

List of Abbreviations and Acronyms

(Note: covers Main Report and two Case Studies)

AOSIS – Alliance of Small Island States
AU – African Union
BACS – Bankers' Automated Clearing Services
BMU – Beach Management Unit
BOND – British Overseas NGOs for Development
BREEAM – Building Research Establishment Environmental Assessment Method – the world's leading design and assessment method for sustainable buildings
CAN – Climate Action Network
CBCRM – Community Based Coastal Resource Management
CBNRM – Community-based Natural Resource Management
CBO – Community-based Organisation
CBRC – China Banking Regulatory Commission
CCA – Climate Change Adaptation
CCICED – the China Council for International Co-operation on Environment and Development
CCIEE – Chinese Centre for International Educational Exchange
CEA – Coastal East Africa
CEOs – Chief Executive Officers
CFMA – Coastal Fisheries Management Area
CFUG – Community Forest User Group
COP – Conference of Parties
CSO – Civil Society Organisation
DEG – Development Environment Group of BOND
DFID – Department for International Development
D&I – Design and Impact
EC – European Commission
EGAD – EU Expert Group on Adaptation
EU – European Union
E&S – Environmental and Social
FCPC – Forest Carbon Partnership Facility Committee
FIPs – Fishery Improvement Plans
FOCAC – Forum on China-Africa Co-operation
FUGs – Forest User Groups
FY – Financial Year
GIZ – the German Society for International Co-operation
GPAF – Global Poverty Action Fund
HSBC – the Hong Kong and Shanghai Banking Corporation
IATI – International Aid Transparency Initiative
IDEAM – the Colombian governmental research institute that leads the country's climate change policy development
IIED – International Institute for Environment and Development
ILO – International Labour Organisation
INGOs – International Non-governmental Organisations
INSIGHT – a WWF network-wide Information Management System
IPR – Independent Progress Review
ISPA – Intensive Silvi-pastoral Approach
ISPS – Intensive Silvi-pastoral Systems
IUCN - the International Union for Conservation of Nature
IWRM - Integrated Water Resources Management

KfW – German government-owned Development Bank
KPIs – Key Performance Indicators
LCD – Low Carbon Development
LDC – Least Developed Countries
LFA – Learning for Adaptation
MMA – Ministerio de Meio Ambiente – Brazil Ministry of Environment
MOU – Memorandum of Understanding
MSC - Marine Stewardship Council
MSP – Multi-stakeholder Process
M&E – Monitoring and Evaluation
NAPs – National Adaptation Plans
NCAT – WWF Network Community of Adaptation Practice
NGO – Non-governmental organisation
PES – Payment for Environmental Services Scheme
PPA – Programme Partnership Arrangement
REDD+ – Reduced Emissions from Deforestation and Degradation
RPP – Readiness Preparation Proposal
RUMAKI – The three districts of Rufiji, Mafia Island and Kilwa, Tanzania
SAGCOT – the Southern Agricultural Growth Corridor of Tanzania
SEA – Strategic Environment Assessment
SFI – ‘Smart Fishing Initiative’ - a WWF Global Initiative focused on improving fisheries worldwide
SHL – Sacred Himalayan Landscape of Nepal
TAL – Terai Arc Landscape of Nepal
UNFCCC – United Nations Framework Convention on Climate Change
USA – United States of America
USB – data storage device/‘memory’ stick
VA – Vulnerability Assessment
VFM – Value for Money
VICOBA – Village Community Banks – a Community Savings and Credit Initiative, Southern Tanzania
WRUA – Water Resource Users Association
WUAs – Water User Associations

PPA Annual Reviewⁱ

COMPLETED REVIEW SHOULD BE NO LONGER THAN 30 PAGES AND IN FONT 12 (NOT INCLUDING THE END NOTES). PLEASE SUBMIT AN ELECTRONIC COPY TO PPA-Applications@dfid.gov.uk

