per biogas plant installed); recording of cost-effectiveness metrics (cost per tCO<sub>2</sub>eq emissions avoided); and an empirical cost-benefit analysis comparing project costs of a community biogas intervention with economic, social and environmental benefits generated<sup>77,78</sup>.

**iv. Explain and evidence how the use of measures or management practices enables you to achieve results that represent better value for money.**

The management practices we have in place that have allowed greater VFM include:

1) where we tendered externally and received several quotes for any given contract, e.g:

- Contract 1 – saving of £62,988 plus reclaimable vat of £7,559 = £70,547 (over next 36 months).
- Contract 2 – saving of £72,573 plus reclaimable vat of £8,709 = £81,282 (over FY13)

2) We negotiated rebates e.g:

- Contract 3 – saving of £3,000 plus reclaimable vat of £360 = £3,360 (over FY13)
- Contract 4 – saving of £1,500 (no reclaimable vat) = £1,500 (over FY13)

**Total saving to date = £237,382**

**v. Have you had experienced any significant VfM achievements in the last reporting year? If so, please describe.**

Panda Purchasing is expected to realise significant financial benefits, including

savings of at least £600K over the first five years<sup>79</sup>. However, the largest financial saving will come from the impact the new system will have on the organisation's procurement through ensuring better practice. To assist staff in implementing this, we held a series of training events and created simple procurement 'How to notes' that they can refer to<sup>80</sup>.

Effective commercial practice in the procurement function continues to deliver savings. Savings to date in FY13 amount to nearly £250K, and by the end of FY13 we are expecting this to be nearer £400K<sup>81</sup>.

#### **7.6 Organisational risks – Have you been able to achieve better value for money in delivering your results because of the risk mitigation actions that you have taken. If so, how and why? If not, why not?**

There is a strong link between process management and risk management: process improvement mitigates risk. For example, the contracting/procurement system we have established in the UK aims to ensure competitive quotes, transparency, compliance with the scheme of delegation, avoidance of conflicts of interest, etc. As such this system both manages risks and ensures value for money. The same is true of many of our systems and processes; we aim to develop and implement joined-up processes that both empower project teams to be effective and efficient and meet management/accountability needs.

### **Section 8 Lessons Learned** (This may be read as a stand-alone section)

#### **What lessons are being learned and shared with respect to PPA funding?**

***i. Briefly describe your organisation's approach to PPA learning.***

WWF's PPA has three learning objectives:

1. Arising from a Senior Management commitment within the Management Response to the 2010 PPA Final Evaluation<sup>82</sup>: to strengthen our capacity for learning in order to increase effectiveness.
2. To strengthen learning on environment and development.
3. To enable learning to emerge as a major theme underpinning adaptive capacity and resilience.

In terms of institutional arrangements for progressing learning, there have been significant developments this year across most PPA-funded programmes, leading to the emergence of a very wide range of learning practices that have been adopted more widely. E.g: regular reviews, self-assessments and reporting; significant investments in developing systems to support learning, including *M&E and learning systems/frameworks* and associated learning tools and processes; and the use of *learning questions* as a means to structure learning and adaptive management. In addition a Portfolio-wide PPA Learning Workshop was held in February 2013<sup>83</sup>.

As regards learning from and sharing with the broader sector through our PPA, WWF participates in PPA Learning Partnership groups on Institutional Effectiveness, Resilience, Inclusion/Gender; the BOND Effectiveness Programme; and the Poverty, Conservation and Livelihoods Group, among others. Participation in some groups consists mainly in two-way information sharing, while in others participation has been much more active.

**ii. Where possible, describe the impact of your learning.**

The first part of this question is already addressed under sections 7.1 and 7.2. The Nepal programme provides a further example, evidencing how a process of assimilating lessons and learning from the Langtang pilot from previous years has led to their replication in two valleys in TAL.

Learning which is yet to translate into innovation is also well-evidenced by most PPA programmes, with in-depth learning in several programmes. E.g. WWF-Colombia has developed an extensive programme of learning covering a wide base of topic areas, including climate-smartness, gender, poor and vulnerable communities, power analysis and VFM. Detailed 'learning histories' of work on climate change adaptation, forest management, and 'education for action' (all examples of learning-by-doing) are now well advanced<sup>84</sup>. A second example demonstrates learning to improve organisational capacity. Here the WWF-UK D&I team describes being influenced by the PPA's work on reflective learning and on learning from experience, with the PPA 'raising the bar and standard', thus encouraging D&I to develop adaptive management practices within WWF-UK based on group rather than individual learning<sup>85</sup>.

Finally, in terms of tracking learning uptake, diverse systems are being introduced, from regular surveys to qualitative reviews and evaluation.

**iii. Describe how you learn from and/or contribute to the sector's learning.**

For 2012/13 there has been significant progress in this area, with some programmes sharing their learning beyond WWF. WWF-Nepal produced and distributed a 10-minute video on YouTube, summarising the learning from the Langtang pilot, as well as developing a 'learning history' tool which has been widely shared with in-country and regional partners. A second example is the portfolio learning workshop report, which highlights many examples of portfolio-level learning achieved through this workshop, including the formation of three online 'Lines of Inquiry' groups.

There has been considerable learning also at the inter-agency level, through participation in groups listed in 8.i. Of these perhaps the most significant contribution has been to the Resilience Learning Group, co-chaired by WWF, where key contributions included: ensuring that significant insights from the ecological resilience domain were included in the Characteristics of Resilience discussion paper the group developed; strengthening the temporal and spatial dimensions of the paper from a climate change perspective; and contribution of learning theory including on transformational learning, supporting reflections on case studies and leading to exploration within the group of taking a 'learning turn'. By bringing together and reaching across the Disaster Risk Reduction (DRR), humanitarian, conflict and environmental sectors, significant learning has started to emerge from this group, explicitly setting out some of the joined-up thinking and organisational change practices required to deliver long-term development in parts of the development sector that have become quite siloed.

