

WWF-UK's Program Partnership Agreement
with DFID, 2011-2016
Final Evaluation

Prepared for WWF-UK by
Elizabeth O'Neill and Elizabeth Kennedy
June 2016

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PREFACE AND ACKNOWLEDGEMENTS

This report presents the results of an independently conducted study contracted by WWF-UK to assess the process and progress towards achieving outcomes and impacts of its DFID-supported Program-Partnership Agreement (PPA), 2011-2016. The analysis is based upon a wide array of information sources, including interviews with WWF programs supported by the PPA and WWF UK and network staff; surveys of the same groups; independently contracted evaluations of each PPA program; interviews with key informants from the conservation and development sector; and numerous internal documents related to the PPA and to the guiding strategies for WWF-UK and the wider network. In addition, the study is informed by the authors' more than 50 years of combined experience working in the environmental field, including deep work on design of conservation strategies and monitoring and evaluation approaches, leading dozens of external independent evaluations of conservation efforts around the world, and advancing organizational learning.

The authors would like to thank the many people who contributed their time and thought to this analysis, which included more than 100 WWF staff and senior leaders across the network, outside experts, the PPA program staff themselves, and the authors of the independent evaluations of the eight PPA programs. The authors would also like to particularly thank Lucy Gray, PPA Manager, who contracted and managed this analysis for WWF-UK and provided informed and objective guidance along the way, as well as the WWF PPA evaluation steering committee, which included Javier Castiblanco (M&E Advisor, Colombia), Diane Walkington (Director International Programme Support, UK), Guido Broekhoven (Regional Manager – China-Africa Trade, UK), Rod Sterne (Head of OD, UK) and Clare Crawford (Head of D&I, UK).

Elizabeth O'Neill, Principle
EON Impact Consulting
Boulder, CO, USA

Elizabeth Kennedy
Independent Consultant
Shepherdstown, WV, USA

29 June 2016

EXECUTIVE SUMMARY

WWF-UK has been implementing a portfolio of eight program-level initiatives under the DFID Program Partnership Arrangement (PPA) funding mechanism. The programs act in Tanzania, Kenya, Mozambique, Brazil, Colombia, Nepal, and China and span issues ranging from community-based natural resources management to the influence of China's industry and investments on the natural resources of Africa. This specific PPA portfolio, referred to as PPA-IV, was initiated in April 2011 and will run through June 2016. The overarching intended impact of the eight programs is *improving the wellbeing of women and men living in poverty through a climate-smart pro-poor approach to conservation*.

Toward this aim, WWF has employed a two-pronged approach that focuses on a) consolidating, extending and deepening program results (as laid out in a detailed results framework for the portfolio) and b) further enhancing organizational effectiveness. These objectives are advanced by strategic work toward program results founded on six "learning priorities," including accountability to beneficiaries, climate-smart pro-poor conservation, gender and diversity, evidence of results, learning and reflection, and value for money. The results were to be delivered via the actions of the programs in the portfolio with significant technical engagement by staff of WWF-UK.

Anticipating that DFID would require a final evaluation of WWF's efforts under PPA-IV in addition to a completion report in 2016, WWF-UK contracted the team of Elizabeth Kennedy and Elizabeth O'Neill (E2) to lead an evaluation of the PPA supported work and its influence as a whole. The assessment was to answer the following focal questions:

- How have the individual programs performed against the overarching results laid out in the PPA-IV results framework as well as against their specific programmatic objectives?
- Has the PPA Unit and Extended Team (i.e., other WWF-UK staff who provide support to the PPA portfolio) met its intended results?
- Has the PPA supported work as a whole delivered the anticipated results in the PPA-IV results framework?
- Has the PPA-IV investment achieved improvements in organizational effectiveness and efficiency at individual program levels, associated country offices and in WWF-UK as a whole, via adherence to/adoption of the six working principles (accountability to beneficiaries, gender and diversity, climate-smart pro-poor conservation, value for money, strengthening learning & reflection and improving evidence for results)?
- Have there been benefits or costs attributable to the implementation of the tools and approaches designed and piloted in the PPA-IV funded programs (e.g., those specifically related to the PPA working principles)?

To answer these questions, analyses at both the portfolio and programmatic levels followed a structured and systematic evaluation approach built around the five core evaluation criteria of Relevance and Quality of Design, Effectiveness, Impact, Efficiency, and Sustainability. The evaluation ran from November of 2015 through June of 2016 and employed a mixed methods approach, relying upon information gathered from existing documents and data, self-assessment tools and surveys, and focus group and individual interviews. The portfolio evaluation also was informed by evaluations of each of the eight PPA programs conducted by independent evaluators or WWF-UK staff following a common terms of reference. Table 1 presents the key findings of the evaluation, organized according to the five core criteria.

Table 1. Summary of key evaluation findings, per each of the focal evaluation criteria.

Criterion and Focal Question(s)	Summary of Key Evaluation Findings
<p>Relevance: Did the design of the initiative represent a necessary, sufficient, and appropriate approach to achieving stated aims? Specific to PPA, this criterion considers whether initiative design responds to the needs and priorities of key constituencies while striking a balance between achieving the greatest impact and reaching the poor and marginalized.</p>	<ul style="list-style-type: none"> ▪ The portfolio was designed around a fairly clear articulation of intended impacts and climate smart pro poor conservation outcomes, and although program-level log frames clearly aligned to these, the overall PPA-IV theory of change did not clearly lay out how actions were to lead to impacts. ▪ The ultimate selection of the eight PPA programs was not such that the whole was designed to be greater than the sum of the parts. ▪ Although widely viewed by WWF staff as very relevant to WWF’s efforts and ultimate success, the cross-cutting learning priorities were not fully defined prior to program selection, but later in the process, making it problematic to clearly articulate the logic for a portfolio approach to learning. ▪ The strategic focus of the programs comprising the PPA portfolio has relevance to WWF-UK’s and the Network’s current and future strategic aims. ▪ The PPA programs generally demonstrate strong program design practices, but can improve on articulation of theory of change, monitoring and documenting program implementation and results, and undertaking collaborative planning, monitoring and reporting processes.
<p>Effectiveness: The extent to which planned results were achieved, or are expected to be achieved, and typically also looks at underlying internal and external factors that have supported or impeded progress and achievement.</p>	<ul style="list-style-type: none"> ▪ All but one of the PPA programs achieved planned outcomes to a good or great extent and attainment of targeted shifts in improved ecosystems management and in policies and practices were largely attributable to WWF’s PPA efforts. ▪ PPA programs indicate that WWF-UK staff significantly contributed to the effective delivery of planned results. ▪ All WWF-PPA programs report increased uptake of at least some of the six learning priorities from 2011 to 2016. The most notable increases occurred with regard to strengthening evidence for results and learning and reflection. Those that changed the least included accountability to beneficiaries and gender and diversity. ▪ Application of the learning priorities is generally believed by the WWF-PPA programs to have resulted in stronger conservation results than would have been achieved in their absence. It is not possible to corroborate this with evidence, nor do the program evaluators speak to this relationship. However, extent of achievement that we (E2) normally see is typically half or less of what was planned, yet more than half of the PPA programs appear to have achieved 75 percent or more of what they set out to accomplish, suggesting that the PPA programs appear to us to be particularly high performing relative to the conservation programs globally. This may indicate that efforts to improve organizational effectiveness (via the learning priorities) helped to achieve greater conservation results. ▪ Uptake of the learning priorities outside the eight PPA programs has not been particularly strong. ▪ WWF has learned a great deal over the course of PPA-IV about what it takes to advance learning for the purpose of improving organizational effectiveness, which is certain to have important and ongoing significance to WWF-UK, the PPA programs, and the broader WWF Network.
<p>Impact: Positive and negative effects produced by an initiative, directly or</p>	<ul style="list-style-type: none"> ▪ Against its target of 783,151 poor women and poor men directly benefiting from improved ecosystems and ecosystem services, together, the program evaluations tally a total of 748,384 people benefiting and in its own logframe tracking tool,

<p>indirectly, intended or unintended on targeted biodiversity and intended beneficiaries/ stakeholders. For WWF's PPA, this criterion also considered changes in policy and practice as a proxy for potential impact.</p>	<p>WWF reports 843,784 people benefitting.</p> <ul style="list-style-type: none"> ▪ Regarding its target improving the management of and/or reducing threats to 48,259 km², the program evaluators report a cumulative impact on 18,135 km², while WWF's logframe tracking indicates improved status of 51,084 km². ▪ Against the PPA target of advancing the adoption and/or strengthening of at least 137 policies, together the program evaluations indicate that the PPA programs have advanced 403 policies, as compared to the 136 reported in the 2016 logframe data. ▪ Various reasons exist for the differences between the program evaluations and the self-reported impact indicator data, most related to methodological approaches and definitions applied.
<p>Efficiency. Measures how economically resources/inputs (funds, expertise, time) are converted into results, and looks at whether an initiative can demonstrate a well-founded understanding of costs, the factors that drive them, the linkages to performance, and an ability to achieve efficiency gains.</p>	<ul style="list-style-type: none"> ▪ PPA funds were sufficient and appropriately distributed across the portfolio to support programmatic and portfolio aims. All but one PPA program had sufficient funding (DFID plus other sources) to achieve planned PPA outcomes and impacts for the period 2011-2016, although all programs noted that PPA funds alone would have been insufficient to attain planned results. ▪ The PPA programs operated fairly efficiently with sufficient human resources, however improvements in financial and work plan management systems is warranted for the majority of programs. ▪ WWF-UK staff and the PPA programs worked together efficiently and smoothly to support the aims of the PPA. ▪ WWF-UK human resources were sufficiently organized and operated effectively do deliver the PPA results, however role changes and staffing cuts in the UK created confusion on roles and responsibilities and limited capacity building for climate smart as well as gender and diversity learning priorities. ▪ The portfolio approach was viewed as providing substantial added value to achieving conservation, livelihood, and organizational effectiveness results. ▪ DFID reporting requirements or PPAIV were substantial as compared to other government aid agency funders.
<p>Sustainability. The extent to which an intervention or its results (outcomes and impacts) are likely to be sustainable.</p>	<ul style="list-style-type: none"> ▪ Sustaining and building upon the outcomes and impacts of the PPA programs is not yet assured and will require further targeted effort and investment. ▪ The programs collectively have strengthened various factors that promote sustainability of results, including on-the ground capacity for governance of natural resource management across local to international levels and relevant policies and practices. ▪ Although programs report increased capacity across the learning priorities and country program leaders indicate many of the priorities have been integrated across their offices, it is unclear if the advances in application of the learning priorities will be sustained. ▪ Sustaining advances in the learning priorities likely would require dedicated resources for ongoing capacity building and technical support, and persistence of a strong accountability mechanism that requires reporting on the application of the principles. ▪ There are existing UK units, policies and Network standards for maintaining and further mainstreaming the learning priorities and upscaling organizational effectiveness gains, all of which will support sustainability.

To sum up and in answer to the overarching evaluation question of, “Across the portfolio, to what extent can WWF demonstrate with good quality evidence that it has achieved the PPA Objectives, contributed to the Big Wins, strengthened organizational effectiveness, and had its intended portfolio-wide impacts,” this evaluation suggests strong achievement of the portfolio:

- **PPA Objectives:** The individual program evaluators almost all indicate good to very good extent of achievement of planned outcomes as well as attribution to PPA programming and funding.
- **Big Wins:** While the PPA programs weren’t explicitly selected to align with and support the WWF-UK Big Wins, nearly all of them are supported in some fashion by the PPA portfolio, particularly with regard to the Big Wins of forests and oceans sustained, carbon emissions reduced, and living sustainably.
- **Organizational Effectiveness:** There has been good uptake and application of at least some principles by every program and many believe that these improvements have strengthened results. Our own experience also suggests that a number of the PPA programs are particularly high performing in their attainment of conservation objectives, relative to the WWF Network’s full array of programs around the world.
- **Portfolio-wide Impacts:** There has been significant progress on the overall PPA Goal of “Improved policies and practices sustain or restore ecosystem services and tackle climate change, to secure and/or improve the well being of women and men living in poverty.” Targets set for each of the three impact indicators appear to have been met, however stronger impact monitoring/evidence is needed to support verification that changes in management practices, livelihood pursuits, and the status of policies is actually leading to improvements in the status of targeted species, ecosystems, and human beneficiaries.

While it’s not possible to conduct a rigorous or data-supported calculation of ‘value-for-money’ or ‘return-on-investment’ for the WWF PPA-IV portfolio, the extent of achievement given £3M/year distributed across nine programs (including WWF-UK PPA-related staff) is considered (on a four-point scale of fair to very good) as **GOOD**. Beyond the strong attainment of planned outcomes and impacts, we base our assessment on the great relevance of the portfolio to WWF’s global and UK aims, the apparent efficiency of use of human and financial resources in the attainment of planned results, and important progress toward sustaining results and momentum (e.g., via local capacity building, partnerships, local ownerships, and policy advances). We do not award a rating of “very good” for several reasons, including the need for a more targeted and measurable approach to strengthening organizational effectiveness; gaps in evidence regarding ultimate impacts; the need for additional time for the policy/ markets/ drivers-focused programs in particular to attain intended impacts; and the clear need for additional effort to ensure gains made will be sustained.

Regarding recommendations, this report, in combination with the eight program-level reports, provides an abundance of evidence-based recommendations by evaluation criterion. Rather than recapitulate the many astute insights already specified, our review of the comprehensive list of recommendations finds that the preponderance of suggestions for future consideration fall into six themes:

- **Develop upgraded theories of change.** The design of the PPA portfolio and programs all would benefit from improved articulation and ongoing revision of their respective underlying hypotheses and assumptions. When made explicit, theories of change support communication of strategy, niche, relevance, roles, intended results, and measures. Theory of change is also the foundation for assessing success, learning, and adaptive management. Although rigorous design is generally undertaken only for conservation programs themselves, this evaluation finds that

similar rigor of design must be applied to targeted efforts around learning and strengthening organizational effectiveness.

- **Further strengthen monitoring and evaluation systems**, including design of indicators across full results chains, actual measurement practices that baseline and systematically collect data during the life of the project, and in particular design and measurement of impact indicators. This recommendation is a particularly high priority for developing more robust articulations and measures of ultimate results for policy, markets, and drivers-focused programs and strategies.
- **Continue to improve information management and using documented strategies, work plans, and results to strengthen communication strategies for outreach, formulating and solidifying partnerships, and engaging various stakeholders such as donors and governments.** This requires attention to put in place? better systems for storing and tracking documents and data, as well as processes for systematically identifying, documenting, and sharing successes and failures, what has worked, what didn't and why to facilitate knowledge creation.
- **Make a concerted commitment to learning at the organizational level.** A principal thrust of the PPA-IV was learning. Several initiatives were applied to strengthen learning approaches and to learn about learning. If sufficient attention and investment is applied to advancing the first three recommendations, WWF will make huge strides in organizational effectiveness and institutionalizing learning as a way of operating. Maintaining this commitment to learning and building dedicated and constructive fora to support learning practices will be instrumental for ongoing advancement of a learning agenda.
- **Continue to emphasize partnerships as part of strategy design and implementation.** All of the eight programs and the UK PPA extended team relied on multiple partnership relationships to advance the PPA objectives and achieve conservation results. It is a central tenet for the types of strategies undertaken through PPA-IV. While frequently identifying WWF's partnership model and approaches as a particular strength, program evaluators also consistently advised on specific needs to promote, deepen, diversify, and formalize partnership approaches to achieve results.
- **Continue to provide capacity building and technical support to sustain application and mainstreaming of PPA learning priorities.** The PPA investment was the beginning. Substantial achievements have been obtained, but not fully institutionalized, or on the part of programs, fully sustained. As noted at several points, a key recommendation is to continue current efforts and do more of the good work that occurred through the PPA portfolio. Many of the program level accomplishments are vulnerable without continued investment of ongoing capacity building and technical support to maintain the momentum of the PPA IV investment to standardize approaches, sustain practices and transform policies into practices.

INTRODUCTION

BACKGROUND

WWF-UK has been implementing a portfolio of eight program-level initiatives under the DFID Program Partnership Arrangement (PPA) funding mechanism (Box 1). This specific PPA portfolio, referred to as PPA-IV, was initiated in April 2011 and will run through June 2016. The objective of DFID's PPA funding is to alleviate poverty by strengthening civil society and in doing so, contribute to good governance and

the achievement of the Millennium Development Goals. The programs within the WWF-UK PPA-IV portfolio vary in scope, scale and geography, with the overarching intended impact of *improving the wellbeing of women and men living in poverty through a climate-smart pro-poor approach to conservation*. Toward this aim, WWF PPA employs a two-pronged approach that focuses on a) consolidating, extending and deepening program results and b) enhancing organizational effectiveness. These objectives are advanced by strategic work toward program results founded on six “working principles” (also referred to as “learning priorities” (Figure 1, Appendix A).

A results framework¹ has been defined that includes three impact indicators, seven outcome indicators and four output indicators (Table 2). These results are to be delivered via the actions of the programs in the portfolio with significant technical engagement by staff of WWF-UK. As such, these different WWF PPA programs aggregate their progress and learning to collectively report to DFID against the results framework.

EVALUATION PURPOSE, SCOPE AND KEY QUESTIONS

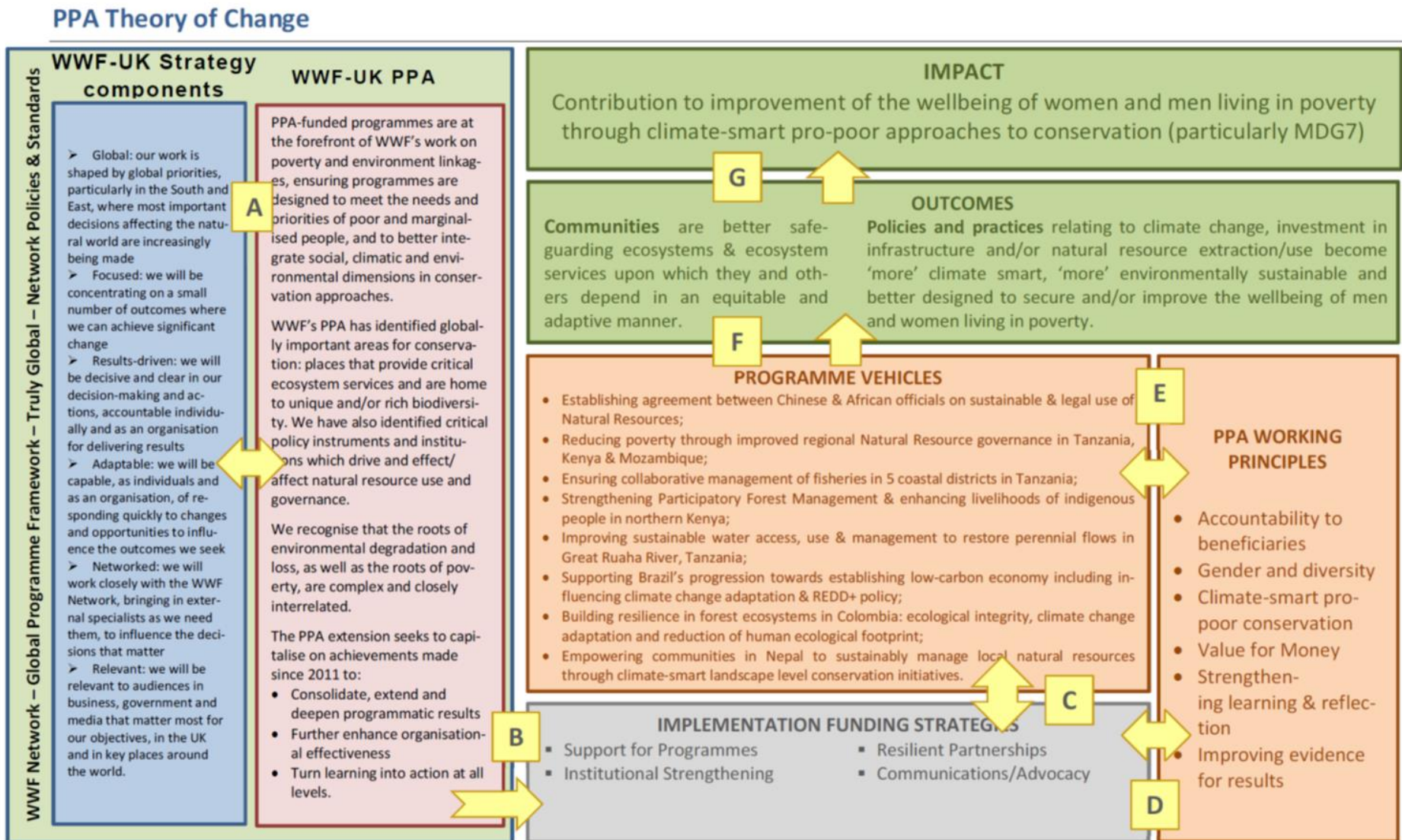
Anticipating that DFID will require a final evaluation of WWF’s efforts under PPA-IV in addition to a completion report in 2016, WWF-UK contracted the team of Elizabeth Kennedy and Elizabeth O’Neill (E2) to lead an evaluation of the PPA supported work and its influence as a whole. The stated aims of the evaluation from the Terms of Reference included:

- Assess the extent to which the PPA portfolio has delivered the anticipated results indicated in their individual log frames and the PPA results framework, with specific attention to outcomes and impacts from PPA funded programs;
- Determine improvements in organizational effectiveness and efficiency against the PPA working principles as a result of implementation (at portfolio program and country office-levels where appropriate);
- Assess how the PPA Unit and wider PPA UK group (e.g. management structure, PPA working principles, PPA M&E tools etc.) has supported achievement of program goals and contributed towards improving the effectiveness of the organization; and
- Develop clear and actionable recommendations for PPA funded program teams and Country office management, as well as PPA Unit staff and WWF UK senior management.

The evaluation focused on all eight PPA-IV-funded programs (Box 1) as well as the objectives and activities of the PPA Unit and other associated WWF-UK staff that supported the execution of the PPA-IV investment. The evaluation did not include the projects from which PPA support exited in 2014. The primary results assessed by the evaluation included those defined in the PPA-IV portfolio results framework (see Table 2), PPA program log frames, and for the work related to the PPA Unit and wider PPA group, in the list of objectives and core activities outlined in the PPA Unit Annual Operating Plan FY15 (see Appendix B).

¹ WWF UK deliberately changed DfID’s ‘logframe’ terminology to ‘results framework’ because it was unconvinced that the ‘logic’ obtained with the aggregated results from diverse programmes.

Figure 1.



WWF Network – Global Programme Framework – Truly Global – Network Policies & Standards

Table 2. WWF PPA-IV Results Framework

While most evaluations tend to focus at the level of on-the-ground delivery of planned results, the WWF's PPA-IV work has placed a strong emphasis on a) realizing synergies and efficiency via a portfolio approach and b) taking targeted action to improve organizational effectiveness and thereby strengthen ultimate programmatic results. It was therefore critical that the evaluation consider both programmatic results as well as results realized via action at the level of the portfolio. Consequently, the assessment sought to answer the following focal questions:

- How have the individual programs performed against the overarching results laid out in the PPA-IV results framework as well as against their specific programmatic objectives?
- Has the PPA Unit met its intended results?
- Has the PPA supported work as a whole delivered the anticipated results in the PPA-IV results framework?
- Has the PPA-IV investment achieved improvements in organizational effectiveness and efficiency at individual program levels, associated country offices and in WWF-UK as a whole, via

Box 1. The eight PPA funded programs.