Complete areas within white boxes only

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| Reporting Year | 2011-2012 |
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Basic Informationⁱⁱ

| Organisation | WWF-UK | | | | | | |
|-------------------------------------|-------------------------|--------------------|---------|---------|--|--|--|
| | 2010/11 | 2011/12 | 2012/13 | 2013/14 | | | |
| Annual Income of Organisation | £57.75m ⁱⁱⁱ | £62.97m | | | | | |
| | 2010/11 (if applicable) | 2011/12 | 2012/13 | 2013/14 | | | |
| PPA funding (£) | £3.49m | £3.09m | £3.09m | £3.09m | | | |
| As % of total organisational income | 6.04% ^{iv} | 4.91% ^v | | | | | |
| | 2010/11 | 2011/12 | 2012/13 | 2013/14 | | | |
| Other DFID funding (£) | £198,038 | £0 | | | | | |

Summary of relationship with DFID and other DFID funding^{vi}

Partnership funding to WWF-UK

- £2,490,000 (2003-2004): Partnership Programme Arrangement 1a
- £2,550,000 (2004-2005): Partnership Programme Arrangement 1b
- £10,680,000 (2005-2008): Partnership Programme Arrangement 2
- £13,290,000 (2008-2011): Partnership Programme Arrangement 3
- £9,271,068 (2011-2014): Partnership Programme Arrangement 4

Other DFID funding to WWF-UK

- £385,010 (2003): DFID provided funding to develop the innovative Timber Producer Group's work in Ghana and Brazil as part of WWF's Global Forest & Trade Network.
- £23,000 (June 2007): Workshop on Environment and Development Challenges – coordinated by DEG BOND.
- £35,000 (2008-2009): Water management architecture study. This assessed the international architecture for water resources and the role of the UK. It provided guidance to DFID and WWF on key ways to improve the international architecture around trans-boundary water resource management.
- £361,924 (2009-2011): Working with producers in China to demonstrate best practices in responsible procurement of products containing wood or pulp from illegal logging hotspots.
- £250,000 (2009-2011): Facilitating dialogue and engagement for sustainable trade and investment between China and east Africa.

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| <p>Other DFID funding to the WWF Network</p> <p>WWF-Pakistan Global Poverty Action Fund funding (under negotiation):</p> <ul style="list-style-type: none"> • £270,000 (2011-2014): Conservation of Chilghoza Forest Ecosystem through natural resource based livelihood improvement in Sulaiman range. • £1.48 million (2011-14): Improving livelihoods of fisher communities in Central Indus Wetlands Complex. |
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Approximate % of total organisational expenditure allocated by sector or theme^{vii}

From July 2011 to June 2012, the forecast % of total programme expenditure is:

| Programmatic theme | £ million | % of total |
|---------------------------------|--------------|------------|
| Climate Change | 0.91 | 3.36 |
| Sustainable Consumption | 1.69 | 6.27 |
| Freshwater | 4.90 | 18.14 |
| Forests | 4.29 | 15.86 |
| Species | 4.11 | 15.21 |
| Marine | 3.03 | 11.23 |
| Devolved UK programmes | 1.37 | 5.06 |
| Government Partnerships | 1.00 | 3.70 |
| Business & Programme Support | 0.86 | 3.20 |
| Other programmes | 4.86 | 17.98 |
| Total programmatic spend | 27.02 | 100 |

Part A – Output Review and Scoring

Output 1

Communities have received WWF training and/or have participated in processes for the equitable and adaptive safe-guarding of ecosystems.

Assessment of performance of output and progress against expected results^{viii}

The output is being achieved through a range of interventions such as initiatives to enhance or diversify livelihoods, training on issues related to resource management and training related to advocacy and watchdog functions to enable Civil Society Organisations (CSOs)/Community-based Organisation (CBOs) to advocate for environmentally sustainable decisions and/or hold decision-makers to account. The aim of these initiatives is to strengthen the capacity of communities living in or around vulnerable ecosystems to secure their rights to use, manage and benefit from ecosystems, creating opportunities for poor people to improve their livelihoods, and building the resilience of vulnerable communities to counter negative trends and absorb shocks from whatever source, but including climate change.

Overall progress against this output is good. We overachieved against two of the output milestones, in one case quite significantly, and fell slightly short of the third.