**PLEASE NOTE:  
THIS IS THE END OF THE COMPULSORY SECTION OF THE  
ANNUAL REPORT**

*Note 1: The following two sections present optional opportunities to discuss aspects of your work that you have not been able to represent in the main sections.*

*Note 2: The evidence table is a compulsory appendix to the Annual Report and is located after sections 9 and 10.*

## Section 9: Changing Lives Case Study (This may be read as a stand-alone section).

Note:

- The case study is optional.
- The case study should be **no more than 600 words**.
- The case study should be linked to the logframe.

### Changing Lives Case Study:

The Khata corridor in Nepal was selected for restoration under the Terai Arc Landscape Programme because of its critical importance to wildlife. WWF played a central role in the design of TAL as technical advisors in the government's core planning team<sup>86</sup>. This case study describes our continuing support to its successful implementation.

#### Methodology<sup>72</sup>

The case study used three complementary methods to examine changes in people's lives:

- Repeat LGCM survey
- Reflections on Change<sup>x</sup>
- Programme monitoring systems information.

Disaggregation of household surveyed by ethnic grouping

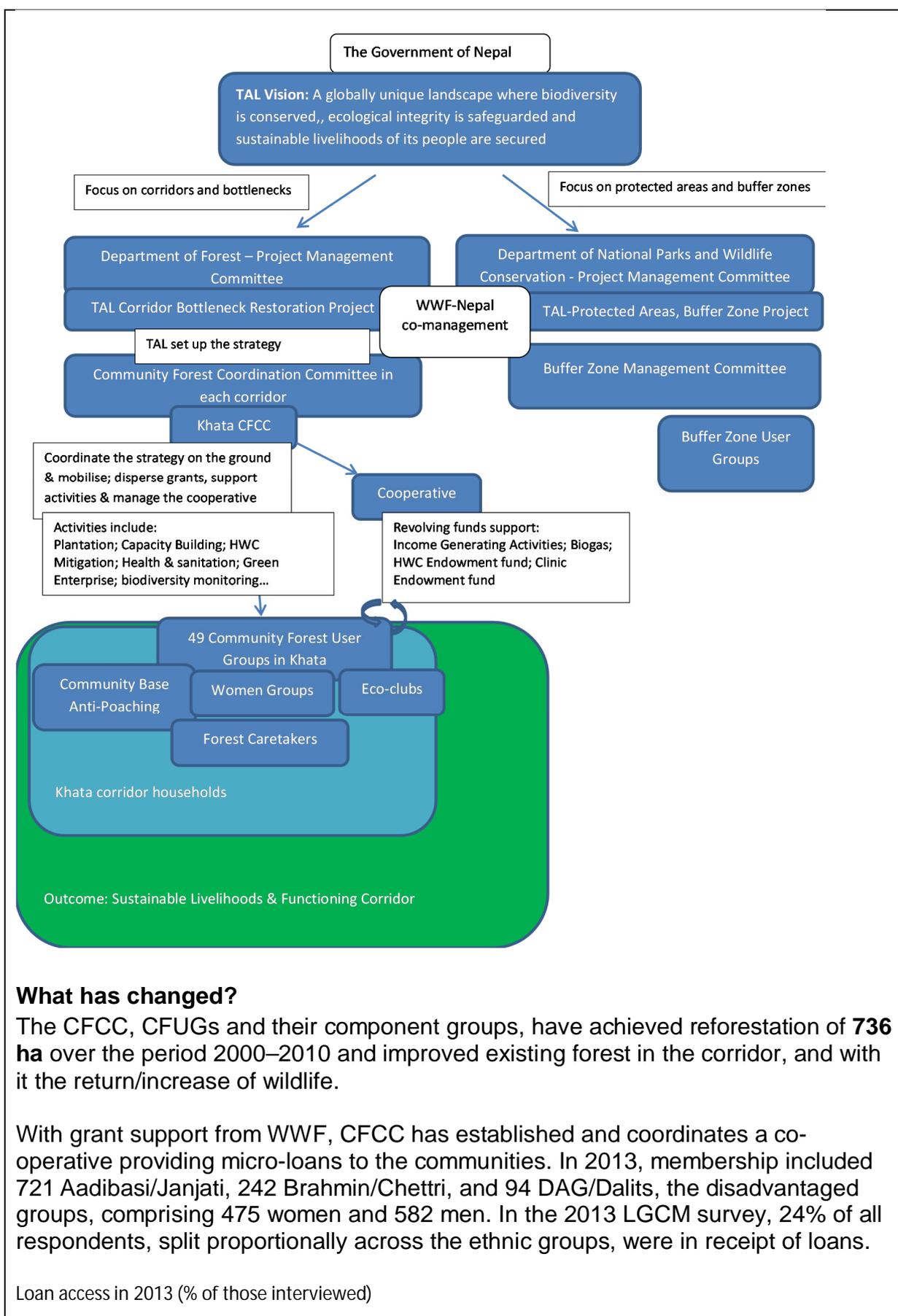
Household ethnic group	2010	2013
Aadibasi/Janajati	569	158
Brahmin/Chettri	213	98
DAG/Dalit	93	16
Others/Minority/Madhesi	19	4
	894	276
Grand Total	representing 27% of the total households in 2010	representing 5% of the total households in 2013

Source: LGCM Survey 2010 and 2013

The ToC is that, with support, local people<sup>xi</sup> can collectively enhance/diversify livelihoods and effect progressive conservation. Strategic initiatives have included, efficient energy technologies, diversified income streams based on *green* enterprises, cooperative savings/loans groups, community-based anti-poaching and biodiversity monitoring, improved livestock/grazing management, HWC mitigation/prevention. Interventions, including education and awareness raising and social mobilisation, focused on capacity strengthening of local institutions, notably CFUGs and their leadership to drive sustainable natural resources management<sup>86</sup>. Coordination and linkage to government of the 49 Khata CFUGs is through the apex CFCC.

<sup>x</sup> RoC involves collection of oral testimonies.