- Promoting good governance to secure sustainable use of natural resources in Africa through establishing? agreement between Chinese and African officials on sustainable and legal use of natural resources
- Reducing poverty through improved regional natural resource governance in Tanzania, Kenya and Mozambique, with a particular emphasis on regional governance, timber and forestry management
- Ensuring the collaborative management of fisheries in five coastal districts in southern Tanzania
- Strengthening participatory forest management and enhancing the livelihoods of indigenous people in northern Kenya
- Improving sustainable water access, use and management to restore perennial flows in the Great Ruaha river, Tanzania
- Supporting Brazil's progression towards establishing a low-carbon economy including influencing climate change adaptation and REDD+ policy
- Building resilience in forest ecosystems in Colombia: ecological integrity, climate change adaptation and reduction of the human ecological footprint
- Empowering communities in Nepal to sustainably manage local natural resources through climate smart landscape level conservation initiatives

adherence to/adoption of the six working principles (accountability to beneficiaries, gender and diversity, climate-smart pro-poor conservation, value for money, strengthening learning & reflection and improving evidence for results)?

- Have there been benefits or costs attributable to the implementation of the tools and approaches designed and piloted in the PPA-IV funded programs (e.g., those specifically related to the PPA working principles)?

IMPACT	Contribute to improving the wellbeing of women and men living in poverty through a climate-smart pro-poor approach to conservation
Indicator 1	Number of poor women and poor men directly benefiting from initiatives that have improved ecosystems and ecosystem services
Indicator 2	Number of km ² under improved management regimes and/or with reduced threats contributing to a reduction in the loss of biodiversity
Indicator 3	Number of policies and practices adopted and or strengthened to incorporate concepts of, and/or instruments for delivering, environmental sustainability, poverty reduction, and/or climate smart as a result of WWF's engagement
OUTCOME 1	Communities are better safeguarding the ecosystems and ecosystem services upon which they and others depend in an equitable and adaptive manner
Indicator 1	Number of CSOs/CBOs, and other multi stakeholder management regimes with strengthened capacity and actively engaged in more sustainable use/management of natural resources
Indicator 2	Number of effective natural resource management plans implemented and enforced.
Indicator 3	Number of local and national policies and plans with allocated resources for community, collective or co-management of natural resources, as a result of WWF engagement
OUTCOME 2	Policies and practices relating to climate change, investment in infrastructure and/or natural resource extraction/use become 'more' climate smart, 'more' environmentally sustainable and better designed to secure and/or improve the well-being of men and women living in poverty
Indicator 1	Level of commitment and action by banks and multilateral financial institutions to incorporate climate smart, social and environmental good practice into their policies
Indicator 2	Level of commitment and action by governments to ensure that climate smart, social and environmental standards are integrated into development planning, trade and investment strategies
Indicator 3	Level of commitment and action by local and international companies to incorporate climate smart, social and environmental good practice into their policies and practices
Indicator 4	Proportion of feedback from stakeholders providing qualitative confirmation on the extent to which policies and practices have been designed in accordance with accepted good practice, to improve the wellbeing of women and men living in poverty
OUTPUT 1	Communities have received WWF training and/or have participated in processes for the equitable and adaptive safe-guarding of ecosystems
Indicator 1	Number of initiatives established that are designed to enhance and/or diversify people's livelihoods
Indicator 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.
Indicator 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
OUTPUT 2	WWF/partners identify and advocate and /or support more climate-smart, equitable and environmentally sustainable policies and practices
Indicator 1	Amount (quantitative and qualitative) of information and lesson shared, and pro-poor tools and approaches developed and promoted
Indicator 2	Number of influential actors and/or other key decision-making bodies engaged with/by WWF

APPROACH

To answer these questions, analyses at both the portfolio and programmatic levels followed a structured and systematic evaluation approach built around the five core evaluation criteria listed below.

- **Relevance:** The extent to which the design of an initiative represents a necessary, sufficient, and appropriate approach to achieving stated aims. Specific to PPA, assessment against this criterion considered whether initiative design responded to the needs and priorities of key constituencies while striking a balance between achieving the greatest impact and reaching the poor and marginalized.
- **Effectiveness:** The extent to which planned results were achieved, or are expected to be achieved, and the underlying internal and external factors that have supported or impeded

progress and achievement. For PPA, assessment against this criterion also considered how effective an initiative is in terms of: adding value, learning to improve programs and organizational effectiveness, capacity to innovate and channel this into benefits for the sector; partnership approach; and ultimately, the ability to assess and understand how interventions change lives and reduce poverty.

- **Efficiency:** Measures how economically resources/inputs (funds, expertise, time) are converted into results, and looks at whether an initiative can demonstrate a well-founded understanding of costs, the factors that drive them, the linkages to performance, and an ability to achieve efficiency gains.
- **Impact:** Positive and negative effects produced by an initiative, directly or indirectly, intended or unintended on targeted biodiversity and intended beneficiaries/stakeholders. For PPA, this criterion will also consider impact as change in policy and practice.
- **Sustainability:** The extent to which an intervention or its results (outcomes and impacts) are likely to be sustainable.

Appendix C presents focal questions that were to be answered under each criterion at the program and portfolio levels. It is important to note that the portfolio-level questions generally focused only on aspects of the PPA work that genuinely operated at the portfolio level, such as the delivery of the PPA Unit’s results, issues of portfolio design, and beyond the PPA in gathering and exchange of learning. Beyond this, the portfolio-wide analysis also sought to synthesize evaluation results across all of the programs under each criterion to develop overarching findings.

The evaluation ran from November of 2015 through June of 2016 and employed a mixed methods approach. Information sources included existing documents and data (including past evaluations), self-assessment tools and surveys, and focus group and individual interviews (Appendix D). Evaluations of each of the eight PPA programs also were conducted by independent evaluators of WWF-UK staff following a common terms of reference (Appendix E) and set of focal criteria and questions that aligned to those presented in Appendix C. Full evaluations were done of programs that had not been evaluated within the past one to two years, while “top-up” evaluations were done of programs that had more recently undergone full evaluations, with particular focus on employing facilitated self-assessments to update outcome and impact data and assessment of the extent to which the six PPA learning priorities had been adopted and were influencing results (Table 3). The portfolio-level analysis was based upon a synthesis of the findings and recommendations of the eight program evaluations plus data collection and analysis conducted per a terms of references specific to the portfolio scale (Appendix F). Finally, preliminary evaluation findings were presented to WWF-UK and PPA program staff in May of 2016 for discussion, validation, and further elaboration.

Table 3. Approach to program evaluations.

PPA Program	Evaluation Approach
Boni Dodori	Full evaluation
Brazil LCD	Full evaluation
CEA-GI	Top-up
China Africa	Top-up
Colombia	Full evaluation
Nepal PIPAL	Top-up
Ruaha	Full evaluation
Rumaki	Top-up

LIMITATIONS

It is important to note that this evaluation experienced some key limitations. Firstly, as with any evaluation, both the portfolio and individual program evaluations were conducted over a matter of a few weeks or months whereas the work under consideration has been ongoing for many years.

The disparate nature of the eight programs also posed a challenge to the programme evaluations

synthesis, since the findings and recommendations within each individual evaluation tended to be quite specific to the program being reviewed.

The program evaluation reports also didn't always respond to the focal criteria and questions requested, there were a number of data inconsistencies (particularly between the program evaluations and the PPA logframe tracking tool maintained by WWF-UK), and in a number of cases, the program evaluators relied upon but were unable to independently verify the programs own self-reported data. Beyond this, a number of evaluators identified concerns around the quality of evidence serving as the basis for outcome and impact data, an issue that is common and unsurprising—although improving—in the international conservation sector.

Finally, the portfolio-level evaluation process, synthesis of the program evaluation reports, final analysis, and writing of this report were challenged by the fact that most of the program evaluations were received by E2 two months behind our originally planned schedule, and the preliminary findings remained due within 10 days of receipt of a number of the draft program evaluation reports. For an analysis of this scope and complexity, the timeline for analysis and results was quite compressed.

Bearing in mind those limitations and the potential challenges to accuracy and analytical process they may have posed, E2 is very confident that this process has been thorough, evidence-based, and deeply thoughtful.

The findings of our analysis and recommendations are presented in the following sections, organized according to each of the five evaluation criteria. This report closes with a brief discussion and a summary of our recommendations.

FINDINGS BY CRITERION

RELEVANCE AND QUALITY OF DESIGN

Relevance Criterion Defined: Did the design of the initiative represent a necessary, sufficient, and appropriate approach to achieving stated aims? Specific to PPA, this criterion considers whether initiative design responds to the needs and priorities of key constituencies while striking a balance between achieving the greatest impact and reaching the poor and marginalized.

Summary of Key Findings:

- The portfolio was designed around a fairly clear articulation of intended impacts and climate smart pro poor conservation outcomes, and although program-level log frames clearly aligned to these, the overall PPA-IV theory of change did not clearly lay out how actions were to lead to impacts.
- The ultimate selection of the eight PPA programs was not such that the whole was designed to be greater than the sum of the parts.
- Although widely viewed by WWF staff as very relevant to WWF's efforts and ultimate success, the cross-cutting learning priorities were not fully defined prior to program selection, but later in the process, making it problematic to clearly articulate, measure, and evaluate the logic for the specific learning priorities for the portfolio approach to learning.
- The strategic focus of the programs comprising the PPA portfolio have relevance to WWF-UK's and the Network's current and future strategic aims.

- The PPA programs generally demonstrate strong program design practices, but can improve on articulation of theory of change, monitoring and documenting program implementation and results, and undertaking collaborative planning, monitoring and reporting processes.

Introduction

This section provides an assessment of the PPA-IV portfolio with particular emphasis on whether or not design supported advancing the organizational effectiveness and learning priorities. We also considered how program selection aligned with the WWF-UK Big Wins and Network goals and a synthesis of findings from the program evaluations.

Findings

Reflecting on the strategic clarity of focus and the portfolio-level theory of change, **there was a fairly clear articulation of intended livelihood impacts and summative climate-smart / pro-poor conservation outcomes. Program-level log frames also aligned clearly to the portfolio-level outcomes** and each program can draw linkages to climate smart / pro poor design elements, although typically lean strongly toward one or the other aspect.

However, **the overall PPA-IV theory of change (Figure 1) is limited and too generic to provide sufficient clarity and logic for how actions lead to impacts.** This is particularly true for the PPA unit's role and the broader portfolio-level effect that WWF-UK sought. Objectives were not defined that were evaluable at the level of the portfolio. Assumptions articulated in the initial theory of change were helpful in understanding what the UK sought to achieve at the portfolio level, but were not sufficient to clarify the role of the PPA extended team and intended outcomes. In fact, PPA extended team objectives needed to be constructed as part of developing a more precise terms of reference for this portfolio-level evaluation in order to construct a meaningful framework, as there was not a clear results framework at the UK level. It is possible that the DFID log frame structure and design requirements inhibited or did not facilitate this level of design and theory of change articulation for the higher level portfolio effect.

Regarding design, **surveys and interviews reveal that final criteria used to select the eight PPA programs were not such that the whole was designed to be greater than the sum of the parts.** There was a lack of clarity from within WWF regarding decision making for the purpose of a portfolio approach and this ultimately affected portfolio selection. While there were initially clearly defined filters applied to identify the subset of PPA III programs that would be advanced under PPA-IV and an application process that examined alignment with the climate-smart / pro-poor focus as well as interest in organizational effectiveness improvement, the final selection did not fully incorporate the results of the review of the applications. Based on interviews with WWF UK staff, the final program selection was strongly based on views regarding WWF UK's overall investment priorities. This resulted in a somewhat weakened portfolio alignment with the learning priorities, and thus lack of precision on the intended portfolio impacts beyond the individual program results.

Another challenge to ensuring PPA-IV had a "portfolio effect" was that the **cross-cutting learning priorities were not fully defined prior to program selection, but later in the process, making it problematic to clearly articulate the logic for a portfolio approach to learning.** Learning priorities need to solve context-relevant problems for a given program (either defined at the program level or formulated as a WWF operational policy or desired outcome) so that a portfolio approach is relevant and there is appetite at the program level for accruing the expertise, knowledge and capacity to implement the learning priority. The theory of change does not capture the program-level drivers or threats effectively, so not all learning priorities were relevant to all eight PPA programs. While there was an appetite by the selected programs to strengthen their organizational effectiveness and learning

generally, it was not integral to their program-level theories of change outside of the requirement for PPA funding. These two dynamics—program selection process and late formation of the learning priorities—substantially weaken the validity of key assumption B, C, D, E, F and G in the PPA-IV overall theory of change (see Table 4).

From a design perspective, survey results indicate broadly strong agreement that effective application of each of the six learning priorities is necessary for WWF to achieve its objectives and goals. These results suggest that **most key informants see these learning priorities as very relevant to WWF’s efforts and ultimate success**. Agreement was strongest with regard to the learning priorities of evidence for results and learning and reflection, and weakest with regard to value for money and gender and diversity.

Table 4. Stated assumptions listed in June 2014 WWF’s PPA theory of change document.

KEY ASSUMPTIONS AND NOTES	
A	PPA is seen as a good conduit for the delivery of the WWF-UK Strategy, associating programme delivery with Organisational Development to WWF-UK and offices in the South and East. Ambitions and obligations of the PPA align, support, lead, and learn from broader WWF policies and principles. WWF takes the opportunity to learn from the PPA, the approaches adopted to realise its strategic objectives, and its monitoring and evaluation strategies.
B	WWF is able to track the ways in which we use unrestricted funding and demonstrate the differences these have made as a result. Strategic funding used to support programmes and organisational effectiveness is allocated based on capacity and programme needs; results and vfm offering some level of flexibility.
C	Implementation funding strategies tailored to programme needs including optimising performance, delivery and potential value-added and leverage. Access to flexible and tailored organisational support will significantly improve programming.
D	Implementation funding strategies reflect and are responsive to cross-programmatic learning with respect to the PPA’s principles. Cross-programmatic learning with respect to the PPA’s principles informs implementation funding strategies.
E	Individual programmes will freely contribute to and benefit from cross-programmatic learning. Access to cross-programmatic learning will increase reflective programming and improve implementation and delivery. Programmes are designed to embody and make significant progress towards being climate-smart, environmentally sustainable, and pro-poor.
F	Individual programme design, planning and implementation are sufficiently rigorous to deliver programmatic objectives. In addition to being evidenced-based, advocacy strategies/processes are politically-savvy and institutionally robust. Community-based programmatic successes can be readily replicated by local partners and/or scaled up to inform and improve policies (i.e. sustainable and with added value). Individual programme M&E systems are sufficiently robust to evidence contribution to PPA portfolio outputs. WWF-UK’s PPA portfolio aggregates results from 8 discrete and diverse programmes, which while having their own ToCs and logframes, align with and make their respective contributions to the portfolio outcomes.
G	WWF is able to deliver on its objectives because we are better motivated and able to reach and support poorer and marginalised groups – or to facilitate that process – than state-based organisations and the private sector (source: PPA and GPAF theory of change workshops, 2011). At the national/international level, the WWF PPA assumes that ‘good enough’ governance and political will exists to provide the necessary enabling conditions for policy uptake and implementation. At the community-level it believes that collective resource management arrangements can be negotiated and established with local communities that will accommodate and benefit disaggregated groups of poor people.

In general, **the strategic focus of the programs comprising the PPA portfolio have relevance to WWF-UK’s and the Network’s current and future strategic aims** (Table 5). There is most comprehensive program alignment for goals that address the interface of poor people and nature through improved local, national and international governance capacity. The available documentation on UK and Network goals was not such that evaluators were able to verify alignment for some goals, specifically the sustainable timber and seafood traded goal where it was unclear if it is intended to be exclusively UK specific. A second goal alignment observation is that due to the UK specificity to geography and species, several programs’ relevance to the Big Wins is limited. Finally, based on overall alignment of the PPA, UK, and Network goals, key assumption A of the TOC (Table 4) remains valid.

Additionally, **in the interviews and survey results, many WWF staff acknowledge the learning priorities as relevant to advancing current strategies**, and particularly, for delivering the Sustainable Development Goals through an integrated environment and development agenda. However **social development aims, in particular PPA learning priorities climate smart / pro poor and gender and diversity, were not explicit in the descriptions of UK and Network goals**. This absence of social dimension in the strategy articulations may be responsible for creating discordance among WWF staff regarding how to best take advantage of PPA learning. Further, from interview and survey responses, it

Table 5. PPA program alignment with stated WWF -UK Big Wins (in green) and the WWF Network Goals (in orange). These rankings were assigned by the evaluators, based on program project proposals to PPA and other project documentation. Justification for evaluators assessment is provided in Appendix G

BIG WINS WWF Network Goals	BONI DODORI	BRAZIL	CEA	CHINA- AFRICA	COLOMBIA	PIPAL	RUMAKI	SWAUM
Carbon emissions reduced	No	Yes	Yes	Partial Adaptation	Yes	Yes	Partial Adaptation	Partial Adaptation
Climate	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Drivers: Governance, Finance and Markets	Yes Governance	Yes Governance	Yes Governance & Markets	Yes Governance, Finance & Markets	Yes Governance & Markets	Yes Governance	Yes Governance	Yes Governance

seems **this gap is more generally resulting in divergent interpretations of how WWF expects to advance implementation of a people and nature focused strategy.** This disconnect or gap in the articulation of WWF UK and Network strategies warrants further discourse to better elaborate discrete social aims that will more explicitly inform staff and other stakeholders about how WWF envisions their approaches will support delivery of the Sustainable Development Goals and the UK vision of a world with a future in which people and nature thrive.

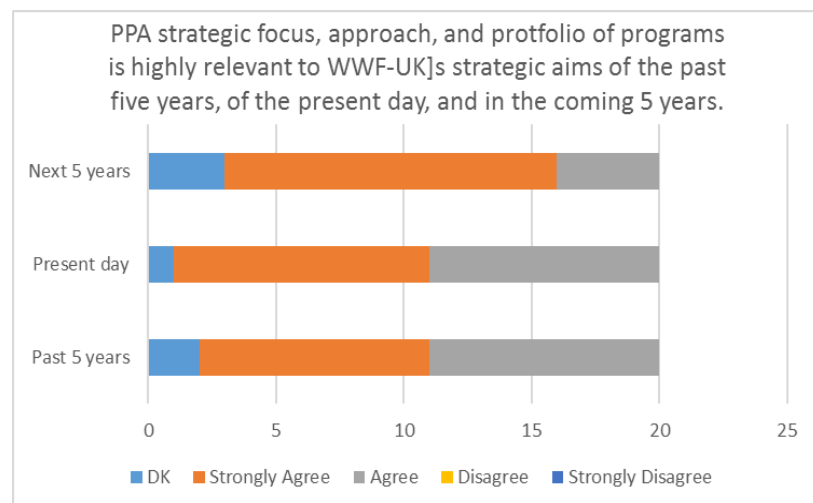
Food	No	No	Yes	No	No	No	Yes	Yes
Forests	Yes	Yes	Yes	Yes	Yes	Yes	No	No
Forests and oceans sustained	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No
Freshwater	Yes	Yes	No	No	Yes	No	No	Yes
Living sustainably	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Oceans	No	No	Yes	No	No	No	Yes	No
Rivers flowing	No	Yes	No	No	Yes	No	No	No
Sustainable timber and seafood traded	No	No	Yes, but not UK specific	Yes, but not UK specific	Yes, but not UK specific	No	No	No
Wildlife	Yes	No	Yes	No	No	Yes	No	Yes
Wildlife restored	No	No	Yes	No	No	Yes	No	No

Nonetheless, nearly all respondents to the evaluation surveys strongly agree or agree that **the strategic focus of the PPA portfolio of programs aligns with WWF-UK strategic aims of the past, present and next five years** (Figure 2). Important to note is that there is stronger overall agreement regarding the coming five years as compared to today or in the past five years. This finding corroborated interview data indicating that the PPA emphasis on the learning priorities is strategically germane, and that the learning priorities are prominent themes for WWF’s mission (humans live in harmony with nature) and work going forward.

Looking at relevance and quality of design across the program-level evaluations, indications are that **the PPA programs generally demonstrate strong program design practices**, with one half of the programs ranking very good and the remaining half good (Table 6). Results also indicate that key design strengths of the PPA programs include priority targeting of critical factors affecting conservation outcomes and incorporation of the PPA learning priorities into their work streams as appropriate (Table 7). Conversely, important areas for improvement appear to include structuring well

justified theories of change, robust strategic approaches to attain planned results and ensuring adequate monitoring and documentation of program implementation and achievements. Evaluators also highlight the need to work collaboratively across WWF programs, partners and strategic stakeholders to jointly design strategies, work plans, M&E systems and fundraise. For example, the

Figure 2. Results of survey for question assessing the strategic focus and alignment of the PPA portfolio of programs with WWF-UK strategic aims of the past, present and next five years. There were 20 respondents: 12 PPA, 5 WWF UK Key Informants, 3 from the broader Network.



evaluator for China Africa suggested working with partners to define what success looks like from both a conservation and human wellbeing perspective and to develop indicators to measure these. Brazil's evaluator called for participatory planning processes, including with other WWF programs and eventually external partners. It was suggested that the Colombia program define levels of participation,

Table 6. Summary of program evaluators' findings with regard to relevance and program design of the eight PPA programs. Programs are ranked on a continuum of poor, fair, good, and very good

empowerment and ownership of relevant stakeholders in future projects. Similarly, the PIPAL evaluation called for joint planning and M&E with partners to increase results and sustainability and decrease administrative burden. Boni Dodori evaluator suggested a comprehensive partnership approach to address livelihoods needs, including beneficiaries and government collaboration.

Conclusions

The relevance of the PPA portfolio to the current and future UK and Network strategies is apparent. This conclusion is strongly supported by survey, interview and program evaluation results.

Organizational effectiveness and the learning priorities are key lenses/critical requirements for achieving the current and future UK strategy, but despite their broad emphasis and crosscutting nature, these lenses were not factored centrally in the initial PPA design. Nonetheless, the approach to PPA-IV has helped to highlight the importance of learning, building organizational effectiveness civil society capacity building, and community-based approaches to conservation efforts. PPA also helped WWF UK prioritize programs that incorporate work on sustainable livelihoods, economics, trade and policy at local, regional, national and international levels, all themes that appear to have growing relevance within the office and the WWF network more broadly.

The design of the initiative did not fully capitalize on the learning intent of the portfolio due to a lack of clear learning strategies, outcomes and indicators at the portfolio level that could be systematically implemented and reviewed at regular, planned intervals to document, reflect, adapt and ultimately mainstream important results. The absence of a robust theory of change, results chain, and work plan to manage and monitor the portfolio-level learning objectives, limited demonstration of results, as well as

Evaluators' Scores	Program Design	NOTES ON RATING
Boni Dadori	Very good	The program design was based on comprehensive assessments and context analysis which provided a basis for the multiple iterations that were undertaken. All the critical contextual factors relevant for the program were well articulated. The program was consistent in identifying and articulating issues of the highest priority in terms of sustainable forest management.
Brazil CCEP	Good	The program is aligned to the national and international context, focusing on the development of public policy and global mitigation agreements, adaptation and energy, and seeks to benefit the poorest populations. There is some concern that the Program is not prioritized by WWF-Brazil, and that it lacks integration with other programs.
CEA	Good	Key habitat and species targets for the region were not included in the program design, without a clear explanation, but the chosen conservation targets (timber, tuna, shrimp) are addressed comprehensively.
China-Africa	Very good	The program responds well to both the threats and opportunities to biodiversity and human wellbeing presented by the growing investment in, trade with and aid to Africa by Chinese interests. It has a clear theory of change and a good understanding of the key actors it needs to influence to bring about change. A strength of the design and implementation of the program is its ability to work fluidly across China and Africa, operating at all levels, from upstream policy influence to piloting guidelines at a local level, with both levels informing one another. External stakeholders indicate that WWF has a unique niche with regard to this approach and it is an approach to policy development and implementation that they much value. The program works in a dynamic, often highly politicised policy environment and is able to respond in a timely manner to both emerging threats and opportunities.
Colombia	Very good	The Programs carried out under PPA-4 are shown to be consistent and relevant to the needs and the conservation agenda of the country in each of the levels of intervention. The alignment to public policies and development plans at the local, regional and international levels is partial. The program did not include explicitly the relationship between actions and international conservation priorities.
PIPAL	Good	Taken from scoring in 2014 evaluation (75.6%) - PIPAL's definition of conservation success is clearly defined and the logic of the strategies that have been developed lead to the program's conservation targets. Most enabling policies are in place to support the structures needed for PIPAL to effectively function and WWF supports implementation in this context.
RUMAKI	Good	Generally, this program is doing the right thing; but it does not address some major drivers and it has not yet addressed the difference in opinion there probably is between WWF and Fishers (BMU members). WWF needs to see sustainable fishing as the key change; but the fishing community still wants to see more catch and more profit
SWAUM	Very good	At the outset of the program in 2011 it was clear that 'business as usual' approaches alone were insufficient to restore perennial flows in the GRR and that there was a significant governance gap to be addressed. From the outset the social learning-based Theory of Change underpinning SWAUM was highly relevant to addressing this gap and has remained so throughout the program. The quality of the design has been demonstrated throughout the program and is particularly evidenced by in the reports of the multi-stakeholder workshops. The focus on two of the ten sub-catchments in the GRR catchment is appropriate given the novelty and challenges of introducing a social learning approach. The significance of SWAUM to international emerging practices also contributes to its relevance.

effective communication of the programmatic, organizational, and network value of the PPA portfolio.