169 initiatives enhancing and/or diversifying people’s livelihoods have been established against a milestone of 167 (output indicator 1.1). This includes 13 new initiatives in Tanzania, Nepal and Colombia that aim to promote environmental sustainability while providing benefits to local people (i.e. adaptive initiatives, alternative livelihoods initiatives and financial mechanisms), including:

- **In the Amazon Piedmont region of Colombia**, (1) The provision of technical assistance on cattle ranching reconversion to 66 farms as part of a payment for environmental services scheme (see Changing Lives Case Study for an overview of livelihood benefits resulting from this initiative); and (2) Development (ongoing) of conservation and

sustainable production agreements^x which enhances farm productivity^x for 14 families affected by the new 'corridors' in the Alto Fragua National Park which connects patches of forests to the park (jointly designed by WWF and the Park).

- In southern **Tanzania**, 3 alternative livelihood and 1 community savings and credit initiative (VICOBA) have been strengthened during the reporting period. VICOBA as a model for community based saving and credit schemes has increased from 76 to 106 groups under the Rufiji Delta, Mafia Island and Kilwa District (RUMAKI) sustainable fisheries project and received support on management of larger loans to proven members. These loans increase the scale and range of livelihoods that members can engage in and the profits they can make (e.g. purchase of motorbikes for rural transport) and have led to an increase of profit for the members involved^{xi}).

- Progress has been made towards the establishment of a new 'composite' initiative in **Ruaha, Tanzania**, where a social learning methodology is being piloted to address the shortcomings of previous attempts at Integrated Water Resources Management across a highly complex catchment, in which a diversity of stakeholders live and work in an environment with multiple uncertainties^{xii}. Ensuring local people, and especially marginalised groups, have a voice in decision-making related to water use and management can plausibly be expected to deliver various enhanced or diversified livelihood opportunities (e.g. secured access and improved quality and/or quantity of water, leading to better health of the work force, thus freeing up of caring time, might all contribute to greater productivity). At this relatively early stage the work is very much focused on both 'getting the right process' and 'getting that process right'^{xiii}.

227 training events were conducted and/or facilitated with CBOs/CSOs, collaborative or joint management regimes on pro-poor adaptive ecosystem (or climate change) management (output indicator 1.2). Nearly all programmes overachieved against their milestones, resulting in a significant overall achievement of 467 training events against a milestone of 376. Training related to: strengthening of forest governance/management (Colombia Uraba Darien, Nepal TAL, CEA); strengthening of territorial management (Colombia Southern Choco), CBNRM – community-based natural resource management (CEA); climate change adaptation and mitigation (Colombia Southern Choco, Colombia Amazon Piedmont, Nepal SHL); administrative and financial management and systems (Nepal SHL and TAL); leadership development (Nepal SHL); multi-stakeholder process (MSP) and role of social learning (Ruaha), etc^{xiv}.

For example, in **Coastal East Africa (CEA)**, 6 training events were supported and/or delivered, including a learning exchange facilitated for seven local community representatives from Boni-Dodori coastal forests to two CBNRM projects in Kenya (Feb 2012)^{xv}. The aim was to build understanding of CSO/NGO structures and management and potential sustainable livelihood options that utilise local forest resources.^{xvi}

32 training events have been conducted and/or facilitated with CBOs/CSOs to engage in advocacy and/or watchdog functions relating to pro-poor environmental sustainability (output indicator 1.3), against a milestone of 34. Outputs fell slightly short of the milestone because: (1) in Colombia Northern Amazon two training events to inform and advise the construction of the Macarena road were prepared but not implemented, as a final decision by the government on whether to continue with the project is still pending; (2) on our CEA regional governance work, although no formal training events took place directly with communities/CSOs as planned, there was regular engagement and ongoing capacity building. Specific training events^{xvii} were instead targeted at WWF staff and colleagues who subsequently engaged local/national level CSOs as appropriate within their own countries; and (3) In Mozambique, where training was planned with national