<sup>xi</sup> These are broadly from three ethnic origins: Aadibasi/Janjati, an indigenous people; Brahmin/Chettri, largest ethnic group in Nepal; DAG/Dalits, a disadvantaged group.

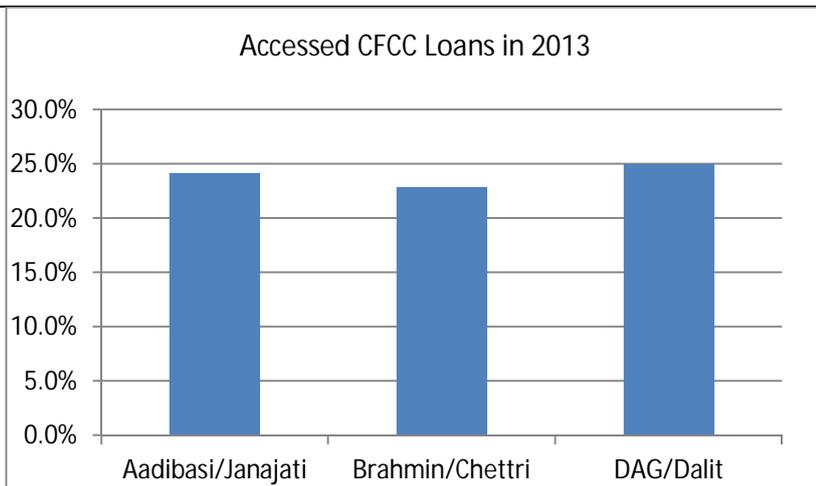


### What has changed?

The CFCC, CFUGs and their component groups, have achieved reforestation of **736 ha** over the period 2000–2010 and improved existing forest in the corridor, and with it the return/increase of wildlife.

With grant support from WWF, CFCC has established and coordinates a co-operative providing micro-loans to the communities. In 2013, membership included 721 Aadibasi/Janjati, 242 Brahmin/Chettri, and 94 DAG/Dalits, the disadvantaged groups, comprising 475 women and 582 men. In the 2013 LGCM survey, 24% of all respondents, split proportionally across the ethnic groups, were in receipt of loans.

Loan access in 2013 (% of those interviewed)



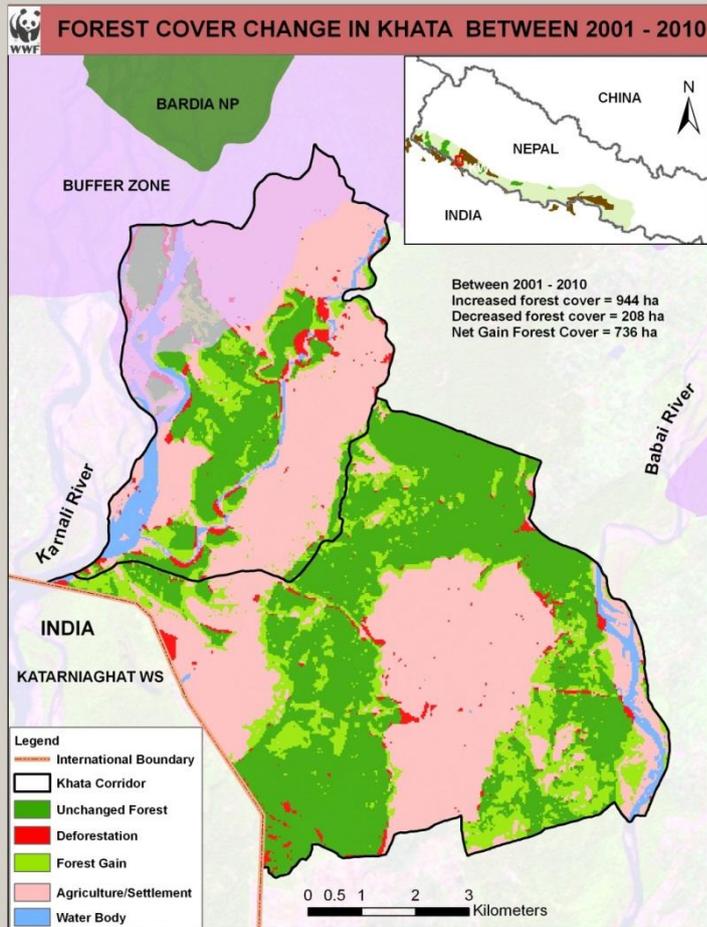
Source: LGCM Survey 2010 and 2013

For many households loans have enabled them, with technical support from WWF, to purchase **biogas** plants, which reduce firewood collection and grazing/browsing by livestock<sup>xii</sup>, and ultimately pressure on the forest. Equally importantly they reduce workload, drudgery and danger for women, avoid air pollution and promote healthy and hygienic practices<sup>xiii</sup>. Biogas use has risen from 176 in 2010 to 234 in 2013, but is not keeping abreast of population increase. Our survey also identified increased use of LP gas from 1.6% to 9% by better-off households.

WWF supported ecotourism initiatives, notably *homestays* for Nepalese, with accompanying village enterprises (e.g. catering, cultural/handicraft ventures, guided walks), have generated over US\$75,000 since 2010. Conservation successes are generating benefits at household/community level, which in turn are reinforcing and extending conservation - one community is converting agricultural land back to wetlands.

<sup>xii</sup> The biogas system encourages zero-grazing which in turn reduces forest grazing/browsing by livestock.

<sup>xiii</sup> TAL has also supported communities in building safer/healthier toilets, with access rates increasing from 12.8% to 22.2% over three years.



Revitalising the corridor for wildlife - **seven** different tigers have recently been recorded there - is not challenge-neutral and increases in HWC have been recorded (e.g. crop damage, livestock predation). Work on mitigation strategies (e.g. electric fencing, unpalatable crops, trenches, watchtowers) is on-going. Despite these real and traumatic events, tolerance of wildlife remains high, but communities expect more from the CFCC.