Table 7. Synthesis of the evaluators’ findings wrt relevance and program design of the eight PPA programs. Ratings represented are interpretations of evaluators’ findings, and justification for these interpretations are provided in appendix H. Program scores are based on a continuum of poor, fair, good and very good.

Relevance Question	BO-DO	BRAZIL	CEA	CH-AF	COLOMBIA	PIPAL	RUMAKI	SWAUM
Overall Evaluation Criteria Score (1-4)	Very Good	Good	Good	Very Good	Good	Good	Good	Very Good
Make clear and justify a clear and relevant definition of ultimate success in terms of improved status of conservation targets and intended beneficiaries?	Good	Poor	Fair	Fair	Very Good	Very Good	Very Good	Good
Target and remain relevant to issues of highest priority to change critical factors (targeted key factors—drivers, opportunities, threats) affecting conservation targets and beneficiaries?	Good	Good	Good	Very Good	Very Good	Good	Good	Good
Lay out a clear and well justified theory of change and a sufficient and efficient strategic approach to attain planned results?	Fair	Poor	Fair	Good	Very Good	Good	Fair	Good
Reflect a climate-smart pro-poor approach? Were both in evidence, or primarily one or the other?	Very Good (PP)	Very Good (CS)	Fair (CS)	Fair (CS/PP)	Good (CS/PP)	Very Good (CS/PP)	Good (CS/PP)	Very Good (CS/PP)
Incorporate and ensure targeted work to advance the PPA learning priorities (as appropriate)?	Very Good	Good	Good	Good	Fair	Very Good	Good	Good
Clarify the intended contribution of the PPA work to the overall programmatic strategy?	Very Good	Good	Fair	Very Good	ND	Very Good	Fair	ND
Allow for adequately monitoring and documenting program implementation, achievements?	Fair	Poor	Fair	Fair	Good	Fair	Fair	Fair

Recommendations

The highest priority recommendation is to **invest in improved theories of change and SMART indicators to measure across the results chains (at program and portfolio levels) to better achieve adaptive management.** Advancing on the Sustainable Development Goals and addressing climate change, along with most natural resource management efforts are dynamic and thorny issues that require good governance and effective civil society. It will always be a challenge to land on the right approach to deliver results. Good and transparently defined theories of change allow for flexibility and agilely responding if actions taken don’t have desired results. This is learning, but to do it effectively and share what is learned requires clear articulation of a foundational theory of change and commitment to measurement and adaptive management. Each of the program evaluators surfaced similar suggestions to improve logic and better elucidate how actions are designed to achieve goals, clarify priorities and

WWF's context specific niche, and establish clear results frameworks to support monitoring for course correction and demonstration of results.

WWF-UK, if it genuinely wants to build on organizational effectiveness and investment in the PPA learning priorities, should make a genuine commitment to improving organizational effectiveness and learning. Findings indicate that the learning priorities are relevant for current and future WWF strategies. To efficiently and effectively mainstream these practices requires upfront, clear definition of future aims and goals for capacity and practice of the learning priorities, baselining for those predefined targets, and instituting the necessary organizational structure and investment to realize those targets. Portfolio program selection processes need to correspond to the ToC, and to be informed by the learning objectives as well as target program-specific, context-relevant challenges so that there is demand and motivation for application of the practices that are fully integrated into the program-level strategies and design. Ongoing data collection for changes of application of the learning priorities, experience from applying practices, and changes in conservation and livelihood outcomes are essential to underpin the learning framework (and justify investing in it) and should be managed in some form of data bank for knowledge creation to inform decision making and demonstrate change.

Advancing WWF-UK's vision of a world with a future in which people and nature thrive, would substantially benefit from more explicit social development goals, and particular to the PPA, climate smart / pro poor and gender and diversity aims. These aspects are discernibly absent in the descriptions of UK and Network goals, and this void results in a lack of clarity and discrete social dimension objectives necessary to inform staff and other stakeholders about how WWF investment and strategies can be applied to achieve this vision. Accomplishing organizational precision on how social aims will be incorporated (defined and measured) seems highly relevant to attaining the UK Vision and Sustainable Development Goals.

Continue to strengthen design practices and in particular make time and resources for JOINT planning, fundraising, monitoring and reporting. While the eight programs generally demonstrated good design practices, two particular areas for improvement were developing clear theories of change and adequate monitoring and documenting of program implementation and achievements. Additionally, nearly all program evaluators called for more collaborative planning, monitoring, reporting and fundraising approaches. This is relevant across programs as well as within country offices, and with a range of partners and stakeholders both at the UK as well as program levels. The PPA was an excellent opportunity to explore how to coordinate cross-programmatic planning and reporting across WWF offices, themes, and types of interventions. It stretched the participating programs and WWF UK into new ways of operating in a trial and error dynamic. There are a lot of lessons (successes and failures) to pass on to the participants, partners, donors, and broader Network. WWF UK and the programs should continue to build on this learning and direct collective investment to instill change to foment strong collaborative processes going forward.

EFFECTIVENESS

Effectiveness Criterion Defined: The extent to which planned results were achieved, or are expected to be achieved, and typically also looks at underlying internal and external factors that have supported or impeded progress and achievement.

Summary of Key Findings:

- Nearly all PPA programs achieved planned outcomes to a good or great extent and attainment of targeted shifts in improved ecosystems management and in policies and practices were largely attributable to WWF.
- PPA programs indicate that WWF-UK staff significantly contributed to the effective delivery of planned results.

- All WWF-PPA programs report increased uptake of at least some of the six learning priorities from 2011 to 2016. The most notable increases occurred with regard to strengthening evidence for results and learning and reflection. Those that changed the least included accountability to beneficiaries and gender and diversity.
- Application of the learning priorities is generally believed by the WWF-PPA programs to have resulted in stronger results than would have been had in their absence. It is not possible to corroborate this with evidence, nor do the program evaluators speak to this relationship (However, extent of achievement of conservation outcomes that we (E2) normally see is typically half or less of what was planned, yet more than half of the PPA programs appear to have achieved 75 percent or more of the conservation outcomes that they set out to accomplish).
- Uptake of the learning priorities outside the eight PPA programs has not been particularly strong.
- WWF has learned a great deal over the course of PPA-IV about what it takes to advance learning for the purpose of improving organizational effectiveness, which is certain to have important and ongoing significance to WWF-UK, the PPA programs, and the broader WWF Network.

Introduction

WWF identified two primary desired outcomes for its PPA portfolio work and several indicators to track progress toward each (Table 8). This section summarizes the findings of the portfolio evaluation, starting with an assessment of the extent to which planned outcomes were achieved by the eight programs and factors influencing effective delivery. Also included is an analysis of the uptake and utility of the six learning priorities at the different scales targeted, including the eight PPA programs, WWF-UK itself, the wider WWF network, and the conservation and development sector.

Table 8. WWF’s PPA outcomes and associated indicators.

OUTCOME 1	Communities are better safeguarding the ecosystems and ecosystem services upon which they and others depend in an equitable and adaptive manner.
Indicator 1	Number of CSOs/CBOs, and other multi stakeholder management regimes with strengthened capacity and actively engaged in more sustainable use/management of natural resources
Indicator 2	Number of effective natural resource management plans implemented and enforced.
Indicator 3	Number of local and national policies and plans with allocated resources for community, collective or co-management of natural resources, as a result of WWF engagement
OUTCOME 2	Policies and practices relating to climate change, investment in infrastructure and/or natural resource extraction/use become ‘more’ climate smart, ‘more’ environmentally sustainable and better designed to secure and/or improve the well-being of men and women living in poverty.
Indicator 1	Level of commitment and action by banks and multilateral financial institutions to incorporate climate smart, social and environmental good practice into their policies
Indicator 2	Level of commitment and action by governments to ensure that climate smart, social and environmental standards are integrated into development planning, trade and investment
Indicator 3	Level of commitment and action by local and international companies to incorporate climate smart, social and environmental good practice into their policies and practices
Indicator 4	Proportion of feedback from stakeholders providing qualitative confirmation on the extent to which policies and practices have been designed in accordance with accepted good practice, to improve the wellbeing of women and men living in poverty

Findings: Delivery of Planned Outcomes

Effectiveness of PPA Programs. Evaluators of the eight PPA programs report that **in nearly all cases, planned outcomes were achieved to a good to very good extent** (Table 9). Furthermore, **in nearly all cases, attainment of targeted shifts in community management of ecosystems and in policies and practices were attributable in good or large part to the WWF PPA programs.** The portfolio-level PPA

Table 9. Summary of program evaluators’ findings with regard to delivery of outcomes by the eight PPA programs.

log-frame self-reporting tracking tool (dated 14 June 2016) also indicates that targets for planned outcomes were generally met or exceeded (Tables 10 and 11). Exceptions include Boni-Dodori, which consistently fell short on its targets for Outcome 1, and the PIPAL SHL, which fell short on two out of three indicators for Outcome 1. Conversely, the Colombia Amazon Piedmont program exceeded its targets for Outcome 1.

The factors that most influenced whether outcomes were delivered as planned varied significantly by program—unsurprising given the wide differences in aims, strategic approach, and the programs themselves. A few enabling factors were noted by more than one evaluator. These include:

- Across many of the WWF PPA programs, WWF is **seen as a trusted advisor by government agencies**, from local (e.g., in the cases of SWAUM, PIPAL, and Boni Dodori) to national (e.g., in the cases of Brazil, CEA, Rumaki and China-Africa).
- **WWF’s partnership approaches** have been critical to its success across most programs; beyond forming bilateral partnerships with key stakeholders—including local communities, civil society, community-based organizations, private sector and government agencies—WWF is noted for catalyzing collaboration and partnership among diverse stakeholder types. These approaches allow for WWF programs to address complex contexts and challenges.
- Related to its partnership approach, the WWF PPA programs were noted in several cases for their role in **strengthening the capacity and leadership of local civil society and community-based organizations as well as government agencies** ranging from local to global. Such efforts range from the PPA program in Colombia “effecting transformations in terms of improved skills and capacity for sustainable production and conservation of natural resources in farmers, environmental advocates and indigenous leaders...” to the China-Africa program facilitating exchanges between the national forestry service of Mozambique and that of China to increase awareness of each other’s laws and policies.

Evaluators' Scores	Attainment of Outcomes	Attribution to WWF-PPA?	Program Evaluators' Notes on Rating
Boni Dodori	Very good	Good	Comprehensive understanding of forest biodiversity and ecosystem services established; increased understanding and mitigation of HWC; community stewardship regimes functioning in at least six villages; poor women and men from forest communities actively engaged in and benefitting from piloting of diversified livelihoods; practical implementation of CBNRM principles advocated, targeting County & National government.
Brazil CCEP	Fair	Data insufficient	Supported and guided Brazil's delegation during international climate negotiations. Contributed to the development of sectorial plans for the mining, transport and processing industries, supported campaigns around energy, and Brazil's National Climate Adaptation Plan. Not possible to assess whether the chosen strategies have been successfully implemented, or if targets actually met. Improved planning and monitoring are needed.
CEA	Good	Very good	Supported CSO partners across region, facilitated five transboundary trade-related agreements, contributed to 30 policies concerning natural resources. Sustainable shrimp work in Moz. has had weakest performance. WWF pursuing more effective ways of incentivizing good practice by the private sector and governments. Business cases and economic bottom lines are being emphasized more.
China-Africa	Good	Good	Significant progress in increasing commitment of key Chinese and African public and private sector actors. Greater awareness and policies in place that should ensure sustainability is considered in trade and investment between China and Africa. Yet to translate progress into changes in the practice of key actors. Attribution of changes in the finance sector and FOCAC 2015 difficult to attribute solely to WWF given numerous actors.
Colombia	Very good	Good	Out of five indicators, targets for three exceeded, especially those that refer to strengthening natural resources management. Two indicators did not reach goals, as the levels of commitment civil society actors and government agencies on issues related to REDD and LCD were not achieved. Difficult to trace direct relationship between results and financial resources allocated towards activities.
PIPAL	Very good	Good	Significant contribution to progressing integrated conservation and development approaches at a landscape level. Likely to meet almost all of its PPA targets. Considerable effort into improving data collection at outcome level but requires refinement. Significant external context challenges, including earthquake. Will be important to consider this work within the wider context of social and economic development across these landscapes.
RUMAKI	Very good	Very good	Met or surpassed all its indicators, although not always possible to assess actual evidence. Working in collaboration with the local government, has enabled establishment of BMUs and VICOBAs. Various policy changes are due to RUMAKI engagement and lobbying. Some significant drivers not being addressed (e.g. market demand for fish products, population growth or infrastructure development), which compromises effectiveness.
SWAUM	Good	Very good	A promising progression from widespread stakeholder engagement, awareness raising and mutual insights, to collaborative initiatives, to engagement with politicians and political leverage. This is reflected in the significant progress of all five stated objectives of SWAUM. Appears unlikely that the changes would have emerged in the absence of the PPA funded program. SWAUM has been a major catalyst.

Table 10. PPA programs' data reported against Outcome 1: Communities are better safeguarding the ecosystems and ecosystem services upon which they and others depend in an equitable and

adaptive manner.

Indicator 1	Program	Baseline	Target	2016 Achieved	Target Attainment
Number of CSOs/CBOs, and other multi-stakeholder management regimes with strengthened capacity and actively engaged in more sustainable use/management of natural resources.	CEA Lamu-Dodori	0	3	1	Fell short
	CEA RUMAKI	25	67	59	Fell short
	CEA S Timber	3	3	3	No change
	CEA S Shrimp	1	not defined	1	No change
	Nepal SHL	32	108	94	Fell short
	Nepal TAL	546	671	671	Met
	SWAUM	0	22	22	Met
	Colombia	3	34	40	Exceeded
TOTAL		6107	908	891	Nearly met
Indicator 2	Program	Baseline	Target	2016 Achieved	Target Attainment
Number of effective natural resource management plans implemented and enforced.	CEA Lamu-Dodori	0	4	1	Fell short
	CEA RUMAKI	6	10	15	Exceeded
	Nepal SHL	15	85	70	Fell short
	Nepal TAL	49	180	179	Met
	SWAUM	0	12	12	Met
	Colombia	4	31	35	Exceeded
	TOTAL		74	322	312
Indicator 3	Program	Baseline	Target	2016 Achieved	Target Attainment
Number of local and national policies and plans with allocated resources that support improved regimes for community, collective or co-management of natural resources, as a result of WWF engagement.	CEA Lamu-Dodori	0	1	0	Not achieved
	CEA RUMAKI	2	4	4	Met
	Nepal SHL	8	15	15	Met
	Nepal TAL	23	29	33	Exceeded
	SWAUM	0	13	10	Fell short
	Colombia	2	8	8	Exceeded
	TOTAL		35	70	70

Table 11. PPA programs’ data reported against Outcome 2: Policies and practices relating to climate change, investment in infrastructure and/or natural re-source extraction/use become ‘more’ climate smart, ‘more’ environmentally sustainable and better designed to secure and/or improve the well-being of men and women living in poverty.

Indicator 1	Program	Notes on Focus	Baseline*	Target*	2016 Achieved*	Target Attainment
Levels of commitment and action by banks and multilateral financial institutions to incorporate climate smart, social and environmental best practices into policies.	CEA	1 financier, World Bank and ADB - on projects to be potentially financed.	2	3	3	Met
	Ch-Af - CBRC	Levels of commitment and action by Chinese banks to incorporate internationally accepted environmental and social standards into their policies and practices.	1	3	3	Met
	Ch-Af - targeted banks		0	2	2	Met
	Ch-Af – ICBC		0	3	3	Met
	Ch-Af - Other commercial banks		NA	3	2	Fell short
Indicator 2	Program	Notes on Focus	Baseline*	Target*	2016 Achieved*	Target Attainment
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	CEA - Timber	Sustainable timber. Mozambique, Kenya, Tanzania	1	3	3	Met
	CEA - Shrimp	Sustainable Shrimp – (Moz) range & # of policy-related issues targeted	1	3	No Data	No data
	CEA - Governance	Regional governance. Mozambique, Kenya, Tanzania	1	3	3	Met
	Nepal	Gov’ts to develop climate-smart and environmental Land Use policy and influence hydro dev. policies	1	4	3	Fell short
	China-Africa	Gov’ts to ensure social & env. standards integrated in dev. planning, trade and investment strategies	1	2-3	2-3	Met
	SWAUM	10 gov’t authorities targeted	2 at level 1 and 8 at level 0	5 at level 2; 4 at level 3 (one further no longer applicable)	1 at level 1; 3 at level 2; 5 at level 3 (one further no longer applicable)	Met
	Colombia – REDD+		1	3	3	Met
	Colombia – Renewables		0	2	3	Exceeded
	Colombia – LCD	Low Carbon Development in Amazon Piedmont	0	3	3	Met
	Brazil – UNFCCC		1	3	3	Met
	Brazil – energy sector		0	4	4	Met
	Brazil – REDD+		2	3	3	Met
	Brazil – NAP		0	3	4	Met
	Nepal – Climate Adaptation	Nap, NAPA, LCD	2	3	3	Met
Indicator 3	Program	Notes on Focus	Baseline*	Target*	2016 Achieved*	Target Attainment
Levels of commitment and action by local and international companies to incorporate	CEA	Focus on shrimp fishery operators and /or exporters; timber export and / or processing companies; and the extractives industry.	1	2	2	Met
	SWAUM	2 farms, 2 companies	0	2 companies	2 companies	Exceeded

climate smart, social and environmental best practices into their policies and practices				at level 1; one farm at level 3; one farm at level 2	at level 2; two farms at level 3	
	China-Africa	Intnat'l companies, incl. Chinese investors in Africa, to incorporate env. and social standards	0	3	3	Met
Indicator 4	Program	Notes on Focus	Baseline**	Target**	2016 Achieved**	Target Attainment
Proportion of feedback from stakeholders that confirms that policies, practices and priorities have been designed to improve the wellbeing of men and women living in poverty.	CEA – Boni Dodori		NA	5	No Data	No data
	CEA – Governance		NA	3	No Data	No data
	CEA – Timber		NA	10	No Data	No data
	China-Africa		NA	6	1	Fell short
	Nepal		NA	10	81	Exceeded
	SWAUM		NA	4	11	Exceeded
	Upper Putumayo	Change of extensive cattle ranching practices to silvopastoral systems.	NA	40	36	Fell short
	Upper Caqueta	Change of agricultural systems to env. friendly agricultural practices.	NA	24	26	Exceeded
	Colombia REDD+, CC Adaptation, Low C Dev	With Min. of Env. and Sust. Dev., development of climate smart policies	NA	4	2	Fell short
Brazil		NA	4	17	Exceeded	

*For indicators 1, 2 and 3, WWF uses a tool to measure the level of commitment and action on a scale of 0 (no interest or discussion in changing policy or practice) to 5 (Changes are long term and resilient and evidence of secondary impact of initial changes).

**For indicator 4, WWF uses the number of people or organizations giving feedback that agrees with the indicator.

- Many WWF programs have advanced **participatory planning and implementation** approaches that allow them to fully engage stakeholders critical to the successful achievement of outcomes and ultimately ensure broad ownership of programs. The SWAUM program’s efforts to advance catchment governance is particularly lauded by the evaluator for meaningfully advancing multi-stakeholder planning and learning.

Several factors noted as challenges to effective attainment of outcomes also were noted in more than one evaluation. These include:

- **WWF’s success is heavily dependent upon the actions of others.** Because WWF usually doesn’t have direct authority over the resources, behaviors, and decisions it seems to influence, the successful achievement of outcomes typically relies on key stakeholders to execute the policies, actions, and approaches advocated by WWF.
- A number of PPA programs experienced **significant and unforeseen challenges in the external operating context**, ranging from civil unrest and violence in the Boni-Dodori project area to the recent major earthquake in Nepal.
- Some programs were cited as **setting aims that outstripped available time and resources** (although the corollary to this can be aiming too low, which may be less desirable). This was further exacerbated in the case of CEA and the associated China-Africa program by the WWF Network’s decision to conclude both programs 10 years ahead of plan and undertake a major restructuring of the Network that will have significant implications for staffing in East Africa related to work on policy and markets.
- Some WWF offices experience fairly **significant staff turnover**, which appears to have been exacerbated by the ongoing restructuring of the Network and associated concerns around job security. WWF’s Tanzania office, which captures in whole or part four of the eight PPA programs, also experienced a very significant overhaul of its staffing, particularly during the PPA-IV period.
- For the policy, drivers, and markets oriented programs and strategic lines of action, it is particularly challenging to a) track whether desired changes in thinking and behavior are actually occurring (because they can occur very gradually over very long periods of time) and b) attribute perceived changes (or lack thereof) to WWF efforts. Consequently, **WWF’s policy and markets programs often do not receive the kind of feedback needed to inform adaptive management**, including shifts in strategic design, advocacy approaches, or stakeholder engagement.
- A number of evaluators also identified **weaknesses in program monitoring and evaluation approaches**, citing gaps in information and evidence needed to make well-informed decisions regarding future approach and implementation.
- **Significant time and effort required by the DFID PPA tracking and reporting** requirements may have proven a net distraction from rather than contributing to the effective delivery of the work itself.

Effectiveness of WWF-UK Support to the PPA Portfolio. Interviews and surveys suggest that the **support provided by WWF-UK staff significantly contributed to the effective delivery of results by the PPA programs.** WWF-UK is cited for providing technical backstopping on design, implementation, monitoring and evaluation; assistance with reporting, support to fundraising efforts necessary to garner sufficient funds to fully finance the PPA program strategies, an effective interface with DFID, advancement of more holistic thinking regarding the interplay of social factors and conservation initiatives, enduring emphasis on bottom line results (and evidence therefore), capacity building in

project cycle management and the array of PPA learning priorities, and collaboration with and engagement of other WWF National Offices supporting the same or aligned programs.

Constraints noted with regard to WWF-UK's support to effective delivery of outcomes by the PPA programs include, first and foremost, the UK's restrictive carbon budget, which prevents staff from traveling to work face-to-face with the PPA programs. In fact, some staff key to the PPA have never traveled to any of the program areas. Also cited were some gaps in UK capacity necessary to advancing the PPA approach. For example, not all staff have a strong skill set in project cycle management (although it was also noted that this has improved meaningfully during the PPA-IV period.) Finally, as noted elsewhere, the charge of the PPA Unit and Extended Team to advance social dimensions of conservation appears not to have had wide and consistent support among WWF-UK senior leadership or other technical units working with the same country offices and programs.

Findings: Uptake² and Effect of the Six Learning Priorities

To assess the effectiveness in uptake and application of the six learning priorities, we sought to answer the following questions:

- To what extent did uptake and application of the six learning priorities change across the WWF-PPA programs during the period 2011-2016 and what factors most influenced uptake?
- What role did increased uptake of the learning priorities have in advancing WWF-PPA desired results?
- Did WWF-UK succeed, as hoped, in advancing the learning priorities more widely across WWF-UK, the WWF Network, and the conservation and development sector?