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| <p>CSOs on fisheries issues, programme implementation of this new area of work led to the realisation that there are a lack of credible, well functioning national CSOs working on fisheries issues with which to engage and build capacity. Therefore direct training events with national CSOs were not undertaken and the strategy was adjusted to incorporate a public awareness campaign on harmful fishing gears and the engagement of local village level fishery councils on the issue.</p> <p>A notable example of training conducted is in the context of the implementation of the environment and social management plan and establishment of watchdog groups in order to strengthen participation during the construction of the Pasto-Mocoa road in Colombia. 5 information/discussion events were convened with the indigenous communities and authorities, farmers and local organisations, and an information booklet distributed door-to-door among local inhabitants.</p> | |
| Recommendations | |
| <p>Although progress is largely on track, the milestone and target will be revised slightly to reflect the change in strategy regarding CSO training in the CEA sustainable shrimp programme. A revised logframe will be submitted by the end of July 2012.</p> | |
| Impact Weighting % | |
| <p>30%. The review concludes this rating remains appropriate, reflecting the fact that while output 1 delivers direct benefits, it is rated slightly lower than outputs 2 and 3 because policy successes in the latter two outputs may have greater potential for change in terms of magnitude and over the long term.</p> | |
| Risk: Low/Medium/High | |
| <p>Medium. The review concludes that the risk rating for this output should stay the same to reflect the challenging contexts in which at least two^{xviii} of the programmes are operating.</p> | |
| List any documentary supporting information^{xix} | |
| <p>Colombia Programme Technical Progress Report, May 2012 CEA Programme Technical Progress Report, May 2012 Nepal Programme Technical Progress Report, May 2012 Ruaha Programme Technical Progress Report, May 2012 Changing Lives Case Study, May 2012 Report on Colombia Learning for Climate Adaptation Workshop. LFA Programme. 20-23 March, 2012. ‘Putting the Issues Together – A Case Study Analysis on Conservation-Livelihood Linkages in Khata Corridor, Bardia, Nepal’. WWF-Nepal. Nov 2011. (Covers WWF work from 2001-2010 (includes PPA funding from at least 2004).</p> | |
| <p>Actual achievement of expected results. Rate A++ to C^{xx} Use the rating scale to assess whether actual results achieved to date meet those expected, drawing on milestones, targets and indicators in the logframe.</p> | A |

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| Output 2 |
| <p>Policy frameworks and practices relating to adaptation, REDD+ and low carbon development that are climate-smart, environmentally sustainable and pro-poor, are identified, advocated and/or supported by WWF/partners.</p> |

Assessment of performance of output and progress against expected results

Climate change is a key driver of ecosystem degradation and poverty. It will affect, and in some places already bears implications for, the long term success of all our work. Three issues aimed at tackling climate change are thus included under our PPA:

- o helping to facilitate the shift to low carbon development in emerging economies which have rapidly increasing emissions, and increasing global political influence;
- o supporting the development of fair and effective REDD+ policy frameworks to reduce deforestation rates in Amazon countries; and
- o strengthening the resilience of ecosystems and people to climate change through local projects, and by influencing national policy and global debate.

To this end, we have engaged with a variety of key actors to share and explore climate-related information, lessons and approaches as follows:

Output Indicator 2.1 'Amount (quantitative and qualitative) of information and lessons shared, and pro-poor tools and approaches developed and promoted'.

Overall progress has been significant towards this indicator, with most of the relevant programme teams surpassing their respective milestones. Overall figures are 57 documented incidences of sharing/development/promotion (e.g. report production and dissemination on key areas of adaptation policy; workshops with key stakeholders/beneficiaries to share information on and jointly explore key issues such as community-level risk and adaptation), versus a milestone of 30 (and also thus surpasses a milestone of 48 for Year 2).

Selected Programme Examples:

International Climate Adaptation Programme – (1) Report 'National Adaptation Plans: Towards Effective Guidelines and Modalities' has been jointly produced with Germanwatch. It outlines both WWF and Germanwatch thinking and provides recommendations for appropriate guidance/modalities, particularly for developing country compliance/implementation. The report was shared specifically with United Nations Framework Convention on Climate Change (UNFCCC) delegates from: AOSIS (specifically Cooks Island & Samoa); Least Developed Countries (LDCs) (specifically Nepal, Bhutan, Mozambique); EU (EU Expert Group on Adaptation - EGAD); USA; Indonesia; Thailand; Pakistan; South Africa and with Climate Action Network (CAN) members to support our lobbying processes. It was more widely distributed through copies being made available at Germanwatch's and WWF's conference stands, the Adaptation Hub and Germanwatch's website.

(2) *Currently drafting eight ECO articles on adaptation issues with CAN colleagues – ECO* is the CAN daily newsletter. The newsletter is distributed widely at UNFCCC meetings and made available daily to all UNFCCC participants and is thus read by many influential individuals.