### Income from Home Stay tourism

Details	No/Income
Total area	103 hs
Total HHs in Shiv CF	105
HHs with home stay enterprise	44
Total number of visitors till date since 2010	11,000
Income in 2 years	USD 75,000
Income per HH/month	USD 71

Monthly HH income increased by 60% due to homestay

Local communities are now managing the forest with support from TAL/WWF. Their

awareness and appreciation of the importance of the corridor is captured by this quote from Mr Yagya Malla, April 2013, 'the green forest was a testimony of people's positive attitudes towards conservation'.

### **Reflections**

TAL's objectives for the corridor are being met. The nested structure of CFCC, CFUGs, and community groups is delivering tangible household benefits and provides a mechanism for people to make legitimate demands. The evidence suggests that collective stewardship of the corridor's resources is working, but that work is still required to reduce HWC. Lifestyles, linked to educational inputs, are changing, and far fewer people - 27.8% in 2013 compared to 51.2% in 2010<sup>xiv</sup> - are now below the poverty line, and this case study strongly suggests that WWF's work is contributing.

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<sup>xiv</sup> By income

## Section 10: Further Information (This may be read as a stand-alone section)

Note:

- a. This is optional and helps us develop DFID policy work. This section does not form any part of your annual assessment.
- b. This should be **no more than 1000 words**.

**Organisations are invited to discuss aspects of their work, not included or highlighted in the main report and particularly undertaken with excluded groups – for example work on faith, disability, gender, youth etc.**

We have decided to focus on two areas: Climate/Environment (operational and wider aspects not mainstreamed elsewhere) and gender (update on progress at the organisational level).

### **Climate and Environment**

WWF's mission is 'to stop the degradation of the planet's natural environment and build a future in which humans live in harmony with nature'. All WWF's programmes support and contribute to this mission and relevant issues are thus mainstreamed throughout this report.

**WWF Network Strategies:** WWF's mission is being delivered through our Strategic Plan for Conservation<sup>87</sup> which focuses on two broad areas: biodiversity and footprint, with goals to be reached by 2020 and 2050 for each. To achieve these goals, we are implementing a set of global conservation priorities (Global Initiatives). PPA-funded programmes contribute to these.

During 2012, WWF-UK developed a five-year organisational strategy (2013-2018) which includes three goals around 'threats and places', 'corporate stewardship' and 'UK/EU government leadership'. The new strategy led to a major restructure in WWF-UK including creation of new departments. Additionally, we formed an 'Environmental Performance Council' to monitor performance and recommend targets against our EMS.

With respect to the corporate stewardship goal: corporate stewardship is the process whereby corporates act, in concert with others, to contribute to the sound governance of the environmental resources on which it and others depend, to ensure the continued flow of environmental services to users, including people, businesses, and biodiversity. It is one of the tools available to WWF to achieve our mission, complementing other tools such as pressing for regulation of companies. WWF asks business to become more sustainable through a range of actions including support for conservation projects, purchase of credibly certified commodities, influencing consumer choices and reducing the environmental (water, carbon and commodity) footprint of their business, supply chain or products. WWF also works to bring together businesses that have demonstrated commitment to sustainability to use their market power and political influence to leverage sector-wide permanent changes.

**WWF Programmatic Guidance:** During 2012, we upgraded our Standards of Conservation Project and Programme Management. The 'Programme Standards' are a set of Network-agreed good practice steps and principles for quality

project/programme cycle management.

**WWF Policies to Mitigate Negative Climate/Environment Impacts:** WWF's commitment<sup>88</sup> to managing negative impacts arising from our operations remains unchanged. During 2012/2013, offices delivering WWF's PPA described efforts to minimise, track and offset CO<sub>2</sub> emissions with 'gold standard carbon credits'. However, several PPA teams noted challenges associated with programmatic delivery and partnership working due to carbon-restricted travel.

WWF-UK has an EMS to monitor and minimise environmental impacts from day-to-day activities in our offices and by our employees. As part of this, we have an eco-procurement approval process, a Sustainable Travel Policy and a Timber, Paper and Board Policy<sup>89</sup>. Our latest annual Environmental Report outlines our environmental performance from July 2011-June 2012<sup>90</sup>. One highlight is the construction of our new building, WWF's 'Living Planet Centre', due for completion in September 2013. We are aiming for a BREEAM 'Outstanding' rating.

**Mainstreaming Climate/Environment safeguards:** WWF-UK's Environmental Manager leads staff training in WWF's environmental policies and co-ordinates staff engagement to support mainstreaming of climate/environment issues in our day to day activities (e.g. 2012/2013 initiatives included 'Bike Week' and 'Conservation Days').

#### **Building Capacity for Mainstreaming Gender**

On-going progress has been made in building organisational capacity towards mainstreaming gender throughout WWF:

A gender mapping process was initiated for both WWF-UK and WWF-Colombia. The ToR for each mapping was similar in aim and content: to establish a baseline of practice, policy or attitude in the areas of HR systems, programmatic delivery, policy formulation and (for the UK only) communications and fundraising. The interviews, data collection and analysis were completed by March 2013; the recommendations from the formal reports will be built on during the coming year. The mapping process, as it was designed to, generated considerable interest in both offices and has begun to lay the foundation for implementing gender mainstreaming approaches at several levels. Two examples of findings that will be used to describe the gender baseline follow:

20 wide ranging WWF-UK programme documents (including high level strategies) were examined to see how gender aware principles were applied to policy and programmes. 25% of the documents reviewed demonstrated gender empowerment throughout the project cycle (notably all were linked to previous or present PPA portfolios); 50% referred to gender more broadly.

While the WWF-Colombia team clearly recognise the value of gender mainstreaming in their programmatic work, they were equally aware of gaps in understanding of how to mainstream gender into policy work.

WWF-UK representatives continue to attend GADN meetings on mainstreaming, and participate in the Inclusion PPA learning group. Information generated from these will be utilised in conjunction with the Mapping findings to guide change in WWF-UK practices and attitudes.

WWF-International also completed a Gender Mapping process in 2012/13, the

findings of which have been taken very seriously, including the WWF President, Yolande Kakabadse, taking on a personal mantle of championing gender mainstreaming throughout the Network.