Findings regarding each of these questions are presented below. It is worth noting that the following discussion focuses on changes in the application of the six learning priorities. We do not address whether progress made has lived up to original uptake objectives for learning priorities, since these were not articulated at the start of the program. Data regarding outcomes and capacity changes were also not sufficient to support a credible assessment connecting changes in organizational effectiveness with more effective and efficient delivery of results. This relationship is therefore assessed only via self-reported perceptions.

Uptake, application and capacity of the six learning priorities. All WWF-PPA programs report increased uptake of at least some of the six learning priorities during the period 2011-2016 (Table 12, Figure 3). On average, nearly all of the learning priorities advanced from being sometimes considered but not applied to being often considered and sometimes or frequently applied. It appears that a number of factors have influenced the extent to which the programs increased their uptake and application of each of the learning priorities. Table X provides examples of influential factors identified by WWF PPA staff during a recent workshop, while Appendix I provides the full listing of reasons provided.

² For want of a better term, due to the great diversity among the 6 learning priorities as well as vagueness of the term "learning priority," in this section, we use "uptake" as a term to globally refer to increased understanding and/or capacity and/or incorporation or adoption of the learning priority within the PPA programs.

Again, taken together, **the most notable increases in application occurred with regard to strengthening evidence for results and learning and reflection.** Several key factors have helped to promote uptake of learning priorities, including the significant capacity and dedicated support of WWF-UK’s Design and

Table 12. Increases in uptake of each learning priority reported by the WWF-PPA programs during the period 2011 to 2016.

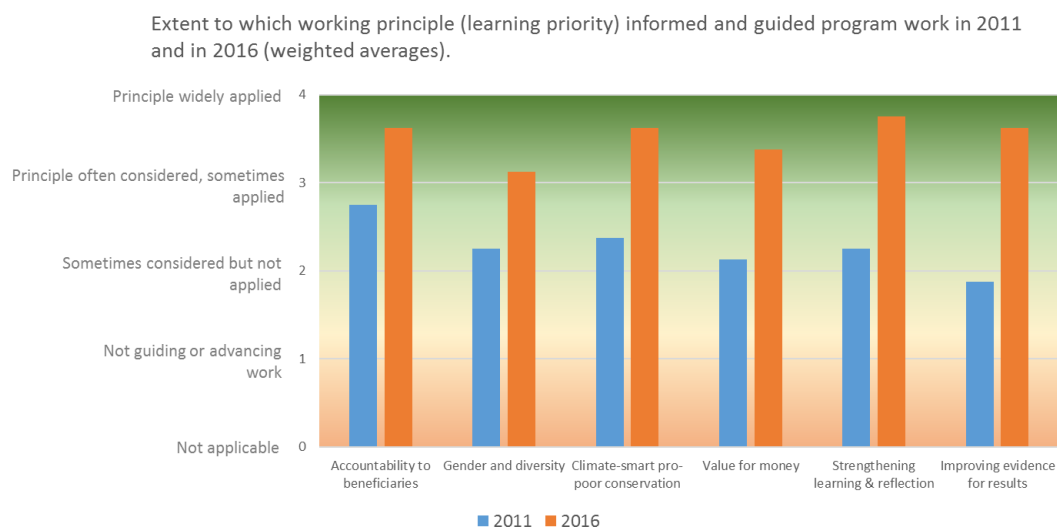
Programs reporting an increase in uptake and application of each LP, 2011-2016						
	AtB	G&D	CS-PP	VfM	L&R	EfR
Brazil	X	X	X	X	X	X
Boni-Dodori	X	X	X	X	X	X
Colombia	X	X	X	X	X	X
CEA	X	X		X	X	X
China-Africa	X	X	X	X		X
SWAUM			X		X	
PIPAL					X	X
RUMAKI	X					X

Impact team (the largest of its kind across any WWF office), ongoing accompaniment for design and adaptive management provided by WWF-UK’s regional managers, hiring of M&E specialists within the programs with the support of PPA funding, and the significant demands for reflection and reporting characterized by DFID PPA funding.

Those learning priorities where application changed the least included accountability to beneficiaries and gender and diversity. Regarding the former, many of the programs reported an already high level of application at the start of 2011, leaving less room for improvement. Advancement of gender and diversity considerations by the programs appears to have been hindered by several factors. Targeted training and support of gender and diversity considerations only rolled out only within the past couple of years; the reassignment of the PPA Team’s gender specialist to the lead on the team; a sense among some programs that incorporating gender and diversity considerations ran counter to local cultural norms; the fact that taking targeted steps toward incorporating gender and diversity concerns was a fairly new and alien concept for many programs; difficulty in applying this concept in the higher-scale policy and markets programs (which don’t work closely with communities); and a widely held feeling that although understanding of gender has advanced, incorporating diversity considerations remains nascent.

In the cases of Value for Money and Climate-Smart/Pro-Poor Conservation, five out of eight programs

Figure 3. The extent to which each learning priority informed and guided the work of the PPA programs in 2011 and in 2016, as reported by the programs themselves.



report increased uptake. Value for Money was particularly supported by targeted tools, training, and accompaniment by two WWF-UK staff, although a number of programs reported that the application of the concept is challenging. Climate-Smart/Pro-Poor priority did not advance much—even though this was the overarching focus of PPA-IV—because a number of programs did not overtly incorporate climate-smart considerations or design, per the program evaluations.

The program evaluators (Table 14) as well as the WWF-UK staff who support and advise the programs (Figure 4) also reported meaningful application by all programs of at least some of the priorities. While the programs, their evaluators, and the UK staff did not always agree on the extent of uptake and the state of current practice of learning priorities, advancement of the priorities has clearly contributed to increases in organizational effectiveness. The evaluators and the UK staff tended to provide somewhat more conservative assessments of extent of uptake than the programs themselves. About half the time, the evaluators' assessment of extent of application appears to be lower than Programs' self-assessments. However, it is clear that the application of the concepts of accountability to beneficiaries and gender and diversity has changed the least across the programs. Similarly, learning and reflection and evidence for results are among the principles with the highest uptake across the programs.

Table 13. Examples of factors identified by WWF staff involved in the PPA regarding what supported and what impeded application of each of the six learning priorities. Note that different programs had different experiences so some responses appear to conflict.

Learning Priority	Examples of What helped	Examples of Challenges
Value for Money	<ul style="list-style-type: none"> • Management tools for VfM re: how to integrate the 4Es • Technical support and training by WWF-UK staff • WWF Policy for financial management has aspects of VfM • Community of practice in East Africa – allowed us to champion VfM • Design of financial management system • PPA Planning/Log Frame promoted program mgmt. and basis for VfM 	<ul style="list-style-type: none"> • Assessment tools complicated and difficult (e.g. CBA, multi-criteria analysis) • Thinking about all 4 E's, especially equity • Linking financial results with program results • Time required to orient and inform partners / communicate • Fear/perception that VfM is difficult • Driver for VfM program-level vs. Organization level = hard to get info
Evidence for Results	<ul style="list-style-type: none"> • Development of M&E framework & technical support by WWF UK • Recruitment of M&E staff • Agreements with partners to share data, enabled use of partners' data • DFID reporting requirements helped build capacity over time • Monitoring frameworks and tools developed for PPA work • Reflection meetings within teams/offices and at PPA portfolio level 	<ul style="list-style-type: none"> • Difficulties in collecting data from the field • Analysis of data challenging due to capacity and time constraints • Attribution of policy work difficult, time-consuming; need simpler tool • More difficult to collect evidence around qualitative aspects, changes in human wellbeing, governance, changes in capacity • Question around what would constitute independent verification of data
Climate smart pro-poor (CSPP) conservation	<ul style="list-style-type: none"> • Trainings provided and IIED workshop • CSPP was identified as a 'learning priority' • Multi-disciplinary team • Good design (esp. PP, CS to a lesser degree) at start • Evidence of CC impacts in communities, so concept easier to explain • National climate change policy and framework 	<ul style="list-style-type: none"> • 'Pro-poor' term does not work in some contexts and can be confusing • Uncertainty re: how to deliver and measure (especially 'CS & PP together) • Limited data to evidence CS and PP principles with external stakeholders • Limited evidence that principles are relevant for policy work • CS less relevant to some work (e.g., fisheries, some policy work) • Limited capacity in WWF program/office and among partners
Learning & Reflection	<ul style="list-style-type: none"> • Learning to do learning stories and sharing these stories • Defining what is a lesson – a simplified framework (Colvin) • Flexibility of PPA funds to learn and adapt. • Regular internal reflection, and annual reflection with stakeholders. • Learning strategies, frameworks, and TPR learning section 	<ul style="list-style-type: none"> • Getting staff involved and engaged. Not enough time. Seen as a tick box. • Finding common areas of learning across different programs. • Differentiating what learning is – at impact, strategy, activity levels. • Partner (government, community) capacity to document lessons. • Time and effort to follow up after training sessions. Often not done.

	<p>helpful</p> <ul style="list-style-type: none"> • WWF-UK support – community of practice, reflection sessions, etc. 	<ul style="list-style-type: none"> • No systematic sharing w/ stakeholders/beneficiaries after team reflections
Accountability to Beneficiaries	<ul style="list-style-type: none"> • Technical assistance to improve practices • SWAUM and PIPAL – at heart of the program – participatory and collaborative. Processes of reporting back to beneficiaries. • Working with & through partners • PPA encouragement, frameworks, promotion of accountability and discernment of beneficiaries 	<ul style="list-style-type: none"> • Some partners reluctant to learn - feel they “are doing the right thing” • Feedback process driven from WWF and some lack of confidence to challenge WWF in formal settings; compromises honesty • Follow up on feedback -> take up of improvement plans can be improved • Defining “beneficiaries” can be challenging (e.g., policy work) • Priorities of WWF and intended beneficiaries sometimes conflict
Gender and Diversity	<ul style="list-style-type: none"> • Peer learning, and learning from experiences; G & D working group • Policies on gender from government that we then apply • New partnerships to advance work and pressure government • Just noting who is involved/making decisions helps catalyze awareness • Proper training on G&D for us and for government • Just having it as a learning priority has helped • Guidelines and policies -- WWF network policy, BMU & VICOBA guide 	<ul style="list-style-type: none"> • Advancing diversity (versus gender) a particular challenge • Lack of human resources dedicated to G&D. • Those not trained in gender don’t see value to conservation; mission drift • Lack of evidence that including G&D helps conservation • Not everyone clear on what gender really means (not just ensuring 50:50) • In some contexts, promoting gender sensitivity challenges cultural norms • Advancing gender is a long process to see results

Table 14. An interpretation of program evaluators’ findings with regard to extent of application of each of the learning priorities by the WWF-PPA programs. Note that these are not necessarily ratings of performance as not all priorities are equally relevant to each of the programs.

Evaluators’ Scores	Accountability Beneficiaries	Gender & Diversity	CS-PP	VfM	Learning & Reflection	Evidence for Results
Boni Dotori	ND	High	Moderate	Moderate	High	High
RUMAKI	High	Moderate	Limited	Moderate	Moderate	High
SWAUM	Moderate	Moderate	High	Limited	High	Moderate
CEA	Limited	Limited	Moderate	Limited	Moderate	Moderate
China-Africa	Limited	Limited	Moderate	Limited	Moderate	Moderate
PIPAL	High	Moderate	Moderate	Moderate	Moderate	High
Colombia*	ND	ND	ND	ND	ND	ND
Brazil CCEP	Limited	Little/none	High	Little/none	Moderate	Limited

*The evaluator of the program in Colombia did not specifically speak to the extent of uptake of the six learning priorities.

Along with changes in uptake and application of learning priorities was increased capacity for applying the priorities across the WWF-PPA programs (Figure 5).

All programs reported good or very good capacity across three or more learning priorities, and all programs reported at least a basic understanding of all six learning priorities.

Levels of reported capacity were generally consistent with the extent to which the programs feel they have applied each priority. For example, five out of eight programs report limited knowledge of or experience with applying the concept of gender and diversity, while all programs report strong capacity in improving evidence for results.

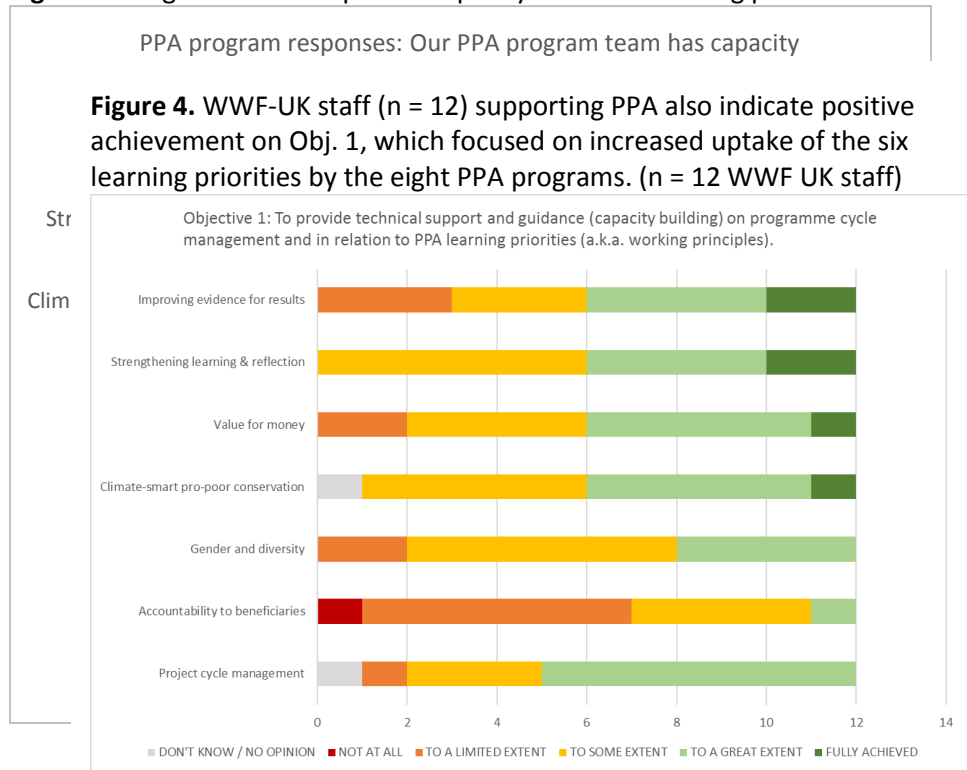
Country office leadership staff further supported the programs’ self-assessment of their capacity in learning priorities. Four out of six country leaders who responded to surveys either agreed or strongly agreed that staff in their PPA-funded programs have stronger capacity in relation to the learning priorities than staff who are not involved in the PPA. However, two leaders felt that capacity in the priorities was consistent across their staff. Program leaders also indicate that their offices are more consistently applying the learning priority principles than other conservation organizations.

While **PPA program teams generally attribute increases in capacity and application of the learning priorities to the PPA and support from WWF-UK**, some teams also note that increases in capacity in and application of some priorities could be attributed in part to requirements imposed by other government aid agencies (e.g., in the cases of gender and diversity—although noting that uptake has seen the least increase—and practices related to monitoring and evaluation). However, country office leaders and WWF-UK staff indicate that WWF-UK provides more technical assistance on advancing the learning priorities than other WWF National Offices or outside funders.

Three of four network respondents say that increases in uptake of the principles in the PPA programs can only be attributed to WWF-UK *in the case of value for money*. They do not share a common view regarding the other principles.

The effect of the learning priorities on WWF-PPA program results and organizational effectiveness. Application of the learning priorities is generally believed by the WWF-PPA programs to have resulted in stronger program results than would have been had in their absence (Figure 6). This is consistently

Figure 5. Program team’s reported capacity in the six learning priorities.

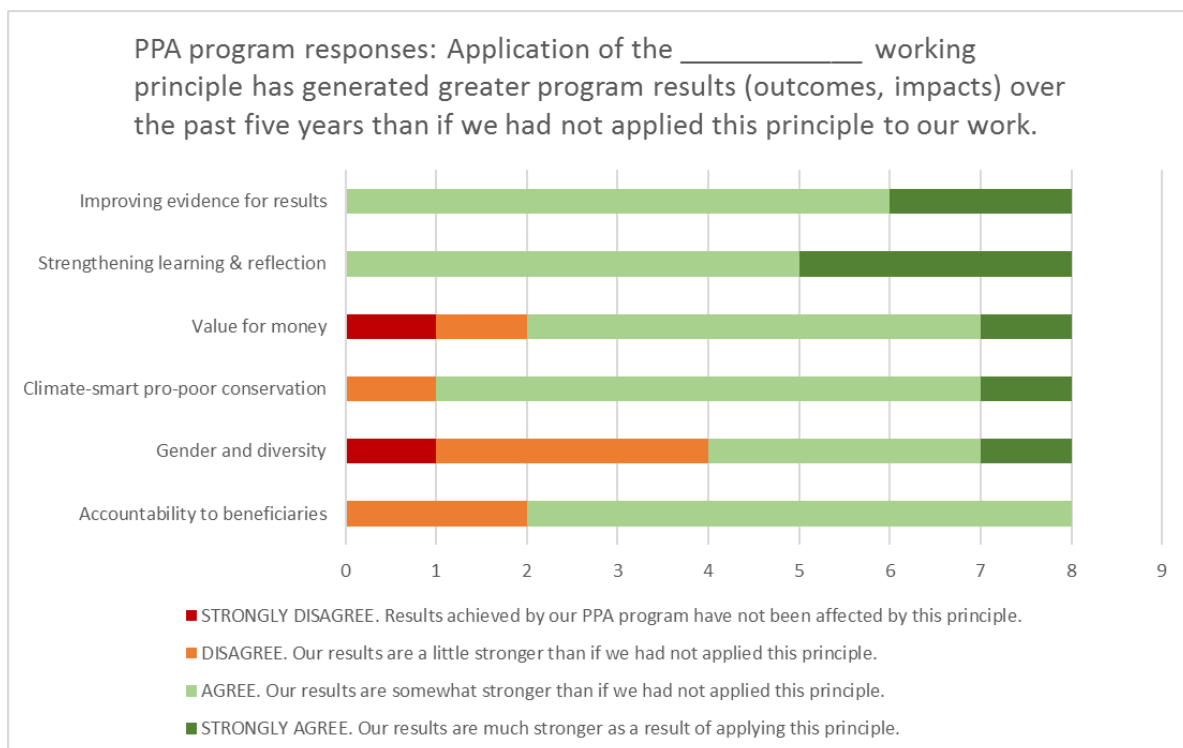


true for the learning priorities: improving evidence for results and strengthening learning and reflection. Seven out of eight PPA programs also feel that adoption of climate-smart/pro-poor approaches have helped to strengthen results. Consistent with their assessments of the extent to which their capacity and application did or didn't increase across the learning priorities, half of the programs felt that principles and practices around gender and diversity had not helped to strengthen results. Interestingly, most of the individual program evaluations do not provide much commentary on whether uptake of the learning priorities influenced results, so it generally isn't possible to validate the programs own self-reporting. However, the PIPAL (Nepal) and Boni Dodori (Kenya) evaluations do discuss the relationship between the learning priorities and successful attainment of planned results.

For example, in the case of PIPAL's application of the principle of Accountability to Beneficiaries, the program holds an annual convening of the community-based organizations it supports in order to facilitate sharing and assessment of activities regarding community forest management and social development. Per the evaluator, this approach helps to, "prioritize community needs and negotiate and determine win-win situations, improve quality and timely delivery of activities, and encourage future improvements based on past learnings." In the case of Boni-Dodori, the evaluator finds that the program's focus on gender led to a "modest but very significant contribution in empowering women by exposing them to leadership and decision making processes."

It is worth noting, that we two evaluators have been assessing conservation programs since 2001 and we were impressed to find that most PPA programs were assessed so positively with regard to delivery on planned outputs, outcomes and impacts. **Extent of achievement that we normally see is, very qualitatively speaking, about half or less of what was planned. However, more than half of the PPA programs appear to have achieved 75 percent or more of what they set out to accomplish.** This strikes us as impressive. We cautiously suggest that WWF's concerted effort to ensure that these programs were well designed with close attention paid to systematic adaptive management (including measures, learning, and reflection), and that staff were asked to think more broadly about factors affecting

Figure 6. Extent to which the learning priorities have affected results, as reported by the eight PPA programs.



ultimate conservation success appears to have resulted in more effective delivery of planned results.

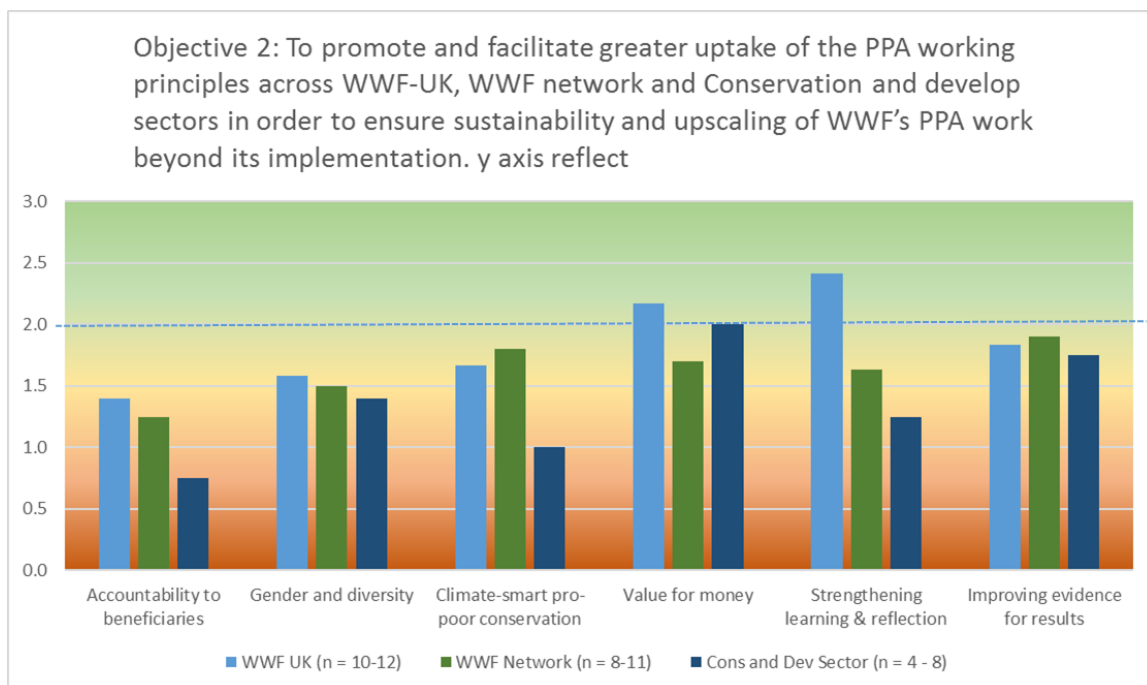
When asked to assess effectiveness of delivery of results of PPA programs versus non-PPA programs, a quarter of survey respondents (n = 6 country leaders, 5 WWF-UK key informants, 12 WWF-UK PPA, 3 WWF network) said PPA programs are better than average; nearly a third said average; and more than a third had no opinion. This would suggest that the PPA programs as a portfolio are not yet standing out to others at WWF-UK or in the network as being significantly more effective than programs that have not been targets of the PPA organizational effectiveness improvement efforts.

Those same informants gave somewhat more positive responses with regard to project-cycle management practice of PPA programs vs. non-PPA programs (n = 26), which was an additional organizational effectiveness aim of the PPA effort beyond the six learning priorities. Similarly, nearly half of respondents felt that strategic design of PPA programs is stronger among PPA programs vs. non-PPA programs (n = 25).