WWF Colombia – Further progress in tool development and information sharing in Gorgona and Sanquianga National Parks in the southern Choco, including two initiatives: (1) *A methodology for marine and coastal climatic risk assessments was jointly defined with the National Parks Authority^{xxi} – it will be used to incorporate climate adaptation issues in the Management Plans of Gorgona and Sanquianga National Parks, and other coastal/marine protected areas in the Colombian Pacific and Caribbean coasts; and, related to this, (2) A workshop was held with the National Parks Authority to consult leaders of Afro-Colombian Collective Territories (who are vulnerable to climate change in terms of their location and also their ability to access information and decision-making structures). Information shared included: a) provision of basic information on climate change, adaptation and mitigation strategies; b) presentation of advances in climate change adaptation and vulnerability assessment; c) discussion of research projects that*

have addressed climate change in the Colombian Pacific coast, and d) definition of information needs for adjustment of Gorgona and Sanquianga National Parks Management Plans. The workshop was attended by 19 leaders of the Afro-Colombian Collective Territories, and the remaining 14 were National Parks staff (23 men and 10 women attended in total)^{xxii}.

Output Indicator 2.2 - 'Number of Civil Society groups/other influential actors in decision-making processes related to adaptation, REDD+ and LCD processes engaged with/by WWF

Overall progress has been satisfactory towards this indicator, with most of the relevant programmes attaining or surpassing their milestones. However, overall attainment of this milestone has fallen short due to external limitations on one core activity by WWF-Colombia. (Consultation with indigenous groups in Amazon Piedmont has not been allowed for most of the year by order of the Colombian Amazon Indigenous Organisation, which wishes to establish an indigenous Reduced Emissions from Deforestation and Degradation (REDD) roundtable before consultations proceed further.) Across all of the programmes, we engaged with 93 influential actors/Civil Society Groups (e.g. from high level international policy fora regarding adaptation policy/processes through to more local level engagement, for instance with Park Authorities regarding balancing environmental and social needs/rights locally), compared with a milestone of 117, thus we are 79.5% towards full attainment.

Programmes have engaged with a range of government actors and institutions, for example:

- Country representatives at the Durban Conference of Parties (COP) – 17th key meeting of the UNFCCC (e.g. Cook Islands & Samoa; Bhutan; Bangladesh; Nepal);
- Government ministries including Foreign Relations; Technology and Innovation; Planning; Forestry; and Environment (e.g. regarding climate and REDD policy in Brazil);
- Governmental Research Institutes – e.g. IDEAM, the Colombian governmental research institute that leads the country's climate change policy development;
- Regional Environmental and National Park Authorities (e.g. in Colombia through participation in the Pacific Coast Node that will provide inputs towards definition of the National Climate Adaptation Strategy); and
- Regional Forestry Directorates and Fire Management Chapters (e.g. in Nepal, WWF supported the Directorates in their workshops in Terai Arc Landscape (TAL) to tackle issues related to forest encroachment, timber smuggling and wildlife poaching with communities).

A range of CSOs and actors have also been engaged with, for example:

- CSO networks such as CAN in our lobbying of UNFCCC processes;
- INGOs (e.g. Birdlife International and IUCN (the International Union for Conservation of Nature) on adaptation lobbying);
- NGOs (e.g. NGOs on the REDD Roundtable in Colombia);
- Community-based organisations (e.g. Afro-Colombian Community Councils);
- Research Institutes (e.g. Humboldt Biodiversity Research Centre in Colombia); and
- CSOs (e.g. the Langtang Eco Club Network in Nepal – supporting their week-long campaign on forest fire, which affects both biodiversity levels and the safety/wellbeing of vulnerable populations through livelihood and dwelling losses).

Selected example from International Climate Adaptation Programme – engagement with government negotiators attending UNFCCC regarding National Adaptation

Plans (NAPs) and Loss and Damage – the programme undertook a small survey^{xxiii} of government negotiators (6 in total responded, out of 9 invited), mainly from LDCs, to ascertain the value of WWF’s engagement with them. 80% found our report on NAPs useful in their work, and 4 told us that the report changed the way in which they think or work on NAPs in some way. Most said that they’d received and read WWF’s recommendations, as well as the CAN submissions on NAPs and Loss and Damage, with most again saying they were useful. All confirmed that WWF had talked with them about our ‘asks’ and PPA-related objectives for Durban outcomes on NAPs and Loss and Damage. They ranked our engagement with them between ‘useful’ and ‘very useful’. One respondent indicated that our engagement with them on Loss and Damage significantly altered their work or activities.