As a Network, WWF recently completed a participatory review of its internal reporting process, with the result that the new report format raises the expectation of gender-disaggregated reporting as standard practice across the network, as distinct from occurring in response to management or donor requests. Similarly, an internal review of Programme Standards has responded to, and begun to correct, the finding that there was no explicit guidance framing the inclusion of gender-aware approaches into design, implementation or monitoring stages.

## **Annex A: Acronyms**

AFDB – African Development Bank

AFIW - Alto Fragua Indi-Wasi National Park, Colombia

AGA – Anglo Gold Ashanti

ANLA – Autoridad Nacional de Licencias Ambientales, Colombia's Environmental Agency

BMU – Beach Management Unit

BOND – British Overseas NGOs for Development

BREEAM – Building Research Establishment Environmental Assessment Method – the world's leading design and assessment method for sustainable buildings

CARE - Cooperative for Assistance and Relief Everywhere

CBD – Convention on Biological Diversity

CBO – Community-based Organisation

CBRC – China Banking Regulatory Commission

CEA – Coastal East Africa

CFUG – Community Forest User Group

COP – Conference of Parties

CO<sub>2</sub> – Carbon Dioxide – a key greenhouse gas

CSO – Civil Society Organisation

CVCA - Community Vulnerability and Community Analyses

DCC- Direction du Changement Climatique

DDC – District Development Committee

DFID – Department for International Development

DRR – Disaster Risk Reduction

D&I – Design and Impact

EIA – Environmental Impact Assessment

EMS – Environmental Management System

EU – European Union

FBOMS - Climate Working Group of the Brazilian Forum of NGOs and Social Movements

FCI – WWF's Forest and Climate Initiative

FCPF – Forest Carbon Partnership Facility

FOCAC – Forum on China-Africa Co-operation

FOP – Forest Operation Plan

FSC – Forest Stewardship Council

FY – Financial Year

GADN – Gender and Development Network

GEF – Global Environment Fund

GI – WWF’s Global Initiatives (conservation priorities)

GIS – Geographical Information Systems

GPAF – Global Poverty Action Fund

GT – Working Group (translation from Portuguese)

GTCC – Groupe Thématique Changement Climatique, Madagascar - a platform of about 40 members including WWF, UNDP, World Bank, African Development Bank, Conservation International, some government departments, numerous local NGOs and institutions, etc.)

HR – Human Resources

IATI – International Aid Transparency Initiative

IDRISI - an integrated geographic information system (GIS) and remote sensing software developed by Clark Labs at Clark University

IELG – Institutional Effectiveness Learning Group

ILO – International Labour Organisation

INGOs – International Non-governmental Organisations

IPR – Independent Progress Review

LAPA – Local Adaptation Plan for Action

LCD – Low Carbon Development

LFA – Learning for Adaptation

LGCM - Livelihood Good Governance Change Monitoring

MADS – Colombian Ministry of Environment and Sustainable Development

MDG – Millennium Development Goal

MoEST – Ministry of Environment, Science and Technology, Nepal

MoU – Memorandum of Understanding

M&E – Monitoring and Evaluation

NAP – National Adaptation Plan

NDRC – China’s National Development and Reform Commission

NEF – New Economics Foundation

NGO – Non-governmental organisation

PES – Payment for Environmental Services Scheme

PPA – Programme Partnership Arrangement

PVMP – Poor, Vulnerable and Marginalised People

REDD+ – Reduced Emissions from Deforestation and Degradation in Developing Countries; and the role of Conservation, Sustainable Management of Forests and Enhancement of Forest Carbon Stocks.

RePOP - Reaching the Poorest of the Poor programme, Nepal

RUMAKI – The three districts of Rufiji, Mafia Island and Kilwa, Tanzania

SEA – Strategic Environment Assessment

SoC – Stories of Change

SWAUM – Sustainable Water Access, Use and Management Programme

TAL – Terai Arc Landscape of Nepal

ToC – Theory of Change

TOR – Terms of Reference

Tsh – Tanzanian Shilling

UNEP – United Nations Environment Programme

UNFCCC – United Nations Framework Convention on Climate Change

VDC – Village Development Committee

VFM – Value for Money

VICOBA – Village Community Banks – a Community Savings and Credit Initiative, Southern Tanzania

## Annex B: Evidence Table

Reference Number	Page No.	Reference	Further information
1	3	Professor Sir John Beddington's Speech at SDUK 09, March 2009	Available at: <a href="http://www.govnet.co.uk/news/govnet/professor-sir-john-beddingtons-speech-at-sduk-09">http://www.govnet.co.uk/news/govnet/professor-sir-john-beddingtons-speech-at-sduk-09</a>
2	3	WWF-UK Portfolio (2014-2018) Foundation Document, 13 November 2012	WWF-UK Internal Document
3	7	WWF-UK 2011/12 PPA Annual Report, May 2012	Available at: <a href="http://www.wwf.org.uk/what_we_do/working_with_government_and_parliament/wwf_and_dfid_natural_partners/">www.wwf.org.uk/what_we_do/working_with_government_and_parliament/wwf_and_dfid_natural_partners/</a>
4	8	WWF CEA PPA Technical Progress Report, May 2013	
5	8, 22, 30	WWF Nepal PPA Technical Progress Report, May 2013	Ref 22: page 27 of TPR Ref 28: page 30 of TPR
6	8, 37	WWF Colombia PPA Technical Progress Report, May 2013	
7	9	WWF International Board Report on Incidences of Fraud in Tanzania, 28 May 2012	Report released by the Board of WWF International on the incidences of fraud in Tanzania, available at: <a href="http://wwf.panda.org/?204977/WWF-International-Board-reports-on-incident-of-fraud-in-WWF-Tanzania">wwf.panda.org/?204977/WWF-International-Board-reports-on-incident-of-fraud-in-WWF-Tanzania</a>
8	10	WWF-UK, Level of Engagement Tool and Guidance, November 2011	
9	11	Articles by Dr Saleemul Huq (Director of the International Centre for Climate Change & Development (ICCCAD) and senior fellow at the International Institute for Environment & Development (IIED), 2012.	
10	12	Email evidence (Artur Paiva, Conservation International) of WWF and partner attendance at, participation in and reflections on the meeting available, WWF-Brazil M&E Systems. First informal meeting so no further official records of this event. Regarding meeting at Ministry of Environment (MMA), Brasilia, 12 April 2013.	<a href="http://www.irinnews.org/report/96867/CLIMATE-CHANGE-When-the-damage-is-done">http://www.irinnews.org/report/96867/CLIMATE-CHANGE-When-the-damage-is-done</a> ; <a href="http://archive.thedailystar.net/newDesign/news-details.php?nid=224809">http://archive.thedailystar.net/newDesign/news-details.php?nid=224809</a>
11	12	WWF-UK, Commitment and Action Tool and Guidance, November 2011.	
12	14	Invitation Email to WWF-Colombia from Government of Colombia to participate in LCD Strategy Meeting.	Available on request to WWF Colombia.
13	14	Energías renovables no convencionales en Colombia. Barreras y oportunidades. Blanco, J. October 2012. 4 pp.	