Uptake of the learning priorities beyond the WWF-PPA program portfolio. Information collected by this evaluation suggests that **uptake of the learning priorities outside the eight PPA programs has not been particularly strong.** Indeed, WWF-UK staff supporting the PPA indicate limited achievement against this objective (Figure 7). WWF-UK key informants (outside of those supporting the PPA) also indicate there have been low levels of application in relation to several learning priorities by WWF-UK and where there has been uptake, attribution to PPA tends to be weak.

This is unsurprising given that most effort to advance the learning priorities focused on the PPA programs themselves rather than extending the information beyond the PPA. It also seems that the early emphasis on learning and organizational effectiveness within the PPA was not fully embraced by senior leadership nor supported with the level of staffing initially requested. Beyond this, there seems to be a lack of agreement within WWF-UK regarding the emphasis it should place on the social dimensions of conservation (e.g., poverty alleviation, ensuring benefits of conservation programming to people, gender and diversity). Several interviewees suggest that this divide was stronger at the start of PPA-IV and so advancing such concepts has likely been an uphill battle on a number of fronts within WWF-UK.

Figure 7. Extent to which the learning priorities were successfully promoted across WWF-UK, the WWF Network, and the conservation and development sector, as reported by WWF-UK staff working in support of the PPA.



y-axis reflects a weighted average where 0 = Not at all achieved and 4 = fully achieved.

That this disagreement appears to have ebbed somewhat might be attributable to PPA efforts, but this could not be confirmed.

Beyond WWF-UK itself and as reported by a number of key informants, efforts under the PPA by the PPA Unit and/or extended team appear to have helped to advance the concepts of value for money and gender and diversity in the broader WWF network (however the earlier survey data suggest that further progress is needed). In both cases, UK staff have helped to elaborate guidelines and incorporate these priorities into the WWF PPMS. They also have participated in WWF Network working groups on these

Box 2. Examples provided by WWF staff involved in the PPA of sharing learning with others within and outside of WWF.

- RUMAKI: The fisheries commitment in Tanzania is an example of communicating approaches that are now taken up by other institutions. We started piloting our approach and then developed the BMU guidelines. The Fisheries Act is now being reviewed to take into consideration a very important aspect of that fisheries management.
- SWAUM: The social learning approach is new for us. As part of that we have created a basecamp platform where partners are engaging together – different stakeholders. We have been sharing a lot of information, documents and files and we see that what we share is helping. Stakeholders have adopted the same approach. The Ministry of Water is very interested.
- Boni-Dodori: We have done surveys and shared information with communities who were anti-conservation and they have gone full circle and are now pro-conservation.
- PPA Unit: A framework proposed by WWF related to climate change resilience was adopted by one of stakeholders for SWAUM.
- Colombia: Developing stories – e.g., what we understand about climate change – and then travelling around, sharing that story. We don't know if this has been taken up and is helping others however.

subjects.

The WWF PPA influence in the wider conservation and development community on the learning priorities appears to be quite limited. Where the learning priorities have gained traction, it is generally difficult— if not impossible—to attribute those changes to WWF's efforts, particularly given that a number of the priorities are also advanced by other funders and implementing organizations.

In some cases, program evaluators note uptake beyond WWF (e.g., in case of PIPAL advancing gender & diversity to CBOs). The majority of the PPA programs as well as the leaders of their offices report that learning from the PPA has been documented and shared with other actors within and outside of WWF. There is also a widely held sense that those actors have taken up the learning provided and several PPA programs are able to give concrete examples of this happening (Box 2).

Learning about how to advance learning. Much has been learned over the course of PPA-IV about what it takes to advance learning for the purpose of improving organizational effectiveness, which is certain to have important and ongoing significance. For example, WWF's efforts to strengthen the inclusion of social dimensions of conservation are key, especially given the growing recognition that biodiversity conservation and the advancement of human well-being—or at least addressing broader drivers of biodiversity loss resulting from pervasive human activities—cannot be disarticulated; they are two sides of the same coin.

Consolidating learning from the PPA-IV experience around what it takes to strengthen organizational effectiveness is particularly timely given the significant restructuring underway in the WWF Network, which aims to ensure that critical capacity and resources are located in the places WWF is trying to

conserve rather than residing heavily in the global north. Beyond simply moving staff around, this shift will require targeted efforts to strengthen capacity in priority implementing offices and improve organizational effectiveness. Helping to effect these changes may become an even greater role of WWF's National Offices, which would need to bring a thoughtful, professional, structured, and systematic approach to capacity building. The experience of WWF's PPA and learning derived therefrom should inform not only WWF-UK's efforts going forward but those of the broader Network.

Based upon the individual PPA program evaluations as well as the broader portfolio analysis, key lessons regarding advancing learning and organizational effectiveness resulting from the PPA-IV experience appear to be:

- **Learning efforts require strategic plans.** Just as conservation efforts require strategic planning that includes theories of change and measures, learning efforts also require planning. While efforts under the PPA did increase capacity in and application of the six learning priorities, it remains difficult to measure these changes, nor link them clearly to improvements in organizational effectiveness and, most importantly, the delivery of planned results. It is also impossible to assess whether the observed and reported changes in thinking and practice measure up to what was hoped for at the start of PPA-IV, as learning objectives were never clearly defined.
- Beyond a targeted strategy, **building capacity and effecting shifts in thinking and practice takes time and dedicated resources.** Although most programs report increased understanding of, capacity in, and application of some of the six learning priorities, most also indicate that additional effort and resources are needed to sustain the new thinking and practices.
- **Senior leadership support matters.** When leadership is supportive, creates space, and provides resources to advance learning and improvement, the process can occur more successfully. Where leadership withholds support, learning and organizational effectiveness are impeded.
- **Learning priorities should be tailored to each program,** based upon their aims, strategic approach, existing capacity, and expressed needs and interests. The PPA portfolio has shown that not all priorities have equal relevance to all programs
- **Advancing learning and organizational effectiveness within policy/ markets/ drivers programs requires different approaches to that delivered in place-based programs.** Dedicated thought and investigation is needed to determine how to a) measure success of policy/ markets/ drivers programs, b) measure the success of learning efforts within these programs, and c) how to make more socially-oriented learning relevant to those programs.
- **Advancing organizational effectiveness benefits from, and even requires, dedicated staffing and continuous accompaniment.** Staff assigned to support learning should have skill sets in capacity- building and a depth of knowledge in priority technical areas. A number of interviewees indicated that advances on learning priorities are unlikely to have been realized in the absence of the PPA Unit and other UK staff with time dedicated to the PPA, in particular. Dedicated staff can also provide continuous accompaniment, which helps by providing technical assistance, steady reminders of what needs to be done, and sharing a bit of the load. Otherwise, staff tends to stick with known and established ways of working.
- **Tools, guidelines, methods, and training help.** They not only explain new policies and practices as well as the methods and means for applying them, but it's likely those developing them have carefully considered the application of the theories. The process of developing and implementing training materials is an opportunity to test important assumptions about how best to integrate complex or alien concepts.

- **Hearing about the same learning priorities from multiple donors helps.** While many PPA programs noted that they had not progressed significantly yet on gender, for example, some indicate that the progress they have made is in part attributable to the fact that they hear of the importance of gender from an array of funders, which helped to emphasize its importance.
- **Becoming a learning organization first requires defining clearly what learning looks like in practice.** The PPA programs, including the WWF-UK staff involved in the PPA, have significantly advanced their thinking regarding this question in the course of PPA-IV and can now very usefully articulate what it means to be a learning organization (Box 3).

Box 3. Characteristics of a learning organization, as defined by WWF staff involved in the PPA across the eight programs and in the UK.

- Regular opportunities to share and learn from each other, being able to reflect. Regular opportunities to share information, document the process with flexibility and adaptability.
- Experiences lead to a change in the way the work is done and the structure of the organization.
- Accept, receive and use feedback.
- Willingness to talk about things when they go wrong. Not having a fear of being criticized. There is more clearly an acceptance that failure is okay within an organization (i.e. it is part of being a learning organization).
- Systematically capture information and data, and use it to inform future design and implementation. Documents learning.
- Knows why it is learning. It keeps an eye on the result it wants to achieve. The learning is directed to a result.
- Reframes to achieve best practices; e.g., reframing a problem to get a better perspective.
- Have people who champion learning and people to facilitate this.
- Learns from successes and applies the learning to replicate and multiple.
- Supported by the leadership: they need to allow learning and embrace it.
- Encourages team work and working with others.
- Prepared to take risks; sometimes we are conservative about taking risks and making changes.
- Creates the time for learning. Often there are competing priorities and learning gets squeezed out.
- Shares information identified as valuable.
- Not only about teaching but about learning. Often we focus on passing on the best available information, but it should be more about co-learning and co-teaching with partners.
- Ensures diversity; working as we do in complex situations, we need a mixture of skills and training.

Conclusions

The overall effectiveness of attainment of planned outcomes has been good to very good, per the individual program evaluations as well as the programs' self-reporting. Attribution of results to WWF also was considered by program evaluators to be good to very good, suggesting that WWF played an important or even critical role in outcome delivery and that outcomes realized likely would not have been achieved without WWF's efforts. While it is difficult to summarize the elements that have been most critical to WWF's success across the eight very diverse programs, program evaluators consistently found that key aspects of WWF's success have included the trust it has engendered among government agencies, its partnership approaches, and its efforts to strengthen the capacity and leadership of local civil society, community-based organizations and government agencies. In other words, almost across the board, WWF's PPA programs are finding success by working very effectively with and supporting a

wide array of stakeholders and partners, an approach that appears to respond well to the complex challenges WWF seeks to address.

Of course the corollary is that the success of the WWF PPA programs is heavily dependent upon the actions and decisions of others. Ultimately, WWF doesn't directly manage the resources or biodiversity it aims to secure and so others must determine their fate. Several programs also experienced such challenges as earthquake and civil unrest, staff turnover, major changes in strategy dictated from elsewhere in the WWF Network, and weaknesses in monitoring and evaluation practice and/or evidence for results. While WWF's performance under the PPA was fairly strong, many of these may be priorities for improvement in the future.

Our analysis of effectiveness also considered whether the six learning priorities had seen increases in capacity and application across the PPA programs. We found that every program increased its uptake of two or more of these and that the programs generally feel that applying the learning priorities did in fact help to strengthen their results – the ultimate test of whether investing in improvements in organizational effectiveness is worthwhile. While no data were collected to assess the relationship between the learning priorities and program results and most of the program evaluations didn't speak to that relationship, given that these programs appear to be higher performing than the average conservation program (based upon our significant past experience evaluating numerous conservation programs), it seems likely that the investments in organizational effectiveness did help with attainment of planned results.

Recommendations

For a portfolio as diverse as that of the PPA-IV, it is difficult to identify universal recommendations for improved effectiveness. Indeed, the recommendations of the individual PPA program evaluations tended to be very specific to the nature and approach of each program. However, given the fact that the overall attainment of planned outcomes by PPA programs has been good to very good, and the effectiveness of WWF-UK staff in supporting the portfolio and advancing learning has also been very good, **the first recommendation for ensuring effective delivery of planned outcomes in the future is to keep up the good work.** As noted earlier, much of WWF's success can be attributed to its trusted collaboration with government agencies, a multi-stakeholder partnership model, emphasis on strengthening the capacity of partnering organizations, and participatory planning that cultivates broad buy-in, ownership, and leadership. It is clear that WWF's programs should continue to leverage these strengths, particularly given the consistent finding that WWF's success depends heavily on the input and actions of others.

The evaluators also found that along with the individual program evaluators, we were fairly well able to assess effectiveness of the delivery of planned outcomes. While this may sound obvious, it is actually often not the case that conservation programs have defined 'SMART' objectives with mechanisms for regularly measuring and reporting against them using credible data. We would therefore recommend that **WWF continue to ensure that all programs are guided by robust monitoring and evaluation systems** and that resulting data are used throughout the processes of learning, reflection, and independent assessment to guide WWF's work.

WWF should place particular emphasis on strengthening monitoring and evaluation for policy/markets/drivers programs, where definition and tracking of meaningful indicators remains a challenge. A number of program evaluators also recommended that **WWF more clearly define its definition of ultimate success, niche, role, and theory of change to better define how it will engage in policy, advocacy, and engagement of the private sector and what success ultimately looks like.**

As WWF’s focus on the social dimensions of conservation grows so does the potential for mission drift, for internal confusion regarding core business objectives, for engaging in work outside of its areas of expertise, and failing to ensure bottom-line biodiversity conservation results. **WWF must continually revisit and ensure clarity around its engagement in what would traditionally be characterized as development work. Also, it must ensure that it partners appropriately, bringing in organizations and agencies with appropriate expertise and ability to work at scale on advancing human well-being.**

While change is inevitable, particularly in the dynamic contexts in which conservation efforts are designed and applied, it is clear that WWF’s effectiveness is hindered by the major changes in organizational strategy and structure that seem to occur every three to five years. While these changes are surely made to improve effectiveness, it is virtually impossible to accurately measure gains achieved as a result of these changes (although we aren’t suggesting that there haven’t been any, they are just difficult to perceive). Also, the authors of this report along with the other program evaluators noted the costs associated with staff turnover, disruptions in or redirections of programmatic efforts, the ending of programs well ahead of originally planned timelines, and confusion on the part of key stakeholders regarding WWF’s priorities and strategic approach. **We therefore recommend that WWF evaluate the potential costs of major strategic or staffing changes as well as possible benefits before pursuing them. It also appears that increased investment is needed to promote greater staff retention.**

With regard to strengthening effectiveness of efforts to advance learning and organizational effectiveness, in the interest of brevity, **we first recommend applying the key learnings regarding advancing learning laid out earlier in this section.** Furthermore, **if WWF seeks to advance learning priorities beyond the PPA programs, the organization must first design and implement a targeted outreach strategy.**

IMPACT

Impact Criterion Definition: Positive and negative effects produced by an initiative, directly or indirectly, intended or unintended on targeted biodiversity and intended beneficiaries/stakeholders. For WWF’s PPA, this criterion also considered changes in policy and practice as a proxy for potential impact.

Summary of Key Findings:

- Against its target of 783,151 poor women and poor men directly benefiting from improved ecosystems and ecosystem services, together, the program evaluations tally a total of 748,384 people benefiting and in its own logframe tracking tool, WWF reports 843,784 people benefitting.
- Regarding its target improving the management of and/or reducing threats to 48,259 km², the program evaluators report a cumulative impact on 18,135 km², while WWF’s logframe tracking indicates improved status of 51,084 km².
- Against the PPA target of advancing the adoption and/or strengthening of at least 137 policies, together the program evaluations indicate that the PPA programs have advanced 403 policies, as compared to the 136 reported in the 2016 logframe data.

Introduction

Through its work under the PPA, WWF sought, ultimately, to “Contribute to improving the wellbeing of women and men living in poverty through a climate-smart pro-poor approach to conservation.” To support measurement of this impact, WWF defined three indicators and set associated targets:

- **Indicator 1:** Number of poor women and poor men directly benefiting from initiatives that have improved ecosystems and ecosystem services (target: 393,198 women, 389,953 men)

- *Indicator 2:* Number of km² under improved management regimes and/or with reduced threats contributing to a reduction in the loss of biodiversity (target: 48,259 km²)
- *Indicator 3:* Number of policies and practices adopted and or strengthened to incorporate concepts of, and/or instruments for delivering, environmental sustainability, poverty reduction, and/or climate smart as a result of WWF’s engagement (target: 42 adopted, 95 strengthened)

This section discusses the extent to which WWF’s targeted impacts have been attained, whether perceived changes in biodiversity health, human well-being, and strength and adoption of policies can be attributed to WWF, and how WWF might increase its impact going forward.

Findings

In general, evaluators found that the eight WWF PPA programs had made good to very good progress on attainment of planned impacts, with most targets achieved or largely achieved (Table 14). Where changes in the status of biodiversity, human well-being, or policies were noted, evaluators also generally found that these changes could be attributed to the actions of the WWF PPA programs (Table X).

Against its target of 783,149 poor women and poor men directly benefiting from improved ecosystems and ecosystem services, together, the program evaluations tally a total of 748,384 people benefiting and in its own logframe tracking tool, WWF reports 843,794 people benefitting (**Table 15**). These variations in accounting are considered reasonable, given that the evaluations were conducted in Q1 of 2016 while the final logframe tracking concluded in Q2 of 2016. Demonstrating positive impacts on targeted beneficiaries is also very difficult. It is important to note, however, that several of the program

evaluators recommend that WWF’s PPA programs strengthen measurement and evidence of impacts on human well-being, and a number felt that they were not able to independently verify WWF’s self-reported data. Also important to note is that responsibility for attainment of this impact target is born largely by the PIPAL program, intended to benefit more than 700,000 people, while the markets and/or policy programs of CEA, China-Africa, and Brazil did not define targets for this indicator.

Table 15. Data on Impact Indicator 1: Number of poor women and poor men directly benefiting from initiatives that have improved ecosystems and ecosystem services (target: 393,198 women, 389,953 men).

Program	People Benefitting			
	2011 Baseline*	PPA 2016 Target*	2016 Program Evaluation	2016 Achieved*
Boni-Dodori	-	1,000	ND	1,518
Brazil	ND	ND	ND	ND
CEA	ND	ND	ND	ND
China-Africa	ND	ND	ND	ND
Colombia	-	28,513	5,780	28,675
PIPAL	407,937	708,207	711,408	743,017
RUMAKI	15,000	40,000	31,196	66,359
SWAUM	-	5,429	ND	4,225
Total		783,149	748,384	843,794

* Per WWF PPA logframe tracking tool.

Table 14. Summary scores for impact assigned by evaluators of the eight WWF-PPA programs.

Evaluators' Summary Scores	Attainment of Vision and Goals	Attribution to WWF-PPA?	Program Evaluators' Notes on Rating
Boni Dodori	Good	Good	While none of the indicators of impact were conclusively achieved, significant progress has been made, laying a strong foundation upon which the program can build to achieve the desired improvements in biodiversity quality. Key changes to date are largely attributable to the WWF Project, which remains the main agency with a long term project on ecosystem conservation and sustainable livelihoods. Beneficiaries and stakeholders also attribute observed changes to WWF.
RUMAKI	Good	Very Good	The program exceeded its target for people directly benefiting through initiatives to sustainably manage and sustain fisheries, including improved housing, access to education, and more meals a day. Also an increase in area mapped, but lack of clear targets make it not possible to say if intended impact on ecosystem health has been achieved. There are several hundred examples of influencing policy that goes on to be adopted or actual practices, far exceeding the target of 4.
SWAUM	Good	Very Good	The stated goal of SWAUM was realized to varying degrees of effectiveness. By turning the principles enshrined in Tanzanian water policy and legislation into action, SWAUM is making a significant contribution to a long-term positive effect on people and nature. Desired changes in the status of ecosystems and ecological processes are being realized.
CEA	Fair/Good	Very Good	Information and data start to indicate impact; however, the score for this is still relatively low due to the fact that the program was designed with a 15-year horizon. The first phase of 5 years has provided a solid foundation to deliver more impacts in years to come. One could reasonably expect limited impact to date. While impossible to provide hard evidence, based on interviews with both WWF staff and partners, it is very plausible to attribute achievements to the CEAI.
China-Africa	No score	No score	Impacts on biodiversity and human wellbeing of this policy and markets program were expected on a 10-15-year time horizon, and only 5 years have passed. The program made significant progress in increasing the commitment and actions of key Chinese and African actors across the targeted sectors. Performance against policy targets also was very good. Attributing perceived changes in biodiversity status and human well-being to policy advocacy will continue to be challenging.
PIPAL	Very Good	Good	The program is likely to meet its target for poor women and men directly benefitting (e.g., via sustainably manage forests, revenue generation from carbon credits, etc.). PIPAL nearly attained its target for area under improved management and proxy biodiversity indicators are all encouraging (increase in snow leopards, rhinos, tigers) but there is a gap in terms of assessment of reduction in forest degradation. Government officials see WWF as a trusted partner that can contribute to policy making and influence key decisions.
Colombia	Very Good	Good	Exceeded the targets set. A major positive effect is positioning the Amazon Piedmont as important in terms of biodiversity in Colombia. There is still a way to go re: working with communities with high economic and social vulnerability. WWF Colombia could benefit significantly from an M&E Strategy that would allow the organisation to measure changes in capacity-building, living conditions and empowerment of beneficiaries and communities, even biodiversity improvements."
Brazil CCEP	Poor	"Data insufficient"	The initial four goals have progressed; WWF has played a consistent role in contributing to international climate negotiations and to the development of national and sectorial policies for mitigation and adaptation. Measuring the impact of these policies and agreements on conservation targets can only be done however, if they are to be implemented. Although WWF is recognized for its engagement with civil society and critical partnerships with the government, it was not possible to attribute government position changes to WWF directly.

From a qualitative standpoint, evaluators describe a range of benefits to people from the WWF-PPA programs. For example, the evaluator of the Boni-Dodori program in Kenya noted that improvements in agricultural practices, modern beekeeping methods and VICOBAs coupled with human-wildlife conflict (HWC) interventions had led to positive impacts on agricultural yields, household food security, increases in income, and increased income independence of women. In the RUMAKI program, VICOBAs and BMUs brought about increases in household income and capacity to manage fisheries sustainably. The PIPAL program has advanced the installation of biogas units that have generated carbon credits sold for €2M, which in turn has supported creation of a local revolving fund that can sustainably finance further expansion of biogas uptake. The PIPAL evaluator also notes, “...livelihood improvements from initiatives at site-specific level such as establishment and strengthening of conservation co-operatives, cultivation of marketable non-timber forest products, homestay ventures (ecotourism), livestock insurance schemes, HWC mitigation measures, and skills training in a number of areas.”

Regarding its target improving the management of and/or reducing threats to 48,259 km², the program evaluators report a cumulative impact on 18,135 km², while WWF’s logframe tracking indicates improved status of 51,084 km² (Table 16). Differences between WWF’s accounting and that of the program evaluators is attributed to two things: 1) the evaluators of the Colombia and RUMAKI programs appear to have followed a different method to calculate area impacted than was used by the programs themselves, and 2) the SWAUM and Boni-Dodori evaluators did not provide figures against this indicator, with the first simply reporting WWF’s own figures for the previous year and the latter providing only a qualitative assessment, given the inability to visit the site and independently verify the program’s own reported figures. We also note that responsibility for delivery against this target was borne significantly by the PIPAL program, followed by Colombia and RUMAKI, and smaller contributions by SWAUM and Boni-Dodori. As

with the targets related to improving human well-being, the Brazil, CEA, and China-Africa programs were not expected to have direct and measurable impacts.

Several evaluators did note that although the WWF-PPA programs are able to show that management practices and policies have changed, the quality of evidence varies considerably with regard to demonstrating that changes in management have led to

improved status of ecosystem health, ecosystem services, and biodiversity in general. For example, while PIPAL has tracked the status of targeted species (e.g., tigers, rhinos), it does not have data at the necessary scale on changes in forest degradation rates. Similarly, RUMAKI has data on some threats (e.g., blast fishing) and can show that management regimes for targeted areas have changed, but according to the evaluator, it is unable to demonstrate WWF’s ultimate impact on targeted ecosystems. In Colombia, monitoring efforts do show that forest cover has increased in focal watersheds and reduced hunting pressure on species such as bear, tapir and jaguar.

Table 16. Data on Impact Indicator 2: Number of km² under improved management regimes and/or with reduced threats contributing to a reduction in the loss of biodiversity (target: 48,259 km²).

Program	Area Under Improved Management (km ²)			
	2011 Baseline*	PPA 2016 Target*	2016 Program Evaluation	2016 Achieved*
Boni-Dodori	1,110	1,837	ND	1,221
Brazil	ND	ND	ND	ND
CEA	ND	ND	ND	ND
China-Africa	ND	ND	ND	ND
Colombia	1,049	25,323	2,470	31,605
PIPAL	12,576	12,712	12,737	12,731
RUMAKI	2,498	3,398	2,928	3,641
SWAUM	1,330	1,886	ND	1,886
Total	18,135	45,156	18,135	51,084

* Per WWF PPA logframe tracking tool.