Recommendations

As explained in the prior sections outlining overall progress, many programmes reporting to this Output have surpassed their milestones (with some already hitting the milestone for 2013). Therefore we are currently in a process of revising milestones and targets both for programmes and the portfolio relevant to this Output. A revised portfolio logframe will be submitted by the end of July 2012 latest. Regarding progress with WWF-Colombia (Output Indicator 2.2), the programme feels on reflection that as the shortfall was due to external constraints, which should be alleviated in forthcoming periods, they will be able to ‘catch up’ over the next year and remain on track towards the Year 2 milestone. Hence no change will be made at this point. A watching brief is being kept on the conflict situation nevertheless, and adaptive management will be put in place if the need arises.

Impact Weighting %

35%. This review concludes that the weighting should remain the same; as such inputs of information and lessons will continue to be vital in influencing policy outcomes and feeding ongoing policy processes. The type of information may change as the policy process evolves, but the demand for volume of information will not dwindle.

Risk: Low/Medium/High

Medium. This review concludes that the rating should remain the same, as engagement and influencing work on policies and practices is subject to many external factors and risks. These risks are ever-present and not within the control of WWF.

List any documentary supporting information

International Adaptation Team Programme Report, April 2012.
 WWF-Brazil Programme Report, April 2012.
 WWF-Colombia Programme Report, April 2012.
 WWF-Nepal Programme Report, April 2012.
National Adaptation Plans Towards Effective Guidelines and Modalities, Germanwatch and WWF International, November 2011 (<http://germanwatch.org/klima/ad-naps.htm>);
 ECO articles can be found at: <http://www.climatenetwork.org/eco-newsletters>
 Climate-smart Guidance for Projects and Programmes. WWF NCAT Mainstreaming Subgroup. September, 2011.
<http://www.youtube.com/watch?v=nYongl-1mM0> YouTube Clip of Carlos Rittl, WWF-Brazil, promoting key climate policy asks. UNFCCC COP 17. December, 2011

Actual achievement of expected results. Rate A++ to C **A+**

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| Output 3 |
| Climate smart, socially and environmentally sustainable policies and practices for public/private actors investing in infrastructure and natural resource extraction/use are identified, advocated and/or supported by WWF and partners. |
| Assessment of performance of output and progress against expected results |
| <p>In the geographical focal areas for our PPA (e.g. Coastal East Africa, Tanzania) there are specific factors that are driving unsustainable development and over-extraction of natural resources, leading to ecosystem degradation and collapse, with huge often irreversible costs for local communities that depend on the ecosystem for subsistence and income. The key drivers we tackle through our portfolio include: infrastructure development; extractive industries, and trade in key commodities (e.g. timber, fish), all of which are influenced by investment policies and guidelines. Our strategy is to support and influence: governments responsible for regulating infrastructure and trade in natural resources in their countries; public and private sector investors (governments, lending banks); and individual companies. To this end, we are working with such actors/organisations to identify, commit to, and adopt environmental and socially responsible practices that also take into account future risks associated with climate change, as follows:</p> <p><u>Output Indicator 3.1 'Amount (quantitative and qualitative) of information and lessons shared, and pro-poor tools and approaches developed and promoted'^{xxiv}.</u></p> <p>Overall progress is good, with all related programmes either hitting or surpassing their milestones for this year. The range of sharing/development/promotion included workshops with bank employees to agree on/influence policy content, through to more local-level exploration and sharing of alternative livelihood options with vulnerable communities. A total of 54 amounts of information/lessons were shared, compared with a milestone of 30.</p> <p>Selected examples from programmes</p> <p>China-Africa Programme – (1) <i>Capacity-building workshops with senior Chinese bank employees</i> have led to the China Banking Regulatory Commission (CBRC) issuing green credit guidelines (the guidelines aim to promote green credit as a strategy; support the economy to grow in a green, low-carbon and recycled model through business innovation; manage environmental and social (E&S) risks; and improve banks' own E&S performances). The guidelines acknowledge the essential role of the banking sector in promoting a green and sustainable economy, as well as the risks presented by activities that are detrimental to the environment and local communities. Such guidelines in China are likely to influence future investments. The Industrial and Commercial Bank of China (which also attended the workshops) has publicly announced the formulation of a green credit strategic plan. (2) <i>Towards Sustainable Performance in the Forestry Sector</i> – a joint study with International Institute for Environment and Development (IIED) on Chinese and African perceptions on forest management and Chinese engagement in forestry is being prepared; and (3) Guidance entitled <i>Integrating Environment into Investment Decisions: Introductory Guidance for Tanzania's Mining Sector</i> was prepared in March 2012. This was aimed at capacity-building of senior officers directly involved in investments in Africa with Chinese interests, regarding the application of internationally accepted environmental performance standards. It was translated into Mandarin. A summary was also published, translated and distributed at several international functions (e.g. full version distributed on USB stick at February Mining Investment Indaba in South Africa: a major international conference attended by several 1,000 senior government and private sector actors).</p> <p>Coastal East Africa Programme – <i>Boni-Dodori coastal forest project (targets marginalised indigenous people living within threatened coastal forests and who are</i></p> |