14	14	Draft Work Plan, by WWF/Partners active on REDD National Strategy lobbying, 9 May 2013. Also see Draft Document, 'The REDD we Want', REDD Observatory (documents process so far on national REDD strategy, including civil society inputs/demands).	
15	15	Email exchanges between WWF and GTCC available from Tiana Ramahaleo, WWF Madagascar, 2013.	Emails and meeting notes held in evidence file by WWF Madagascar Contact Tiana Ramahaleo, WWF Madagascar Email: TRamahaleo@wwf.mg
16	15, 28, 34	WWF Adaptation PPA Technical Progress Report, May 2013.	
17	16	MOU between the World Bank and WWF for cooperation on common objectives regarding extractive industries in Africa. Signed 28 May 2013.	
18	16	MOU between WWF and the African Development Bank (2011) and UNEP.	
19	16	African Green Economy Partnership (AGEP) concept, 19 April 2013.	Produced for the African Ministerial Conference on the Environment (AMCEN) Secretariat by a consortium of NGOs/agencies, including WWF.
20	17	WWF China Programme Office, <i>Evaluation of Green Credit Policy Training Series - Water Resources and Risk Management</i> , 21 September 2012. WWF China Programme Office, <i>Evaluation of Green Credit Policy Training Series – Financial Innovations and Green Building</i> , 24 April 2013.	
21	18	FOCAC, Beijing Declaration of the Fifth Ministerial Conference of the Forum on China-Africa Cooperation, 7 July 2012.	
22	18	Hoyle, David, Review of WWF China–Africa 2012 FOCAC Engagement strategy: 'Delivery of the WWF FOCAC Advocacy Plan, February 2013'.	
23	21	Kasanga, William B., The Great Ruaha River Catchment National Stakeholders' Workshop: Workshop Proceedings; 19-23 February 2013, Iringa, Tanzania.	
24	21	Terms of Reference: Study to identify evidence for the link between Environmental Guidelines and Standards and Sustainable Development, 25 April 2013.	Publication date aim: August 2013
25	22	Advance measurement matrix SAGC, Working Group for Voluntary Forest Certification in Colombia-GTCFV/FSC-NI, February 2012.	
26	22	Implementación y seguimiento a	Document written in Spanish

		los predios para el desarrollo del esquema de compensación de Bienes y Servicios Ambientales en las microcuencas la Hidráulica y Putumayo en el Valle de Sibundoy. Informe del Convenio TQ 078 WWF-Diócesis Mocoa Sibundoy. Andrea Rodríguez Portilla. 12 pags. 2012.	
27	22	Informe final - Generación de un proceso integral de recuperación de áreas degradadas con participación de leñadores en el Municipio de San Francisco, Departamento del Putumayo- Segunda Fase". Corpoamazonia, WWF y municipio de San Francisco. Dic 2012. 31 págs.	Document written in Spanish
28	22	Implementación y Seguimiento a los predios para el desarrollo del esquema de compensación de bienes y servicios ambientales en la microcuenca Agua Negra. Coganasis. Informe del Convenio TQ-77. Claudia Patricia Castillo. 13 pags. 2012	Document written in Spanish
29	22	Alterio, H. Y Pinzon, H. 2012. Propuesta de incentivos a la conservación a través de la producción sostenible en el Departamento del Putumayo. Corpoamazonia – WWF. 5 December 2012.	Document written in Spanish
30	22	Benefit Sharing Mechanism Guideline in Nepali and Brief English Unofficial Translation (RePoP) - 2013	
31	23	Internal Report on Community Vulnerability and Community Analysis, 2013	
32	24	Cooperation Agreement No. 0368 of 2011 between Corpoamazonía, WWF and County of San Francisco Department of Putumayo, Colombia.	
33	26	'Tackling the Limits to Adaptation: An International Framework to Address Loss and Damage from Climate Change Impacts'. WWF International, ActionAid International and CARE International Joint publication. November 2012.	<a href="http://awsassets.panda.org/downloads/tackling_the_limits_loss_and_damage_report_nov_2012.pdf">http://awsassets.panda.org/downloads/tackling_the_limits_loss_and_damage_report_nov_2012.pdf</a>
34	26	Media launch of ' <i>Tackling the Limits to Adaptation: An International Framework to Address Loss and Damage from Climate Change Impacts</i> '. 2012.	UNFCCC Web-stream <a href="http://unfccc4.metafusion.com/kongresse/cop18/templ/play.php?id_kongresssession=5627&amp;theme=unfccc">http://unfccc4.metafusion.com/kongresse/cop18/templ/play.php?id_kongresssession=5627&amp;theme=unfccc</a>
35	26	WWF, CARE and ActionAid International Joint Press Release: <i>Governments must get serious about Loss and Damage caused by</i>	Partnership press release <a href="http://wwf.panda.org/what_we_do/how_we_work/policy/conventions/climate/cop_18_doha/?206889/Governments-must-get-serious-about-Loss-and-">http://wwf.panda.org/what_we_do/how_we_work/policy/conventions/climate/cop_18_doha/?206889/Governments-must-get-serious-about-Loss-and-</a>