With regard to the target of advancing the adoption and/or strengthening of at least 137 policies, together the program evaluations indicate that WWF-PPA programs have advanced 403 policies, as compared to the 131 reported in the 2016 logframe data (Table 17). Differences in accounting were numerous, suggesting that assessment of attainment against this target is highly subjective. Furthermore, we and several of the program evaluators note that this indicator is not one of impact but of effectiveness, with impacts of policies only determinable once they are implemented and on-the-ground results assessed. That said, the evaluators of the three primarily policy and advocacy-oriented programs highlight that assessing impact of policy programs will always be difficult, given the long chain of results between action and changes in biodiversity and human well-being status, the involvement of countless actors, and the often long time horizons between policy change and demonstrable changes in context and target status. This sense is reinforced by research commissioned by the China-Africa program which found that assessment of impact of advocacy work remains a significant challenge. The evaluators of the China-Africa, CEA, and Brazil climate programs also emphasized that although they had had little or no demonstrable impact to date—in the strictest sense of concept—all had made good to substantial progress and in particular had developed trusted and influential roles with critical stakeholders in the public and private sectors.

Conclusions and Recommendations

Identifying recommendations to strengthen impact that would be relevant across the portfolio is challenged by the fact that the eight programs are quite unique in their aims, approach, and results. Consequently, most of the recommendations made by the program evaluators were quite specific to the project design and context.

That said, a few themes emerged that were mentioned in more than one evaluation, including:

- Strengthen monitoring and evaluation regarding impact**, including robust indicators of the health and well-being of human beneficiaries and biodiversity targets, effective measurement systems at relevant scales, and ensuring resulting data are used for adaptive management. This recommendation was repeated in numerous evaluations. For example, the RUMAKI evaluation advises collection of more evidence of environmental impact (e.g., data on fish catch, health of corals, change in mangrove coverage). Similarly, the PIPAL evaluation emphasized the need to ensure collection of data that would permit assessment of attainment of environmental, social, and economic objectives at the landscape level and prioritizing measures and budgeting for M&E accordingly. The Colombia evaluator suggests strengthening the program’s impact indicators (e.g., for beneficiaries, by including multi-dimensions of poverty and for biodiversity, using composite indices of quality hectares, % forest cover increase). Beyond explicitly defining and monitoring impact indicators, the Brazil evaluation recommends tracking indicators of impact of targeted initiatives (e.g., solar, hydropower).

Table 17. Data on Impact Indicator 3: Number of policies and practices adopted and or strengthened to incorporate concepts of, and/or instruments for delivering, environmental sustainability, poverty reduction, and/or climate smart as a result of WWF’s engagement (target: 42 adopted, 95 strengthened).

Program	Policies Strengthened (S) and Adopted (A)			
	2011 Baseline*	PPA 2016 Target*	2016 Program Evaluation	2016 Achieved*
Boni-Dodori	ND	1 S, 1 A	ND	ND
Brazil	4 S, 0 A	0 S, 3 A	1 'achieved'	12 S, 3 A
CEA	0 S, 0 A	8 S, 1 A	50 S, 0 A	11 S, 1 A
China-Africa	0 S, 0 A	7 S, 0 A	7 S, 0 A	5 S, 0 A
Colombia	0 S, 3 A	14 S, 8 A	7 S, 5 A	50 S, 17 A
PIPAL	2 S, 0 A	2 S, 4 A	8 A or S	4 S, 4 A
RUMAKI	ND	4 S, 0 A	325 "A or S"	ND
SWAUM	0 S, 0 A	8 S, 15 A	ND	7 S, 17 A
Total		137	403	131

* Per WWF PPA logframe tracking tool.

- **Clearly define and then work in line with WWF's niche.** The PPA programs, by design, go beyond WWF's traditional focus on biodiversity to incorporate advancement of human well-being and strengthening and adoption of key policies. This, however, leads to very ambitious programs of work and in some cases, evaluators felt that WWF needed to more clearly define its specific niche, work in line with that niche, and partner as needed to ensure adequate capacity and expertise was brought to bear to attain intended impacts. For example, the Brazil evaluator felt that the program needed to more clearly define its role in the national climate policy agenda and the Boni Dodori evaluator advised developing a partnership with an organization focused on improving livelihoods of local communities.
- **Continue efforts as needed to actually attain and sustain intended environmental and social impacts.** While a number of the programs fully or largely realized their intended impacts, several others laid strong foundations for—but have not yet realized—intended impacts. In both cases, however, evaluators consistently encouraged continuing the programs—often under their current or a slightly modified approach—in order to arrive at or amplify actual impacts on human well-being and targeted biodiversity. This was the case for the CEA, China-Africa, SWAUM, and Boni-Dodori. Yet others pointed out that although desired impacts had been realized, continued effort would be needed to ensure their sustainability.
- **Scale up interventions that have proven successful.** Where programs have had success and demonstrated impact, evaluators simply recommend increasing impact via replication and scale-up. This was the case for RUMAKI, where working in additional coastal areas was encouraged, and for PIPAL, which has had very notable human well-being and environmental impacts at scale. The SWAUM evaluator also encourages continuation of “the SWAUM approach” to build effective catchment governance via social learning, but expanding to a “whole catchment narrative.”
- **Ensure efforts and practices are mainstreamed at multiple levels.** Various evaluations indicate that impact could be increased and more likely sustained by ramping up efforts to ensure local buy-in, capacity, and leadership. For example, the Boni-Dodori evaluator encourages strengthening partnerships with local organizations while at the other end of the spectrum, the PIPAL evaluator emphasizes the need to stay relevant in Nepal's dynamic political context, which may require increased human capacity focused on policy development.

EFFICIENCY

Efficiency Criterion Defined. Measures how economically resources/inputs (funds, expertise, time) are converted into results, and looks at whether an initiative can demonstrate a well-founded understanding of costs, the factors that drive them, the linkages to performance, and an ability to achieve efficiency gains.

Summary of Key Findings:

- PPA funds were sufficient and appropriately distributed to support programmatic and portfolio aims; all but one PPA program had sufficient funding (DFID and other sources) to achieve planned PPA outcomes and impacts for the period 2011-2016.
- The PPA programs operated fairly efficiently with sufficient human and financial resources, however improvements in financial and work plan management systems is warranted.
- WWF-UK staff and the PPA programs worked together efficiently and smoothly to support the aims of the PPA.
- WWF-UK human resources were sufficiently organized and operated effectively do deliver the PPA results, however role changes and staffing cuts in the UK created confusion on roles and responsibilities and limited capacity building for climate smart as well as gender and diversity learning priorities.

- The portfolio approach was viewed as providing substantial added value to achieving conservation, livelihood, and organizational effectiveness results.
- DFID reporting requirements were substantial as compared to other GAA donors.

Introduction

This section provides an assessment of the use of human resources, distribution of funding, leveraging of existing funds and evidence of decision-making around spending to achieve portfolio outputs. We also examine the added value of the portfolio approach and provide a summary overview of efficiency for the eight PPA programs.

Findings

Evidence indicates that **funds were sufficient and appropriately distributed to support programmatic and portfolio aims under the PPA**. PPA program financial data indicates that the total expenditure for all eight programs was £10,132,244 for the period FY12-15. Roughly 84% of those funds were distributed and spent by the programs, and 16% was spent by WWF within the UK. This distribution of funds was viewed as sufficient and appropriate based on interviews and survey results. The costs associated with managing the PPA represents the second largest amount of expenditure, however this does not appear to be intentional design. Based on interviews, there were no explicit decisions regarding the distribution and balance of resources in the UK versus the field, or if there were, this was information was not made available.

All but one PPA program agreed—or largely agreed—that they had sufficient funding (from DFID and other sources) to achieve planned PPA outcomes and impacts for the period 2011-2016. However, **several programs indicated that PPA funding alone would have been insufficient**, and that PPA funds were only a portion of program budgets for all programs. PPA program survey results reveal that all programs agreed or strongly agreed that **WWF-UK provided the assistance needed to leverage additional funding to support the PPA and provided several examples of where the organization’s flexibility, consistency, and or coverage of core costs allowed programs to raise funds from other sources and deliver program results**. Several of the program evaluations further highlighted that the PPA funds were used by the programs to strategically fill in and provide seed funding for pilot activities or innovate new areas of work that would have been difficult to finance otherwise. Also, interviewees made several references to the leveraging of in-kind services (e.g. RMs, D&I, Operations, and other UK staff) to support the delivery of PPA objectives.

When asked “what has been most valuable or effective about how WWF-UK staff have advanced the conservation and organizational effectiveness aims of the PPA portfolio effort,” Network and UK Key Informants cited that the program has resulted in the following:

- Facilitation of holistic thinking around a socio-political context to achieve conservation results. “The PPA Team gets it and drives it” with mandate and resources.
- Collaboration with other NGOs to achieve joint effectiveness and efficiency, such as harmonization in fundraising and reporting.
- Building and elevating network and on-the-ground capacity for key issues through technical expertise and consultancies (e.g. value for money, gender and diversity, monitoring and evaluation, and livelihood integration into conservation).
- Driving program staff to learn and improve performance, which was cited as the top advancement in programmatic effectiveness resulting from the PPA work.

Conversely, this same informant group consistently noted that **a key obstacle encountered by WWF-UK staff were strong divergences in opinion and understanding around key ways in which learning**

priorities effectively support or lead to the achievement of conservation results. Bridging this gap in understanding in order to drive broader uptake within WWF and garner program and regional leadership support for the PPA funded programs required additional capacity-building on the part of the PPA extended team.

The schism within the UK around the social dimensions of conservation also helps to explain the limited uptake of the climate smart / pro poor and gender and diversity learning priorities within the Network and broader conservation and development community. Learning priority uptake was further impeded by the following: 1) a lack of a transparent and clear theory of change, strategy and work plan for the PPA's learning priorities, 2) a lack of a clear baseline around learning priority objectives, 3) failure to track progress on learning priority objectives and 4) limited understanding of the link between learning priority capacity and changes in conservation results; which means that evidence to support bridging the conservation – development gap remains implicit and largely subjective.

Additional efficiency challenges affecting program effectiveness identified through interviews include:

- Design of the PPA portfolio so that intended results are achievable, based on realistic capacity constraints at the field-level.
- Striking the balance between ambition and delivery capabilities (e.g. lots of workshops with questionable uptake within Network); and
- Addressing specific learning priorities for large and complex scale projects (e.g. gender and diversity, evidence for results and accountability to beneficiaries all seemed less relevant for the programs focused on policy changes).

Survey and interview results indicate that **WWF-UK human resources were appropriately organized, adequate and effective in delivering PPA results.** In general, the PPA programs reported that communications between the WWF-UK contacts was effective, and staff knew who within the UK was available to provide assistance and support. All but one PPA program indicated that UK staff had solicited input for how to strengthen the support they provided and had subsequently adjusted their tools and support based on that input. Examples of effective communication noted by the programs include periodic Skype calls; sharing and exchange of draft program reports, plans and evaluations; availability of regional managers; regular meetings with remote staff and colleagues from planning to reporting created cohesion and cultivated broader involvement in the learning priorities. Programs also highlighted PPA and UK staffing support for DFID reporting, particularly as the requirements changed annually and required disparate strands of information.

Survey and interview results indicated that the UK staffing structure allowed for UK and program staff members to draw on PPA technical expertise generally and more specifically with regard to external initiatives, such as the DFID learning groups. Respondents also mentioned that the **PPA in coordination with D&I Unit promoted learning as a normal and integral part of program management.**

Advancement of the learning priorities was highly dependent upon direction from individual UK technical experts around specific themes. The existence of the D&I Unit and its collaboration and involvement with the PPA undoubtedly helped to advance the PPA learning priorities within the eight programs, as well as within the Network standards and other UK programs. For example, the strong D&I emphasis on learning and reflection and specific guidance and support to generate evidence for results. Similarly, advances on value for money appears to be due to technical expertise within the PPA and links to UK Operations. Conversely, the limited progress on gender and diversity is likely because the technical lead for gender shifted roles to lead the PPA Unit, and UK leadership places a ban on new hires midway through the PPA, limiting options to fill key staffing positions. Similarly, the capacity for climate

smart conservation diminished due to staffing cuts. Also of note, a PPA communications plan was developed, but not implemented—again attributed to staffing cuts. **Thus role changes, hiring restrictions, and staffing cuts limited WWF-UKs ability to fully realize PPA program delivery**, in addition to working to promote learning for a broad range of topics under these staffing constraints.

Some PPA programs indicated that they received competing requirements and requests from different UK staff / units, and due to the multiple staffing and role changes in the UK, there was occasional confusion around roles and responsibilities within the PPA team. Further, due to carbon restrictions, PPA Unit staff were unable to travel to the programs to better understand their operational contexts to provide guidance and direct support for the learning priorities. Ability to better understand the day-to-day realities may have improved effectiveness of training and tool design for various learning priorities. This also meant that initially Network program staff had limited to no direct engagement with the PPA unit staff. Because regional managers operate within the International Programme Support department (IPS) to monitor and manage program engagement with UK staff, the PPA unit was required to work through these regional managers to advance the learning priorities. From a start-up perspective, this could be viewed as inefficient, as it required achieving early buy-in and support from the regional managers. Additionally, housing the PPA Unit within IPS made it harder to influence broader strategic thinking related to science and policy, as IPS’s role and emphasis is on program delivery and fund management. However, the overall result appears to be positive as interview and survey responses suggest that this model has meant that the regional managers were well positioned to promote the PPA learning priorities and provide evidence that regional managers have sought out PPA unit technical expertise to improve support to their respective programs.

Table 18. Survey responses from PPA Unit and Extended regarding efficiency of team work in advancing the aims of the PPA.

Please indicate whether you agree with this statement: WWF-UK staff and teams involved in the PPA have worked together very efficiently and smoothly in supporting and advancing the aims of the PPA, including support to the 8 PPA programs. (PPA UNIT AND EXTENDED RESPONSES)		
Answer Options	Response Percent	Response Count
No opinion	0.0%	0
Strongly agree	8.3%	1
Agree	91.7%	11
Disagree	0.0%	0
Strongly disagree	0.0%	0

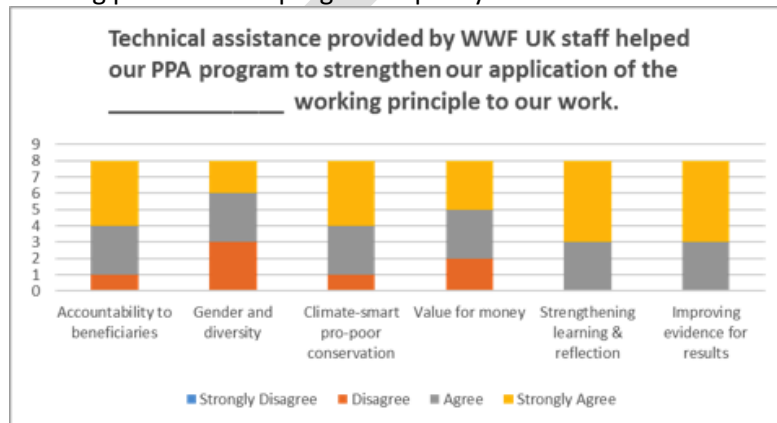
The initial requirement that all communications go through regional managers became more lenient over the life of the PPA-IV, and **a broader team effort evolved for delivering on the PPA aims**. While

interviews with PPA extended team indicated that initially there were some substantial challenges to working across programs and through IPS, **all PPA Unit and Extended survey respondents agree or strongly agree that WWF-UK staff and teams involved in the PPA have worked together efficiently and smoothly in supporting and advancing the aims of the PPA (Table 18).**

PPA programs typically report that technical assistance provided by WWF-UK has helped to strengthen the application of the learning priorities and program capacity (Figures 8). Responses are most positive for learning and reflection along with improving evidence for results, weakest for gender and diversity, and a bit mixed for accountability to beneficiaries, climate smart / pro poor, and value for money.

Interesting though, programs report mixed attribution of increases in capacity to apply the learning priorities to the training and capacity building provided by the UK staff through the PPA (Figure 9). Where programs report lack of attribution of increased capacity to support from WWF-UK, it may be due to a sense that no capacity was built or possibly that program staff felt that historically they had capacity for implementing the learning priority.

Figure 8: WWF-UK technical assistance helping to advance learning priorities and program capacity

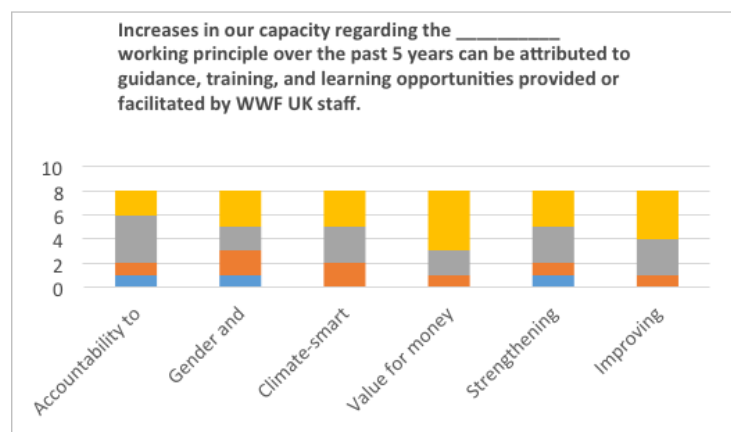


When PPA programs were asked to describe the most valuable ways in which the WWF-UK supported them— other than through funding—responses commonly included the following:

- Technical support and guidance;
- Training and learning opportunities;
- Technical backstopping with reporting (PPA, TPR) and reflective reporting;
- Strengthening and improving monitoring evaluation and learning system and practices;
- Encouraging focus on PPA targets;
- Flexibility to adapt action plans to cope with changing conditions;
- Facilitation of connections across the network, including with staff in similar jobs and with other possible sources of funding and technical assistance; and
- Knowledge and learning throughout the organization.

While there was limited evidence to fully assess decision-making around spending to enable the best possible delivery of portfolio and program outputs, we do note the initial program selection process that attempted to apply a transparent application and review process to justify decisions. Also, several portfolio-level adaptive management processes documented through the interview and surveys indicate spend was high-value. For example, the continuous improvement of the value for money approaches and overall improvements in the reporting

Figure 9: WWF-UK technical assistance helping to advance program capacity in the learning priorities.



format to focus on the six learning priorities represent learning by the PPA Unit to modify and use simpler tools. Similarly, ongoing modification of the “illogical” logical framework over program life represent an adaptive approach. This aspect was not assessed in-depth at the portfolio-level. It is similarly opaque for most of the program evaluations.

Table 19 provides a summary of the ratings by program-level evaluators around the efficient use of human and financial resources and the sufficiency and efficiency of governance and management systems.

Table 19. Summary scores for efficiency assigned by evaluators of the eight WWF-PPA programs.

Evaluators' Scores	Human and financial	Governance	Program Evaluators' Notes on Rating
Boni Dodori	Good	Good	Most of the project activities were implemented within budget. Indeed, on a couple of occasions, the resources were creatively applied to cater for emerging needs that ultimately impacted positively on the achievement of the results as well as in strengthening the coalition. A case in point concerns the occasional support that the program provided to both KWS, KFS and even the Kenya Marine Police in executing emergency assignments related to the conservation of the ecosystem. In terms of human resources, the project had a lean structure with regard to both the technical and support personnel. Clear systems for ensuring value for money considerations informed key implementation decisions relating to procurement of goods and services as well as choice of strategies were put in place.
Brazil CCEP	Data Insufficient	Fair	The program is recognized for its capacity to dispense resources effectively and to deliver quality products in spite of its lean structure. Financial reporting is only done according to budget lines rather than activity, making it difficult to attribute actual expenditures to results achieved. The program lacks an efficient management system. Work plans are not developed for all initiatives, making it difficult to compare results achieved versus those that were planned. Technical reports are done largely by the coordinator, taking time away from management.
CEA	Good	Very Good	The CEAI operated with a lean team, annual budget increased with 70% while the annual expenditure doubled with just over 50% allocated for CEAI work through COs. CEAI developed the efficient basket funding model and related reporting. It addressed efficiently challenges outside its own control. Roles and responsibilities were further clarified. CEAI management assessed as good and transparent and generally with high level of networking and facilitation skills (important given the high number of stakeholders to deal with, internally and externally).
China-Africa	Good	Fair	Overall funds have been allocated appropriately across the program. PPA funds have been strategically used to: take risks and fund new areas of work; leverage additional funding (e.g. PPA funds allowed team to develop approach to FOCAC and from successes in 2012 additional funding was secured from DFID China and MAVAs); and support organizational development (VfM, Team building and evaluating impact of advocacy). Annual work plans and budgets are detailed and changes are communicated in a timely manner to the donor. Team produces high quality / detailed technical reports that capture progress and lessons learned. Systematic M&E is variable across the program and could be strengthened in China
Colombia	Good? (different rating)	Data Insufficient	Efficiency is Satisfactory. During the evaluation process, there was consensus on the importance of flexibility of the funds which allowed for adaptive management, but at the same time rigorous was not compromised. WWF team

	system)		members still consider that human resources are not sufficient to achieve results in such a short amount of time. In terms of budget spending, addition financial resources were leveraged as result of PPA-4 which contributed to Program’s goals. One of the difficulties that the evaluation team had was being able to link annual budgets to the specific objectives and actions of the Programs given that the financial resources were reported through general budget items that were not related to specific activities.
PIPAL	Good	Good? (only one score provided)	Taken from scoring in 2014 evaluation (66.4%). PIPAL has been successful in the field in terms of delivering its product and services efficiently. Capacity looks to be generally appropriate for the work that is being done in the field. The institutional structures supported by government and WWF Nepal serve to ensure that communities take up a great deal of the responsibility in terms of implementation.
RUMAKI	Very Good	Good	Evaluation findings are that the PPA targets have been exceeded in general, which was managed without going over budget and sometimes despite being short staffed: strong value for money. In the absence of a PC – and with a new CD – staff leadership and management has some areas of weakness (e.g. responsibility for data analysis, mentoring and support of the Communications Officer
SWAUM	Not Assessed	Good	Efficiency in the sense implied here is not a feature of interventions in complex situations, which need to ensure ‘requisite variety’, and where success is based on learning from failure. While it might be argued that the frequent changes of the Tanzanian program manager during SWAUM have lowered ‘efficient use of human resources’, management of the program overall has proven resilient, which implies efficiency. Most program governance and management systems have performed well and demonstrated resilience over the 5-year SWAUM period, particularly given the replacement of the majority of TCO staff part-way through the program in the light of widespread corruption in the organization. Whether this demonstrates ‘appropriateness, sufficiency, and efficiency’ is open to interpretation – the case could be argued either way.

In order to further synthesize the program level performance for the efficiency criterion, we interpreted content from the program evaluation reports to construct table 20 (justification for ratings presented in table 20 are provided in Appendix J). This exercise indicates that RUMAKI, Boni Dodori, CEA, China-Africa and PIPAL all had sufficient work plan definition, and as above, there was less sufficiency for Colombia and Brazil as well as SWAUM. With respect to efficiency concerns for the human resources within partners and other key stakeholders, PIPAL and Brazil were rated as very good; RUMAKI, CEA and China-Africa scored good; and SWAUM, Boni Dodori, and Colombia were scored as fair. For the last three programs, logic for fair scores includes disruption of human resources for SWAUM, insufficient human resources to achieve results in time frame for Colombia, and for Boni Dodori, it was reported that the program was not optimally resourced and needed a dedicated technical staff for the conservation livelihoods component.

Table 20. Interpretation of program evaluation findings regarding specific questions assessed under the efficiency criterion.