heavily dependent on forest resources for their livelihoods): (1) A detailed Participatory Situational Analysis was undertaken and a full report and summary produced. The report highlights key livelihood issues faced by different households within the community, and potential suitable interventions including addressing human-wildlife conflict and sustainable livelihood options. The report was posted on a project coalition IT portal (Basecamp site) and 'ground-truthed' with local community representatives. Hard copies were provided to selected local stakeholders. Currently the summary is being translated into Kiswahili to help maximise local interest and uptake.

Tanzania Ruaha Project (freshwater programme) – Piloting of a Social Learning Methodology – the Ruaha Water Programme is piloting a social learning methodology (see Output 1 section, Indicator 1.1 for more details): (1) *Flyer introducing the MSP* – this has been prepared in both Kiswahili and English, and is being circulated to key stakeholders in advance of the first MSP workshop.

Output Indicator 3.2 – 'Number of influential actors and/or other decision-making bodies engaged with/by WWF'

Overall progress has exceeded expectations. We have engaged with **70 actors/ decision-making bodies, versus a milestone of 42**. Engagement ranged from high-level and large scale conferences (e.g. mining investment event with senior government and private sector attendees) through to community-level dialogue and representation (e.g. with Forest User Groups).

Programmes have engaged with a range of influential actors and decision-making bodies, including:

- *Community Decision-making Bodies* – e.g. the Federation of Community Forest Users, Nepal – this is the formal body representing Forest User Groups (FUGs) throughout Nepal and represents some 8.5 million people, providing a unified voice representing community forest users at policy level for^{xxv}. WWF-Nepal works closely with them in determining positions at policy level and also in programme delivery;

- *CSO Networks* – e.g. the Forest Governance Learning Group in Tanzania and Mozambique;

- *INGOs* – e.g. IIED;

- *Multi-laterals* – e.g. the CEA programme presented at the World Bank sessions at the Mining Investment Indaba, 2012. The focus was on improving natural resource governance in Africa (towards greater sustainability and equity);

- *Donor organisations/bilaterals* – e.g. KfW; GIZ; DFID. A notable example is the Ruaha Project, which is liaising with DFID Tanzania. DFID has provided WWF with names, documentation and valuable information updates on the Southern Agriculture Growth Corridor of Tanzania (SAGCOT) initiative. The initiative plans to increase land under irrigated agriculture, with earmarked areas in the Great Ruaha River catchment. This is a risk and a concern, given that current water extraction through irrigated agriculture is considered to be exceeding sustainable levels, causing the river to dry up in the dry season, with resulting power and wildlife problems downstream. WWF has reciprocated through sharing various information/materials related to the water sector;

- *A multitude of government ministries, departments and actors* – e.g. within the China-Africa programme the assistant minister in Mozambique is keen to trial an Inward Investment Screening Scheme; within the CEA programme, two MoUs have been agreed upon with the respective forest departments of the governments of Tanzania and Mozambique to address illegal logging, trade and cross-border issues;