		<i>climate change inaction</i> . 29 November 2012.	<a href="#">Damage-caused-by-climate-change-inaction</a>
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		<p>October 2012, Civil Society Meeting on Climate Change Loss and Damage.  Agenda and Invitation to Loss and Damage Roundtable, 25 October 2012.  Loss and Damage Civil Society Meeting Notes.pdf (24 October 2013).  Email from Harjeet Singh (Action Aid) to Loss and Damage List Serve with meeting notes and presentations.22<sup>nd</sup> October 2012.</p>	
47	27	<p>Workshop agenda and meeting notes, 1 March 2013 (Email from Jo Barrett (CARE) 27 February 2013)  Loss and Damage informal meeting, 1 March 2013 - agenda, directions and how to join by Webex  Loss and Damage Informal Meeting Notes, Action Points FINAL.pdf (1 March 2013).</p>	Evidence of successful Loss and Damage Workshops around Doha COP
48	27	<p>'47 NGOs and Networks sign Open Letter to Ministers attending COP 18 on a new framework to address climate change Loss and Damage', November, 2012.</p>	<p>Available at:  <a href="http://www.careclimatechange.org/files/Doha_CO_P_18/47NGOsSignOnLetter_LOSSDAMAGE_NogoesPDF.pdf">http://www.careclimatechange.org/files/Doha_CO_P_18/47NGOsSignOnLetter_LOSSDAMAGE_NogoesPDF.pdf</a></p>
49	27	<p>Information on Brazilian Forum of Organisations and Social Movements (FBOMS), and its Climate Working Group, in which WWF-Brazil plays an active role. WWF-Brazil M&amp;E System (available on request).  Key information on Brazil Climate Observatory, WWF-Brazil M&amp;E System (available on request).  See also Article detailing Carlos Rittl, WWF, representing both networks at public hearing, 9<sup>th</sup> May 2013, Camara dos Deputantes Web-site.</p>	<p>Key information available on request to WWF-Brazil.  See article at  <a href="http://www2.camara.leg.br/camaranoticias/noticias/MEIO-AMBIENTE/442120-COMISSAO-COBRA-MAIS-INFORMACOES-DO-GOVERNO-SOBRE-EXECUCAO-DE-PLANO-DE-MUDANCAS-CLIMATICAS.html">http://www2.camara.leg.br/camaranoticias/noticias/MEIO-AMBIENTE/442120-COMISSAO-COBRA-MAIS-INFORMACOES-DO-GOVERNO-SOBRE-EXECUCAO-DE-PLANO-DE-MUDANCAS-CLIMATICAS.html</a>.</p>
50	27	<p>Letter from Forum of Brazilian NGOs and Social Movements and Climate Observatory to Cabinet Chief Minister, regarding National Climate Change Plan, 9 May 2013.</p>	
	26	<p>International Adaptation Technical Progress Report, WWF, May 2013.</p>	
51	28	<p>WWF Brazil PPA Technical Progress Report, WWF, May 2013.</p>	
52	29	<p>Report of a Collective Learning Workshop facilitated by the Rufiji Basin Water Office and WWF Ruaha Water Programme and held at the Teachers' Resources Centre, Mafinga, with Participants from the Ndembera Sub-Catchment downstream to the Mtera Dam, 25-28 March 2013.</p>	<p>Final report posted on Basecamp, June 2013.</p>

53	29	WWF-China, WWF-China Position on the China Banking Regulatory Commission (CBRC) Green Credit Guidelines, key performance indicators and monitoring and evaluation systems. October 2012	
54	29	CBRC notified WWF-China that it has accepted almost all of the opinions from WWF-China. Evidence: email communication from Yiting Sun, Sustainable Banking & Finance Program Manager, WWF-China for a Global Shift Initiative. Date: 11 January 2013; Email subject: CBRC Invites WWF International Experts to offer comments to the China Banking Green Credit Statistical System.	
55	29	China Banking Regulatory Commission, (24 February 2012). 'Notice of the CBRC on Issuing the <i>Green Credit Guidelines</i> '.	
56	29	E.g. <i>Building Capacity in Monitoring, Evaluation &amp; Learning</i> . A workshop held in Iringa, 1-5 October 2012. Workshop Report, November 2012; Sarah Gillingham. <i>Collective Learning in search of improved Institutional Effectiveness</i> ; extended abstract for presentation at the workshop, Capturing Critical Institutionalism, 18-19 April 2013, King's College, London University. Sustainable Water Access, Use and Management in Ndembera Sub-catchment Downstream to Mtera Dam: Calendar, 2013. .	Report available here: <a href="https://wwf.basecamp.org/projects/7472090/file/141149506/WAUM%20MEL%20Workshop%20report_final%2016Nov12.docx">https://wwf.basecamp.org/projects/7472090/file/141149506/WAUM%20MEL%20Workshop%20report_final%2016Nov12.docx</a> . Annexes available here: <a href="https://wwf.basecamp.org/projects/7472090/file/141149507/WAUM%20MEL%20Workshop%20report_annexes.docx">https://wwf.basecamp.org/projects/7472090/file/141149507/WAUM%20MEL%20Workshop%20report_annexes.docx</a> Extended abstract available here: <a href="https://wwf.basecamp.org/projects/7472090/file/156154584/WWF-WUR-Extended-Abstract-26-04-13.docx">https://wwf.basecamp.org/projects/7472090/file/156154584/WWF-WUR-Extended-Abstract-26-04-13.docx</a> ; Calendar available here: Available here: <a href="https://wwf.basecamp.org/projects/7472090/file/146254317/2013%20calendar.zip">https://wwf.basecamp.org/projects/7472090/file/146254317/2013%20calendar.zip</a>
57	30	WWF China-Africa Programme PPA Technical Progress Report, May 2013, p 26.	
58	30	WWF China Programme Office, Database of FOCAC interactions 2012, 28 February 2013.	
59	31	DNFT & WWF MPO (in preparation), Report of the training on sustainable forest management and timber trade in Mozambique, May 2013.	
60	31	Report of a Collective Learning Workshop facilitated by the Rufiji Basin Water Office and WWF Ruaha Water Programme and held at the Teachers' Resources Centre, Mafinga, with Participants from the Ndembera Sub-Catchment downstream to the Mtera Dam, 25-28 March, 2013.	Final report posted on Basecamp June 2013.
61	33	BOND NGO Evidence Tool	Available at: <a href="http://www.bond.org.uk/pages/the-ngo-evidence-principles.html">www.bond.org.uk/pages/the-ngo-evidence-principles.html</a>
62	34	WWF Climate-smart PPA Technical Progress Report, May	