Efficiency Question	RUMAKI	SWAUM	BONI DODORI	CEA	CHINA - AFIRCA	PIPAL	COLOMBIA	BRAZIL
Did the program operate under a well-defined and regularly reviewed and updated work plan?	Good	Fair	Good	Good	Very Good	Good	Fair	Fair
Are human resources within	Good	Fair	Fair	Good	Good	Very	Fair	Very

the program and with partners and other key involved stakeholders appropriate, adequate, efficiently organized, and operating effectively?							Good		Good
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This evaluation also attempts to assess the added value of the portfolio approach for implementing PPA-IV, and in particular for advancing organizational effectiveness. **Overall, the portfolio approach was viewed as providing substantial added value to achieving conservation, livelihood, and organizational effectiveness results.** Interview and survey results identified the following added values of this approach:

- A synthetic and systematic method for learning about people-centered approaches to conservation under different contexts, at different scales and applying a range of strategies. This ability to pilot approaches that have relevance to WWF and external organizations under a diverse range of circumstances has improved WWF UK’s understanding of what is required for effective reporting across a diverse portfolio and what is involved in capacity-building activities for a very dissimilar set of programs.
- The portfolio was designed to support experimentation and to challenge prevailing business-as-usual models for achieving conservation outcomes. The flexibility of funding and the underpinning learning objective of PPA-IV supported a risk-taking approach to challenging topics for the conservation and development community of practice.
- The portfolio of programs provided examples of multiple experiences, making for a stronger justification for why and how to mainstream changes in application of the learning priorities. This synthesis of experience would have been much more difficult to achieve if it required sampling across the wider WWF-UK or network collection of programs to capture, synthesize and interpret results in association with the learning priorities.
- Clear economies of scale were achieved by securing funding for the PPA as a whole. Efforts to build capacity and apply the learning priorities activities, if they were to have been implemented on a program-by-program basis, would have been costlier. Additionally, these experiences are being collated and harnessed by WWF-UK and incorporated into the Network PPMS.
- The flexibility and adaptability of the funding and PPA approach meant that no one program was solely responsible for achieving outcomes. A relatively lower achiever for any particular outcome could be compensated for by a higher achiever for another. Ultimately this provided programs with a sense of being part of larger community and drove cohesion across the programs within the portfolio. Similar findings and experiences across programs have also resulted in greater sharing and a reflective format for raising issues and solving problems.

These values are generally echoed in the PPA Unit responses (25% strongly agree, 66.7% agree, and 8.3% strongly disagree) to the survey question “Based upon my experience with the PPA portfolio, WWF-UK should continue to promote / undertake portfolio-level initiatives and funding models.”.

Further, the survey of the eight PPA programs found that **all programs agreed or strongly agreed that, “Other than receiving financial and direct technical support from WWF-UK, our PPA program has benefited from being part of the 8-program WWF PPA portfolio.”** Some examples of perceived benefits include:

- Increased focus on gender, marginalized communities and social approaches have added value to program strategy;
- Increased capacity of program staff;
- Technical advice and assistance from WWF-UK;

- Stronger monitoring and evaluation systems and practices, including evidence-based reflection (and self-assessment), reporting, and improvements in knowledge management systems;
- Increased focus on deliverables, impact, and efficiency;
- Use of WWF UK blog to increase program visibility; and
- Exchange of learning and experience among the PPA programs (e.g., TPR learning exchange, exchange on climate-smart adaptation, gender).

When PPA programs were asked how WWF-UK could provide better support, responses indicate that many of the benefits could be further emphasized, such as more sharing and learning among the PPA programs, further institutionalization of knowledge and learning, increased capacity building to strengthen confidence of the program teams, greater emphasis on effectiveness of impacts and activities, additional support for monitoring and evaluation, results-based management and evidence-based reporting. Topics that were requested, but not already viewed as PPA benefits, included providing a clear funding plan, support for financial reporting, and more clarity on the WWF- UK staffing structure. Regarding staffing structure, the request was primarily to ensure clarity of roles and responsibilities, to improve coordination among WWF-UK departments dealing with PPA and to formalize involvement of technical support to programs.

All staff interviewed or surveyed viewed the DFID, the PPA donor, as demanding. All programs but one agreed or strongly agreed: “PPA funding significantly differs from other funding sources, either in the requirements it imposes, or the programmatic benefits it enables or supports.” **The uniqueness of DFID funding had both positive and negative aspects.** Some of the specific positive features of DFID funding highlighted by the PPA programs include the following:

- Allowed for and supported piloting, innovation, and experimentation that grew into larger efforts (e.g., Northern Amazon Program, China-Africa);
- Allowed for more flexibility and discretion than other donors. For example, funding was used to hire monitoring and evaluation technical expertise, and gap fill as needed’
- Many learning priorities were similar across development and conservation donors (e.g., gender, pro-poor, beneficiaries) but the PPA had a greater focus on these priorities, and in particular provided a unique learning emphasis;
- PPA also differs in supporting organizational strengthening in these areas (including tools such as CSO Capacity Assessment tool, Commitment and Action tool, value for money assessment tools, etc.), and funded the unique technical support arrangement that focused at the program level; and
- Strong emphasis on monitoring and evaluation, reflective learning, and evidence of results.

Survey and interviews indicate that **DFID funding was associated with clearly recognized burdens not consistent with other donors or grant agreements.** The most often cited burden were the reporting requirements that were described as extreme in terms of level of detail, complexity, and frequency; viewed as disproportionate to spending and not relevant to achieving good delivery of programs.

Additionally, the reporting requirements frequently changed during the grant period, making it difficult to prepare ahead of time and resulting in frenetic reporting periods. PPA staff sometimes required outside help to meet reporting requirements. Programs and UK staff also stated that the reporting focused on quantitative data, which did not necessarily reflect on-the-ground realities and concerns. This was particularly true for measuring the number of beneficiaries and the ambiguities for what constituted a beneficiary of the program (i.e., are individuals who receive training program beneficiaries?). Lastly, the reporting format, in particular the PPA log frame, necessitated a distortion of the program-level design to fit the portfolio-level objectives. This resulted in an absence of logic in the program-level results chains and the retrofit to PPA was not always transparent or coherent.

A final criticism that surfaced from the surveys and interviews was the unanticipated time required to participate in the PPA portfolio. The ongoing management requirements—such as monthly meetings, ad hoc meetings, workshops, trainings, and one-to-one trainings—all required a substantial investment of time on the part of program staff. This was on top of the time necessary to participate in group email exchanges, discussions, surveys, and ongoing coordination of information. However, the time involved in learning to use new tools, reflect, and share had documented returns as noted above and elsewhere in this report. The key insight here is that for future efforts, it is important to ensure that the advancement of innovative approaches that support learning, sharing across teams and programs, and incorporate reflection as a standard practice obliges program staff to incorporate these actions and requirements into work planning so that dedicated staff time is secured for these important activities.

Conclusions

Overall, the DFID investment appears to have resulted in advancements in the capacity of PPA programs to apply the learning priorities, and the vast majority of PPA log frame results were met within budget. This investment has advanced learning through the promotion of experimental pilot approaches to social development and conservation as well as advancing key regional, national and international policy developments. In general, staffing was sufficient, however the UK carbon restrictions and changes in roles limited certain aspects of full PPA organizational effectiveness. In light of the nascent learning agenda initiative through the PPA, the benefits of the portfolio approach outweigh the costs, and largely, the PPA investment has helped WWF-UK and the participating PPA programs to begin to operate as a learning organization.

The PPA-IV represented a shift in approach for WWF. It meant that the organization concertedly focused on learning through a portfolio approach, applying inventive strategies to advance organizational effectiveness at community-based organizational, country program, regional, international, UK and Network levels. There were improvements in the understanding of how to deliver integrated work plans and financial reporting, and WWF UK and programs should build on this experience to enhance streamlined reporting and look for new opportunities to synthesize achievements across different contexts as they apply to broad learning objectives for WWF.

Evidence suggests that while the PPA technical experts were generally successful in advancing uptake of the learning priorities, they may have been even more successful if that expertise was positioned elsewhere in the organization. For example, if WWF-UK wants to adopt the learning priorities at an organizational level then it seems more appropriate to position this type of expertise (e.g., climate, social development, gender) in a Science and Policy unit.

While a communication strategy was developed, it was not implemented due to insufficient capacity due to headcount limitations within PPA Unit and recent changes in WWF_UK Communications and Fundraising Department in early 2016 which resulted in no internal support on communications. It is important that learning results of the PPA are communicated beyond the PPA programs to other UK programs, the DFID, other donors, and program-level stakeholders.

Several informants suggested that the working groups that were established to support sharing and experience exchanges around the learning priorities should continue. To support ongoing uptake of the learning priorities and advance thinking around what is need to increase and deepen knowledge on how to improve organizational effectiveness, the working group model is a worthwhile mechanism, particularly if it is broadened to include additional programs.

Recommendations

Key recommendations for improving efficiency of portfolio initiatives include:

- Improve work plan and financial reporting approaches
- Reconsider positioning of tech expertise to strengthen, broaden LPs to all relevant UK investments
- Build on progress made under PPA regarding integrated work plans and financial reporting to enhance streamlined reporting and look for new opportunities to synthesize achievements across different contexts as they apply to broad learning objectives for WWF
- Consider positioning technical experts within a unit with a broader mandate (e.g., climate, social development, gender expertise might be better placed in a Science and Policy unit).
- Devise and implement a communications strategy to share the learning results of the PPA beyond the PPA programs to other UK programs, the DFID, other donors, and program-level stakeholders.
- Continue the working groups established to support sharing and experience exchanges around the learning priorities in order to support ongoing uptake and advance thinking around what is need to increase and deepen knowledge on how to improve organizational effectiveness.

SUSTAINABILITY

Sustainability Criterion Defined: The extent to which an intervention or its results (outcomes and impacts) are likely to be sustainable.

Summary of Key Findings:

- Sustaining and building upon the outcomes and impacts of the PPA programs is not yet assured and will require further targeted effort and investment.
- The programs collectively have strengthened various factors that promote sustainability of results, including on-the-ground capacity for governance of natural resource management across local to international levels and relevant policies and practices.
- Although programs report increased capacity across the learning priorities and country program leaders indicate many of the priorities have been integrated across their offices, it is unclear if the advances in application of the learning priorities will be sustained.
- Sustaining advances in the learning priorities likely would require dedicated resources for ongoing capacity building and technical support, and persistence of a strong accountability mechanism that requires reporting on the application of the principles.
- There are existing UK units, policies and Network standards for maintaining and further mainstreaming the learning priorities and upscaling organizational effectiveness gains, all of which will support sustainability.

Introduction

This section provides an analysis of the long-term sustainability of the PPA-IV results and learning priorities for the various targets (eight programs, WWF – UK, WWF Network and broader conservation and development sector). A synthetic summary of the sustainability of conservation results for the eight programs based on evaluators' conclusions is also included, followed by reflections on the strategic options and recommendations for future planning.

Findings

Program Conservation Results

The programs collectively should be commended for their efforts to build on-the-ground governance capacity for natural resource management across multiple levels (local to international), but sustaining the results requires substantial improvements (Table 20). Improvement is needed in order to develop effective partnership models, upscale the programs, and replicate and continue existing strategies. Additionally, there needs to be more time, and support to the programs to observe change in

practice as a result of policy changes achieved by PPA programs and ensure sustainability of conservation outcomes for all programs. Due to the substantial variability of approach, aims, and strategic focus (e.g. policy and market programs versus community based natural resource management strategies) it is difficult to provide a succinct summary of factors influencing sustainability of results. A few informative insights from the programs evaluations are summarized below and in Table 21.

PIPAL, RUMAKI, SWAUM, and Boni Dodori all have achieved substantial levels of local capacity and commitment to maintain conservation results. These programs all **applied participatory approaches that established ownership of the program conservation objectives and built strong community-based governance structures that are functioning independently, recognized by local and higher level institutions, and have some capacity for securing resources** (e.g. Aweer Conservancy obtaining salaries for rangers, SWUAM fundraising through African Development Bank). A key factor influencing the sustainability of these local institutions is their ability to raise funds and continue to build capacity for administrative functions (e.g. managing funds, monitoring and reporting). Based on program evaluations, it is also important for these local institutions to replicate or expand to other communities and improve linkages to higher jurisdictional levels, as the majority of factors affecting future sustainability of conservation gains are external (e.g. infrastructure development, mining) and will

Table 21. Summary scores for sustainability assigned by evaluators of the eight WWF-PPA programs

Assessors' Scores	Factors	Scale Up	Program Evaluators' Notes on Rating
Boni Dodori	Good	NA	The participatory approaches adopted in the design and redesign processes, the coalition approach to implementation, capacity building and embedding of interventions on community based structures have all contributed towards a fairly strong foundation for sustainability of the program. Linkages with the County Government structures and line ministries such as agriculture and planning are equally significant as mechanism through which some of the gains by the project can be sustained. However, more work needs to be done in mainstreaming the project interventions within the County Government ministry budgets. In the view of this evaluation, the project has put in place robust mechanisms for sustainability but more work is still required for consolidation. Scale up not assessed due to some of the key achievements realized still tenuous and need to consolidate before contemplating scale up. For instance, the livelihood based interventions have barely taken root and the groups established are still in need of support and guidance. Secondly, substantial work is still outstanding with regard to the legislative and policy frameworks which are critical for the conservation of the forest and wildlife ecosystem.
Brazil CCEP	Good	Poor	The program seeks to support new public policies, engage and strengthen civil society, and support the creation of economic mechanisms to support these changes. However, there is no exit strategy for any of the initiatives. The program initially focused efforts on both national and international policies. Efforts were later redirected to subnational initiatives. The new approach still needs to develop a formal strategy for scaling up impacts.
CEA	Good	Good	The CEAI understands well its own time-limited mandate and its role in supporting partners to obtain sustainability. Set within its overall 15-year timeframe the program has achieved what could have reasonably been expected at this stage. Also, the CEAI secured ongoing and increased financing by NOs for the region, and continuity of WWF's operations in the region during challenging times. Note: Sustainability depends for now largely on how WWF will consider and guide the transition of the CEAI into the COs. Work on for example Green Economy and SEAs has resulted in requests from other countries for support, and SFM could be scaled up over next few years. Risks and assumptions are reviewed and addressed through (semi-)annual reports.
China-Africa	Very good	Fair/ good	Program has considered many of the factors required for the sustainability of results and is addressing them e.g. creating an enabling policy environment, building ownership and

			capacity amongst proximate beneficiaries and supporting them to find alternate funding sources. There is variability across the program as to how this has been addressed. The work in East Africa on SEA is a good example of scaling up impact since tools and sufficient capacity has been put in place to enable Government to use SEA as a tool in planning. A key element of the finance work is training, there is no evidence that thought has been given on how the impact of this work can be scaled up and how WWF will eventually exit from its training role. The overall Africa China program is moving into a phase of supporting implementation through piloting. The team is beginning to critically evaluate how these pilots will lead to wide spread change within a sector and not just localized impacts. More time should be invested in developing a rigorous theory of change for these pilots.
Colombia	Good	Fair	The combination of activities that range from the farm level to the national level contribute to the legacy of PPA-4 in the long term. Transformations in terms of improved skills and capacity for sustainable production and conservation of natural resources in farmers, environmental advocates and indigenous leaders are examples of establishing enabling conditions that contribute to the reduction of threats to biodiversity. At the moment WWF Colombia is trying to determine the scaling up mechanisms. Most focus has been on policy instruments. Some actions at the local level are less sustainable than others because there is uncertainty in terms of drivers of deforestation in some priority areas. It is important to continue to support community biodiversity monitoring, particularly in the upper area of Putumayo. On the other hand, it is necessary to continue to develop incentive and financial mechanisms to be able to scale at the landscape level. Changes in governments at local levels, and frequent changes of officials at national and regional level, as well as the implication of a post-conflict scenario can affect the sustainability of the program.
PIPAL	Good	Good	Factors are being established but more time is still needed – significant risks (HWC, infrastructure etc.) need to be addressed more strategically, and need to review long term vision and approach to scaling up mechanisms.
RUMAKI	Good	Good	Need more time / scale up happening, but need to address risks and assumptions
SWAUM	Good	NA	There is good evidence that a set of strategic options for sustainability of results/ impacts, including an exit strategy, have been thought through and are being implemented. As a result, there is a good likelihood that the policy support measures, socio-cultural integration, local capacity, and financial sustainability necessary to progress and sustain the desired long-term positive results of the program has been established.

require that local institutions effectively engage in development and planning processes to maintain conservation results. RUMAKI provides one example of how this might be achieved. The research and information generated is being used to inform national policy. **To sustain these conservation achievements, mechanisms to support and sustain information flow from local constituencies to support broader planning objectives should be a priority investment.**

PIPAL has a few strengths worth highlighting. In particular, the program’s focus on bringing together a diverse array of government and local decision-making bodies to establish new institutions that function and have legal standing is notable. While this took 12 years to achieve, it demonstrates WWF Nepal’s strength as a convener and its ability to work with government to build institutional frameworks that devolve NRM decision-making. Additionally, PIPAL’s vision is embedded in the government strategic plans for TAL and SHL, laying a sound institutional and policy foundation. There remains, though, a need to better incorporate district governance institutions to support CBOs, and better capitalize on WWF Nepal’s influence with government to improve coordination across ministries.

Both CEA and China – Africa have achieved improved capacity and commitment of community / proximate beneficiaries to sustain conservation results. However, both programs face substantial challenges due to changes in structure and focus within the WWF Network, which pose significant questions about how future work will be resourced and sustained.

The CEAI has only undergone the first five years of a 15-year program design. As a result, there is limited sustainability and many aspects of the program strategy need continued support, oversight, and guidance. The best example of sustainability for the program is under the governance and empowerment component, where several CSO forums (particularly in Kenya and Tanzania) have developed a constitution, developed strategies, in-kind contributions, are legally registered and are undertaking their own fundraising. A key area for support is the transition of the CEA components to COs. The evaluator makes several references to a need for ongoing support and oversight in order to maintain momentum and current investments. For example, the ability to monitor the region's illegal timber trade requires active support from CEA to build capacity and standardize approaches and information. Similarly, support for critical community processes, as well as approaches to optimize and diversify benefits for communities from their natural resource base, pose substantial needs.

The China – Africa program evaluation indicates the program has achieved demonstrated ownership and commitment by some of the proximate beneficiaries (China Banking Regulatory Commission, Tanzania Chamber of Minerals and Energy and State Forestry Administration)). However, more support is needed to develop capacity and sustain practices. A stronger theory of change is needed to determine how training and piloting guidelines for the banking sector will achieve scale and sector transformation around green credits.

Colombia's program evaluation outlined evidence of shifts in project beneficiaries' (at farm level) capacity in sustainable agricultural production and natural resource management. Visibility of the region in national-level strategies is further indicative of the sustainability of results.

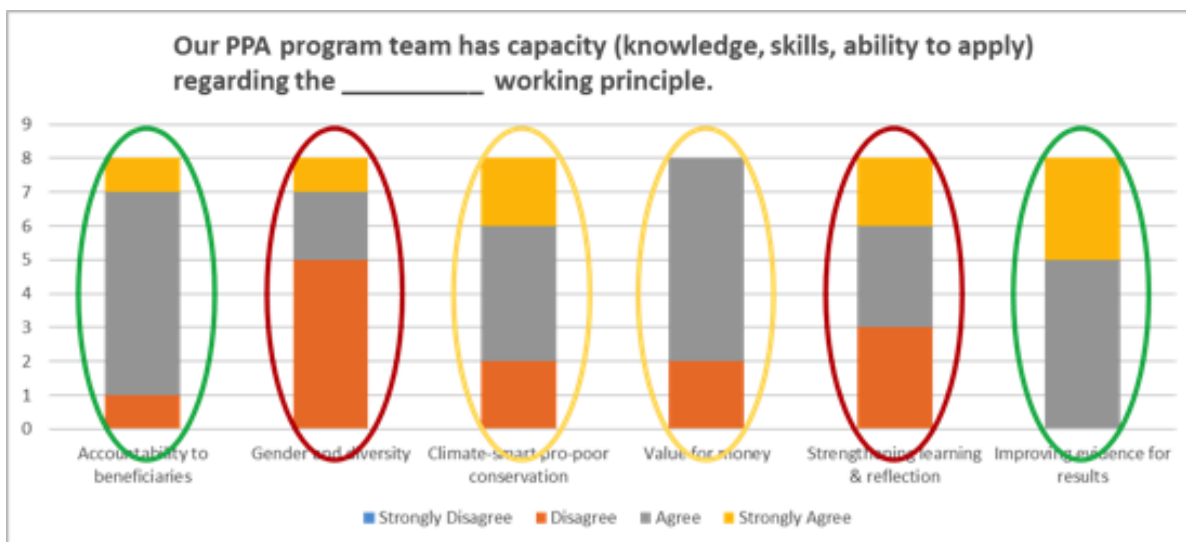
The Brazil program evaluation highlighted engagement of the public sector and development of national policies and international agreements for climate change mitigation and adaption as a legacy to society. The program's engagement in networks and civil society as a means to influence the design of public policies and its focus on REDD+ and partnerships with financial institutions as a means to promote incentives for low carbon economy was viewed as the sustainability strengths. Key areas for improvement included a clear exit strategy and an improved model for building partnerships.

Learning Priorities

All PPA programs expressed their intent to continue applying the learning priorities in their work and within WWF, there exist UK units (e.g. D&I, IPS, Program Operations), SD4C supported Network policies and Network standards for maintaining and further mainstreaming learning priorities, However, it is unclear whether these advances will be sustained without sustaining existing program staff capacity, dedicated personnel and financial resources for capacity building and technical support, and strong mechanisms for accountability and ongoing reporting. Continued resourcing is possible through existing (e.g., Truly Global) and future UK funding strategies, which aim to strengthen country offices, emphasize regional leadership, and support organizational development and WWF's ability to form strong local civil society organizations. To maintain and mainstream the learning priorities, WWF-UK might also consider supporting Network offices to secure grants from public sector donor institutions whose investment norms align with the PPA learning priorities (e.g., USAID and Finland).

The eight WWF PPA programs each described their own levels of capacity for maintaining the six learning priorities (Figure 10). The results vary by principle; with *accountabilities to beneficiaries* and *evidence for results* ranking highest, *gender and diversity* along with *learning and reflection* showing least capacity, and *climate smart / pro-poor conservation* and *value for money* in between.

Figure 10. PPA program responses to survey question “Our PPA program team has capacity (knowledge, skills, ability to apply) regarding the ____ working principle.”



This suggests that at current staffing levels, programs are most likely to apply two of the learning principles (**accountability to beneficiaries and improved evidence for results**), while the four remaining principles will probably need ongoing support. Several PPA programs stated that *accountabilities to beneficiaries* is standard practice, which helps to explain the strong score.

It is interesting to note that for the learning priority improving evidence for results the focus is on “improving”. Many programs clearly recognized their lack of evidence for conservation results, particularly at the impact level, so what is being accredited as sustainable capacity is the **ability to improve** evidence for result. Consequently, an important capacity gain through PPA investment is the clear acknowledgement of this imperative evidence gap.

A key concern regarding capacity for learning and reflection was the amount of time it required. An important subsequent insight is that to sustain this practice, **staff needs program and supported time to reflect and assimilate learnings**.