		2013.	
63	34, 37	Yaron, Gil et al, Independent Progress Review of WWF-UK's Programme Partnership Arrangement with DFID, 2011-2014: A report to WWF-UK, 16 October 2012.	
64	35	Nussbaum, David, Letter from WWF-UK to DFID, 18 January 2013.	
65	36	Documents produced from the scoping study	Available on Basecamp at: <a href="http://wwf.basecamphq.com/projects/7472090-sustainable-water-access-use-management-swaum-to-restore-perennial-flows-in-great-ruaha-river/posts/74617609/comments">wwf.basecamphq.com/projects/7472090-sustainable-water-access-use-management-swaum-to-restore-perennial-flows-in-great-ruaha-river/posts/74617609/comments</a>
66	36	Terms of reference: NGO Benchmarking Working Group, Nov 2012	
67	36	Value for Money: Guidance for WWF offices, June 2013	
68	36, 41	NEF Consulting, Value-for-Money in WWF: Key findings, lessons learned and the route forward, June 2013	
69	37	WWF Standards of Conservation Projects and Programmes, last updated October 2012.	
70	38	Ruaha Water Programme PPA Technical Progress Report, May 2013	
71	38	WWF Nepal, Livelihoods and Governance Change Monitoring: A Manual for Community Forest Coordination Committees, 2010.	
72	38, 45	WWF, PPA Changing Lives Case Study, Full Report 2013	As a learning exercise, we assessed the strength of this study referring to DFID's 'How to Note: Assessing the Strength of Evidence' document. We felt that The Changing Lives Case Study met the quality criteria for conceptual framing, although the research question was not explicitly articulated as such; and it met the criteria for transparency and for rigour, but fell short in terms of internal validity, cogency and some areas of reliability. This rates the study as being of moderate quality.
73	38	Cancun Adaptation Framework (COP16/ CMP 6), Mexico 2010	UNFCCC outcome <a href="http://unfccc.int/adaptation/items/5852.php">http://unfccc.int/adaptation/items/5852.php</a>
74	38	Report of the Conference of the Parties on its seventeenth session, held in Durban from 28 November to 11 December 2011, Decision 5/CP.17, National adaptation plans, pages 80-86 (FCCC/CP/2011/9/Add.1)	<a href="http://unfccc.int/resource/docs/2011/cop17/eng/09a01.pdf">http://unfccc.int/resource/docs/2011/cop17/eng/09a01.pdf</a>
75	41	The Top Charities Salary Survey 2011/12 by XperthHR Salary Surveys, Reed Business Information, October 2011, in association with NCVO, Next survey planned for 2013/14.	
76	41	People count 3 <sup>rd</sup> Sector 2010, Agenda Consulting Volume I & II	

77	42	NEF Consulting and WWF-UK, A cost efficiency analysis of Biogas development in Nepal, Methodology Report, June 2013	
78	42	NEF Consulting and WWF-UK, A cost effectiveness analysis of Biogas development in Nepal, Methodology Report, June 2013	
79	43	WWF-UK, Economic Case for New Purchasing System, Report to Senior Management Team, January 2012	
80	43	WWF-UK Panda Purchasing and Tendering Policy, 2012	
81	43	Spreadsheets are available to support the calculations	Supporting spreadsheets showing that savings are identified through consideration of what would have happened without the involvement of the Finance Manager and/or Procurement Manager.
82	43	WWF-UK Management Response to Independent External Evaluation, WWF-UK's Partnership Programme Agreement with DFID 2008-2011, November 2010	
83	43	Colvin, John, Report of PPA Portfolio Learning Workshop, March 2013.	Final report of Report of PPA Portfolio Learning Workshop, held in Haslemere, UK, February 2013.
84	44	A learning history of approaches to climate change adaptation in WWF Colombia. Draft report, Guevara & Naranjo, June 2013. A learning history of approaches to forest management in WWF Colombia. Draft report, Chavez & Pacheco, June 2013. A learning history of approaches to education for action in WWF Colombia. Draft report, Candelo, June 2013.	
85	44	Colvin, John, WWF PPA Programme: Learning & Innovation Assessment for 2012/13, Full Report, June 2013.	
86	46	Ministry of Forest, Soil and Conservation, Nepal. Terai Arc Landscape – Nepal Strategic Plan 2004-14. Broad Strategy Document. Kathmandu. 2004	
87	51	'A roadmap for a living planet'	<a href="http://awsassets.panda.org/downloads/roadmap_sign_off_fin.pdf">http://awsassets.panda.org/downloads/roadmap_sign_off_fin.pdf</a>
88	52	WWF's 'Code of Ethics'	<a href="http://wwf.panda.org/who_we_are/organization/ethics/">http://wwf.panda.org/who_we_are/organization/ethics/</a>
89	52	WWF-UK Responsible Timber Paper and Board Purchasing Policy	
90	52	WWF-UK Environment Report, 2011-2012	Download from <a href="http://www.wwf.org.uk/what_we_do/about_us/environmental_report/">http://www.wwf.org.uk/what_we_do/about_us/environmental_report/</a>