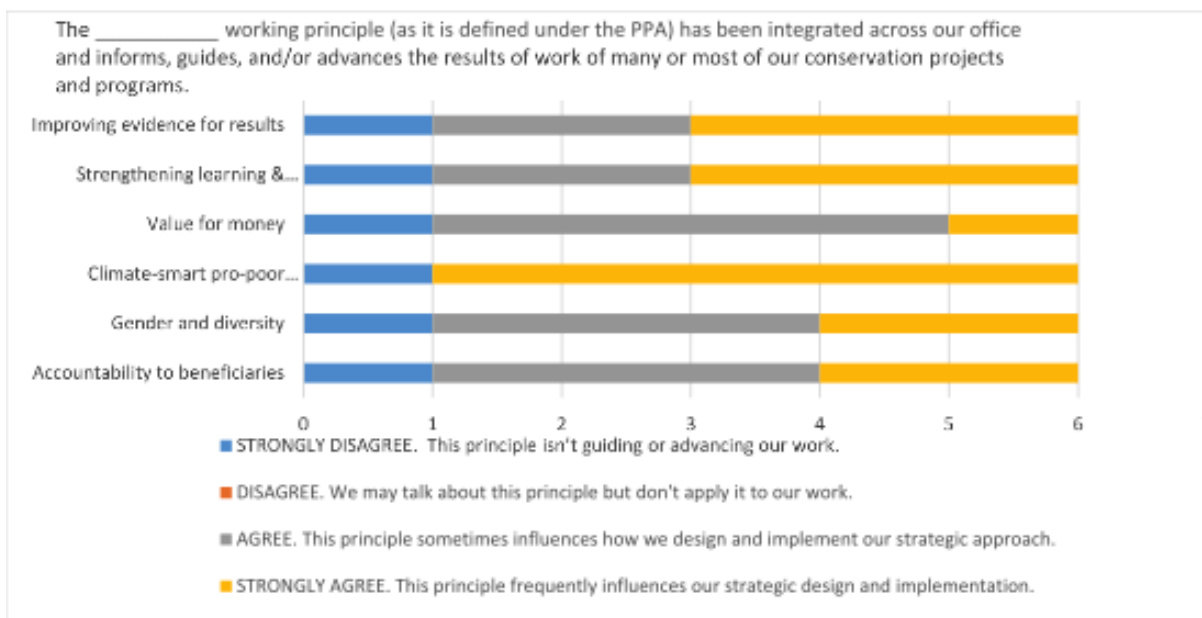
Finally, sustained implementation of the learning priorities depends on programmatic strategy. Programs focused on community-based management of natural resources are much more likely to continue to practice accountability to beneficiaries and gender and diversity as they work closely with the direct beneficiaries regularly, while programs delivering policy approaches find it more difficult to incorporate and account for these two priorities due to the nature of their strategies.

As the learning priorities are further adapted, staff should consider program scope as well as cultural context as they refine and adapt the priorities to achieve objectives and targets. For example, a different lens and approach may be required to effectively apply pro poor methods in middle-income countries (e.g. Colombia) versus low-income countries (e.g., Nepal).

The majority of country program leaders (n=6) agree or strongly agree that the learning principles have been integrated across their offices (Figure 11). It is worth noting that these leaders assessed climate smart / pro poor as best integrated, which is at odds with self-reported perceptions of the PPA programs. Also of note is that for each priority, at least one country program leader strongly disagreed

Figure 11. Results from Country Program leader survey question “The ___ working principle (as it is defined under the PPA) has been integrated across our office and informs, guides, and /or advances the results of work of many or most of our conservation projects and programs.

PER THE COUNTRY PROGRAM LEADERS



that the learning priority had been integrated across the office.

Several tools that were developed and piloted under PPA to improve organizational effectiveness and efficiency have been successfully and broadly adopted, both within the programs and the Network standards for program management (PPMS). These Standards have been updated to incorporate principles for climate adaptation. New guidance for accountability to beneficiaries and gender and diversity will be released in summer 2016. Additionally, UK Program Operations is incorporating the information learned during efforts to assess and document value for money and is adopting and refining tools piloted through the PPA.

Interviews and surveys indicate that the PPA investment supported the hiring of distinct monitoring and evaluation capacity for WWF PPA programs. Additionally, a PPA unit was established in the UK office that recruited and housed dedicated expertise in capacity building, and climate smart and pro poor conservation approaches. The PPA unit was viewed by the program staff and UK regional managers as instrumental in advancing the learning priorities, both programmatically and within UK and the broader network. These positions represent important skill sets to maintain and further mainstream the PPA learning priorities. Yet, it is unclear whether these positions will continue to be funded beyond the PPA grant.

Survey and interviews indicate that, **in addition to effectively leveraging internal WWF human resources and processes, the PPA Unit has also informed external processes to upscale and institutionalize the learning priorities, through networking and partnership building.** UK staff participation in the DFID PPA learning groups, particularly around value for money and climate smart themes, influenced outputs for those themes (e.g. capacity building framework for value for money and the resilience good practice guide). Technical staff also informed development of a DFID-funded guidance for governance of natural resources.

Collaborative approaches to developing tools and guidance to support uptake of the learning priorities has transformed some consultancy arrangements into budding partnerships such as the work with IIED to advance Climate Smart/Pro Poor concepts. While some of the partnerships were specific to the PPA funding environment (e.g. DFID learning groups) they will continue under the auspices of Bond³ and the intellectual and experiential input will be sustained if the specific outputs (e.g. guidance documents) are applied beyond the PPA-IV investment. These types of engagements should be continued and, where possible, broadened in order to foment partnerships and strengthen WWF's position to influence development and broad application of effective tools, guidelines and approaches aligned with the learning priorities and broader sustainable development and conservation agendas.

Conclusions

Additional time and continued technical and financial support is warranted to secure sustainability of the conservation outcomes achieved by the programs as well as sustainability of application of the learning priorities. Funding sources to maintain current staffing and to resource ongoing technical support and capacity building have been identified, but additional funding should be acquired to ensure sustainability of achievements to date. Establishment of local and national governance capacity for natural resource management, and framing of institutional arrangements that fortify ownership of conservation objectives and appropriately devolve authority and decision making for natural resource management is a key sustainability achievement for the PPA programs. However, without continued investment to assure these achievements and the gains in organizational effectiveness through application of the learning priorities, critical gains may evaporate. Time is also an important aspect of sustaining the learning priorities, as this evaluation highlights the need to ensure that staff have sufficient time programmed into work plans to reflect and assimilate learning as a regular practice. There is good evidence that value for money, evidence for results, learning and reflection and principles for climate adaption are being institutionalized through the PPMS. The skill set housed within the PPA Unit and extended team are essential for maintaining and mainstreaming these and the remaining PPA learning priorities. Similarly, structuring sound reporting frameworks that promote and nurture accountability for application of the learning principles is indispensable.

Recommendations

Some of the excellent commentary on partnership-building provided by the Brazil Climate Change and Energy Program evaluator is worth noting. The stated comments and recommendations for establishing strong and sustainable partnerships are applicable to all PPA-IV programs, the WWF-UK PPA unit, and indeed all conservation and development initiatives generally. They include:

- Formalizing partnerships by defining joint activity plans, and deadlines, and promoting continuous follow-up

³ A UK international development network of NGOs

- Review the program strategy regularly and update the stakeholder map to identify potential new partners for joint agendas. Partnerships should include, but not be limited to, implementing organizations, civil society peers and strategic decision-makers, in addition to donors and supporters.
- Partnerships with different sectors should be customized in their approach, language and execution.
- Programs should involve partners in the planning process, presenting strategy in order to identify new and untapped synergies and strengthening long-term vision and plan.
- To enhance accountability and transparency, formalize partnerships, where appropriate, with cooperation agreements that include detailed activities, deliverables and impact indicators.

Additional recommendations include:

- Further institutionalize the learning priorities through existing UK Units and processes to strengthen incorporation of these cross-cutting themes into strategy design at UK and program levels.
- Learning and reflection, because of the time required to do it well, needs to be better integrated into reporting frameworks, as well as strategic and work plans.
- Gender and diversity and climate smart / pro poor priorities need additional capacity-building and ongoing technical support.
- Support further synthesis and communication of the PPA-IV results and learning to donors, partners, other UK and Network programs.
- Strengthen and continue to build mechanisms that support and sustain information flow from local constituencies to support broader planning objectives (regional, national, and international).
- Replicate and continue the existing strategies for all the PPA programs. Additional time and capacity building and technical support to the programs is warranted to achieve sustainability of CBOs and changes in practices derived from policy results.
- Establish and implement sustainability plans in advance of cessation of known funding sources.
- Maintain staffing within programs and UK to sustain current gains and further mainstream application of the PPA learning priorities.

CONCLUSIONS

In the terms of reference for the portfolio evaluation, WWF-UK specified several focal questions for assessing ultimate impact. However, rather than impact questions (i.e., those that assess whether changes in the status of targeted biodiversity or intended beneficiaries have been realized), we view these as the overarching ultimate questions to be answered by this evaluation. These include:

- To what extent has WWF's performance under the PPA program led DFID to view WWF as an indispensable partner and provide additional support so that WWF can continue its work and expand its overall impact?
- Is the whole of WWF's impact greater than the sum of its parts (i.e., the programs)? In what ways?

- Across the portfolio, to what extent can WWF demonstrate with good quality evidence that it has achieved the PPA Objectives, contributed to the Big Wins, strengthened organizational effectiveness, and had its intended portfolio-wide impacts?

While the second of these has already been addressed in the section under Efficiency that discusses the added value of approaching PPA as a portfolio (i.e., that section makes and elaborates upon the statement: “**Overall, the portfolio approach was viewed as providing substantial added value to achieving conservation, livelihood, and organizational effectiveness results**”), by way of concluding our analysis and this report, we answer each of the other questions in turn below.

Based upon WWF’s performance under the PPA, is DFID likely to provide additional support? This question is difficult to answer due to limited direct consultation with DFID staff, as key DFID informants either had changed positions, left DFID, or were unavailable to speak with us. However, various indications suggest that DFID has a very positive view of WWF, including DFID awarding WWF four rounds of PPA funding since 1986, including 2 extensions to our grant within the current round of funding; DFID consistently giving WWF high scores on its PPA-IV annual reporting; and WWF is the only PPA agency focused on conservation, which is a unique vote of confidence from the strongly development-focused DFID. WWF-UK staff are also fairly optimistic that DFID would provide further support if their strategy allowed for conservation-related programming. **Our sense is that, should the opportunity arise, DFID would award WWF additional funding.** Whether such an opportunity would arise is very difficult to predict, however. DFID’s future funding strategy isn’t clear at this time, particularly with regard to supporting conservation efforts and key informants suggest that DFID does not adequately acknowledge the role of environmental conservation in ensuring human well-being. **But if DFID aligns its strategy with the Sustainable Development Goals (SDGs), again we are confident that it should see value in continuing to support WWF;** WWF’s PPA approach, with its combination of conservation and human well-being goals and its focus on learning priorities that included gender and diversity, accountability to beneficiaries, and climate-smart/pro-poor conservation, closely aligns to nearly all of the SDGs (Box 4).

As discussed earlier in this report, WWF-UK in particular must resolve how exactly it intends to advance and balance its work toward “a future where people and nature thrive.” With this greater clarity, not only will it be in a better position to respond to opportunities that arise at DFID, it could more effectively influence DFID’s future strategy, particularly with regard to the SDGs. While the WWF-UK Big Wins provide some indication of priorities and approach, our interviews and surveys suggest that there is not consensus among UK staff about where the social dimensions of conservation should fit within the organization’s strategy. Are they simply means to an end? Are they ends unto themselves? What emphasis and investment should the organization place on things like gender and diversity and advancing sustainable livelihoods at local levels? Interestingly, WWF’s country offices appear to be more clear on this point, seeing effective engagement of all stakeholders as critical to the success of conservation efforts, including where necessary, the improvement of economic conditions of local people.

Box 4. The UN Sustainable Development Goals, to which WWF’s PPA program of work closely aligns.

- End poverty in all its forms everywhere
- End hunger, achieve food security and improved nutrition and promote sustainable agriculture
- Ensure healthy lives and promote well-being for all at all ages
- Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
- Achieve gender equality and empower all women and girls
- Ensure availability and sustainable management of water and sanitation for all
- Ensure access to affordable, reliable, sustainable and modern energy for all
- Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
- Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
- Reduce inequality within and among countries
- Make cities and human settlements inclusive, safe, resilient and sustainable
- Ensure sustainable consumption and production patterns
- Take urgent action to combat climate change and its impacts*
- Conserve and sustainably use the oceans, seas and marine resources for sustainable development
- Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
- Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
- Strengthen the means of implementation and revitalize the global partnership for sustainable development

Across the portfolio, to what extent can WWF demonstrate with good quality evidence that it has achieved the PPA Objectives, contributed to the Big Wins, strengthened organizational effectiveness, and had its intended portfolio-wide impacts? On the whole, this evaluation suggests strong achievement of the portfolio:

- **PPA Objectives:** The individual program evaluators almost all indicate good to very good extent of achievement of planned outcomes as well as attribution to PPA programming and funding.
- **Big Wins:** While the PPA programs weren’t explicitly selected to align with and support the WWF-UK Big Wins, nearly all of them are supported in some fashion by the PPA portfolio, particularly with regard to the Big Wins of forests and oceans sustained, carbon emissions reduced, and living sustainably.
- **Organizational Effectiveness:** There has been good uptake and application of at least some principles by every program and many believe that these improvements have strengthened results. Our own experience also suggests that a number of the PPA programs are particularly high performing in their attainment of conservation objectives, relative to the WWF Network’s full array of programs around the world.
- **Portfolio-wide Impacts:** There has been significant progress on the overall PPA Goal of “Improved policies and practices sustain or restore ecosystem services and tackle climate change, to secure and/or improve the well being of women and men living in poverty.” Targets set for each of the three impact indicators appear to have been met, however stronger impact

monitoring/evidence is needed to support verification that changes in management practices, livelihood pursuits, and the status of policies is actually leading to improvements in the status of targeted species, ecosystems, and human beneficiaries.

While it's not possible to conduct a rigorous or data-supported calculation of 'value-for-money' or 'return-on-investment' for the WWF PPA-IV portfolio, the extent of achievement given £3M/year distributed across nine programs (including WWF-UK PPA-related staff) is considered (on a four-point scale of fair to very good) as **GOOD**. Beyond the strong attainment of planned outcomes and impacts, we base our assessment on the great relevance of the portfolio to WWF's global and UK aims, the apparent efficiency of use of human and financial resources in the attainment of planned results, and important progress toward sustaining results and momentum (e.g., via local capacity building, partnerships, local ownerships, and policy advances). We do not award a rating of "very good" for several reasons, including the need for a more targeted and measurable approach to strengthening organizational effectiveness; gaps in evidence regarding ultimate impacts; the need for additional time for the policy/ markets/ drivers-focused programs in particular to attain intended impacts; and the clear need for additional effort to ensure gains made will be sustained.

RECOMMENDATIONS

This report, in combination with the eight program-level reports, provides an abundance of evidence-based recommendations by evaluation criteria (summarized in Table 22 below). Rather than recapitulate the many astute insights already specified, we have opted to synthesize across the totality of recommendations, and summarize a top-level, representative set to close this assessment of the PPA-IV investment. Our review of the comprehensive list of recommendations finds that the preponderance of suggestions for future consideration fall into six categories;

- Develop upgraded theories of change,
- Further strengthen monitoring and evaluation practices,
- Continue to improve information management to support stronger communication strategies,
- Make a concerted commitment to learning and adaptive management,
- Continue to emphasize partnerships as part of strategy design and implementation, and
- Continue to provide capacity building and technical support to sustain application and mainstreaming of PPA learning priorities

While there are several program and portfolio specific recommendations that certainly are important to realize, we view these five areas relevant across the PPA-IV portfolio.

Develop upgraded theories of change. This was a persistent recommendation for all facets of the PPA, and was often alluded to under more than one evaluation criteria. The design of the PPA portfolio and programs all would benefit from improved articulation of their respective underlying hypotheses. When made explicit, theories of change support communication of strategy, niche, relevance, roles, intended results, and measures. Theory of change is also the foundation for assessing success, learning, and adaptive management.

The need to **further strengthen monitoring and evaluation systems** was again a universal recommendation for the entire PPA portfolio; including design of indicators across the full results chain, actual measurement practices that baseline and systematically collect data during the life of project, and

in particular design and measurement of impact indicators. Several program-level, context specific examples for relevant indicators were provided by the program evaluator. These proposed indicators should be given sincere deliberation with regard to future application.

There were numerous references to **improving information management** and using documented strategies, work plans, and results **to strengthen communication strategies** for outreach, formulating and solidifying partnerships, and engaging various stakeholders such as donors and governments. This requires attention to better systems for storing and tracking documents and data, as well as processes for systematically identifying, documenting, and sharing successes and failures, what has worked, what didn't and why to facilitate knowledge creation.

These three recommendations combined, and in particular strengthening the relationships among monitoring and evaluation, knowledge management, and communications all underpinned by sound theories of change are by far the most critical to fortifying WWF's ability to demonstrate results.

Make a concerted commitment to learning at the organizational level. A principal thrust of the PPA-IV was learning. Several approaches were applied to strengthen learning approaches and to learn about learning. If sufficient attention and investment is applied to advancing the first three recommendations, WWF will make huge strides in organizational effectiveness and institutionalizing learning as a way of operating. Maintaining this commitment to learning and building dedicated and constructive fora (e.g. working groups, use of tools like Basecamp, explicitly programming learning activities and time required into work plans and proposals) to support learning practices will be instrumental for ongoing advancement of a learning agenda.

Continue to emphasize partnerships as part of strategy design and implementation. All of the eight programs and the UK PPA unit relied on multiple partnership relationships to advance the PPA objectives and achieve conservation results. It is a central tenet for the types of strategies undertaken through PPA-IV. However, program evaluators consistently advised on specific needs to promote, deepen, and formalize partnership approaches to achieve results. Many of the recommendations discussed partnerships with government ministries, the corporate sector, research institutions and local NGOs with particular complimentary expertise (e.g. monitoring) to optimize results. Key principles for partnership models are presented in the relevance, impact and sustainability criteria.

Continue to provide capacity building and technical support to sustain application and mainstreaming of PPA learning priorities. The PPA investment was the beginning. Substantial achievements have been obtained, but not fully institutionalized, or on the part of programs, fully sustained. As noted at several points, a key recommendation is to continue current efforts and do more of the good work that occurred through the PPA portfolio. Many of the program level accomplishments are vulnerable without continued investment of ongoing capacity building and technical support to maintain the momentum of the PPA IV investment to standardize approaches, sustain practices and transform policies into practices.

Table 22. Compilation of priority recommendations per evaluation criterion.

Criterion	Priority recommendations
Relevance	<ul style="list-style-type: none"> ▪ Further strengthen TOCs & SMART indicators at program and UK scales ▪ Explicitly define WWF program and UK niche/approach re: pursuing “pro-poor” conservation ▪ Invest in improved theories of change and SMART indicators to measure across the results chains (at program and portfolio levels) to better achieve adaptive management.

	<ul style="list-style-type: none"> ▪ WWF-UK, if it genuinely wants to improve organizational effectiveness and investment in the PPA learning priorities should make a commitment to improving organizational effectiveness and learning. Advancing WWF-UK’s vision of a world with a future in which people and nature thrive, would substantially benefit from more explicit social development goals, and particular to PPA, climate smart / pro poor and gender and diversity aims ▪ Continue to strengthen design practices and in particular make time for joint planning, fundraising, monitoring and reporting.
<p>Effectiveness</p>	<ul style="list-style-type: none"> ▪ Continue to play to strength as convener and capacitor – local ownership/leadership = more effective & sustainable ▪ Tailor organizational effectiveness strengthening approach to each program ▪ Given that the overall attainment of planned outcomes by PPA programs has been good to very good, and the effectiveness of WWF-UK staff in supporting the portfolio and advancing learning has also been very good, the first recommendation for ensuring effective delivery of planned outcomes in the future is to keep up the good work. ▪ Continue to ensure that all programs are guided by robust monitoring and evaluation systems and that resulting data are used throughout the processes of learning, reflection, and independent assessment to guide WWF’s work, placing particular emphasis on strengthening monitoring and evaluation for policy/markets/drivers programs, ▪ Continually revisit and ensure clarity around its position regarding engagement in what would traditionally be characterized as development work, and engage partners as needed to ensure that appropriate expertise and ability to work at scale on advancing human well-being is brought to bear. ▪ Evaluate the potential costs of major strategic or staffing changes as well as possible benefits before pursuing them and increase investment and effort in ensuring greater staff retention within country offices. ▪ Apply the key learnings regarding advancing learning laid out in the effectiveness section. ▪ If WWF-UK seeks to advance the learning priorities beyond the PPA programs, design and implement a targeted outreach strategy.
<p>Impact</p>	<ul style="list-style-type: none"> ▪ Strengthen approaches to ensure credible evidence of impact ▪ Revisit policy indicator to restate as impact and establish monitoring to follow policy strengthening to actual impact. ▪ Keep going – several programs must continue working in order to realize planned impacts. This is particularly true for the policy/ markets/ drivers programs and strategies. ▪ Strengthen monitoring and evaluation regarding impact, including robust indicators of the health and well-being of human beneficiaries and biodiversity targets, effective measurement systems at relevant scales, and ensuring resulting data are used for adaptive management. ▪ Clearly define and then work in line with WWF’s niche, particularly within ambitious and complex programs such as those in the PPA portfolio, and partner as needed to ensure adequate capacity and expertise was brought to bear to attain intended impacts. ▪ Continue efforts as needed to actually attain and sustain intended environmental and social impacts, particularly for those programs that have not yet had time to realize their intended impacts (e.g., CEA in some cases, China-Africa, Brazil). ▪ Scale up interventions that have proven successful (e.g., approaches employed by RUMAKI, PIPAL, SWAUM, Colombia). ▪ Ensure efforts and practices are mainstreamed at multiple levels by ramping up efforts to ensure local buy-in, capacity, and leadership.

<p>Efficiency</p>	<ul style="list-style-type: none"> ▪ Improve work plan and financial reporting approaches ▪ Reconsider positioning of tech expertise to strengthen, broaden LPs to all relevant UK investments ▪ Build on progress made under PPA regarding integrated work plans and financial reporting to enhance streamlined reporting and look for new opportunities to synthesize achievements across different contexts as they apply to broad learning objectives for WWF ▪ Consider positioning technical experts within a unit with a broader mandate (e.g., climate, social development, gender expertise might be better placed in a Science and Policy unit). ▪ Devise and implement a communications strategy to share the learning results of the PPA beyond the PPA programs to other UK programs, the DFID, other donors, and program-level stakeholders. ▪ Continue the working groups established to support sharing and experience exchanges around the learning priorities in order to support ongoing uptake and advance thinking around what is needed to increase and deepen knowledge on how to improve organizational effectiveness.
<p>Sustainability</p>	<ul style="list-style-type: none"> ▪ Integrate learning and reflection into work plans, strategies that it is accounted for and sustained ▪ Targeted communication of PPA results ▪ Have sustainability plans in advance of end of known funding ▪ Further institutionalize the learning priorities through existing UK Units and processes to strengthen incorporation of these cross-cutting themes into strategy design at UK and program levels. ▪ Learning and reflection, because of the time required to do it well, needs to be better integrated into reporting frameworks, as well as strategic and work plans. ▪ Gender and diversity and climate smart / pro poor priorities need additional capacity-building and ongoing technical support. ▪ Support further synthesis and communication of the PPA-IV results and learning to donors, partners, other UK and Network programs. ▪ As long-term sustainability ultimately requires local ownership, effective leadership, and strong capacity, continue to strengthen work with and build capacity of partners by: <ul style="list-style-type: none"> - Clarify partnerships by defining joint activity plans, and deadlines, and promoting continuous follow-up - Reviewing the program strategy regularly and update the stakeholder map to identify potential new partners for joint agendas. - Involving partners in the planning process, presenting strategy in order to identify new and untapped synergies and strengthening long-term vision and plan. - To enhance accountability and transparency, formalize partnerships, where appropriate, with cooperation agreements that include detailed activities, deliverables and impact indicators.

APPENDICES (under separate cover)

(under separate cover due to length and file size)

- K. The WWF PPA Theory of Change
- L. WWF PPA Annual Operating Plan FY15
- M. WWF PPA Portfolio Evaluation Criteria and Questions
- N. List of Interviews Conducted
- O. TOR Template for PPA Program Evaluations
- P. TOR for the PPA Portfolio Evaluation
- Q. Justification for Alignment of the PPA Programs to the WWF UK Big Wins
- R. Justification for Scoring of PPA Programs for Specific Relevance Criteria Questions
- S. Results of Discussions with WWF Staff Regarding Factors Affecting Uptake of Learning Priorities
- T. Justification for Scoring of PPA Programs for Specific Efficiency Criteria Questions