- *International alliances and working groups* – e.g. the Joint African Union (AU) and the EU Working Group on Natural Resource Governance. WWF has been elected by the Working Group to co-chair the Working Group on Capacity Development in Natural Resource

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| <p>Governance (CEA Programme);</p> <p>-<i>Private sector companies and organisations</i> – e.g. Wal-Mart, Shell, Rio Tinto. The CEA Programme has engaged a local shrimp exporter, which has led to a MoU with Wal-Mart to supply sustainable shrimps (at the same time securing the sustainability of livelihoods for local fishing communities); the China-Africa programme has worked with several multi-nationals involved in natural resource extraction (e.g. Shell; Rio Tinto) towards engagement in adopting social and environmental best practices;</p> <p>- <i>Financial Institutions</i> – e.g. WWF has been working with CBRC since 2009 and has supported it to develop the green credit guidelines (see Indicator 3.1) through arranging joint study tours, training events and workshops;</p> <p>-<i>Think-tanks</i> – e.g. the China-Africa Programme engaged with two think-tanks connected to Chinese ministries (CCIEE – Chinese Centre for International Educational Exchange and CCICED – China Council for International Cooperation on Environment and Development) in order to influence the government towards more sustainable natural resource governance and trade.</p> | |
| Recommendations | |
| <p>As explained above, many programmes reporting to this Output have surpassed their milestones. Therefore we are currently in a process of revising milestones and targets for this Output both for programmes and the portfolio. A revised portfolio logframe will be submitted by the end of July 2012 latest.</p> | |
| Impact Weighting % | |
| <p>35%. This review concludes that the weighting should remain the same as such inputs of information, lessons and dialogue will continue to be vital in influencing policy/practice outcomes. The type of information may change as the policy/practice process evolves, but the need and demand for volume of information will not dwindle.</p> | |
| Risk: Low/Medium/High | |
| <p>Medium. This review concludes that the rating should remain the same, as engagement and influencing work on policies/practices is subject to many external factors and risks. These risks are ever-present and not within the control of WWF.</p> | |
| List any documentary supporting information | |
| <p>Programme Reports, April 2012 – China-Africa Programme; Coastal East Africa Programme; WWF-Nepal and Freshwater Programme (specifically the Tanzania Ruaha Project).</p> <p>Integrating Environment into Investment Decisions: Introductory Guidance for Tanzania’s Mining Sector, Executive Summary, Tanzania Chamber of Minerals and Energy (TCME) and WWF-UK, 2012</p> <p>Participatory Situation Analysis with the Mangai Community in the Boni-Dodori Forest Ecosystem. August, 2011.</p> <p>CBRC Green Credit Guidelines, February 2012.</p> <p>Flyer ‘RUAHA WATER PROGRAMME: Mbarali & Ndembera Sub-Catchments’. (Introduces the Multi-stakeholder Process to local stakeholders). WWF Ruaha Project. April 2012.</p> <p>China for a Global Shift Initiative Newsletter, March 2012</p> | |
| Actual achievement of expected results. Rate A++ to C | A+ |

Part B – i. Results and Value for Money

ii. Relevance

| Progress to date against PPA Outcome Statement(s) |
|---|
| <p>Outcome 1: Communities are safeguarding the ecosystems and ecosystem services upon which they and others depend in an equitable and adaptive manner.</p> <p>Overall progress against this outcome has been slower than anticipated (see end of section for further details). However, some significant results have been achieved against our indicators of progress:</p> <p>640 CSOs/CBOs, and other multi-stakeholder management regimes have strengthened capacity to sustainably use/manage natural resources, against a milestone of 662. Programmes reporting to this indicator use the ‘CSO Capacity Assessment Tool’^{xxvi} to measure changes in CSO capacity as a result of WWF support.^{xxvii}</p> <p>In Rumaki, Tanzania, WWF supports 25 community-run Beach Management Units (BMUs) to strengthen capacity to sustainably manage the coastal resources. Using the CSO tool, the programme team found that 7 of the BMUs have strong capacity; 14 medium capacity; and 4 that had only recently been engaged by the project and received a limited amount of initial training/capacity building had weak capacity.^{xxviii} In comparing the ratings of the new BMUs to those involved with the project over a longer time period, it is reasonable to conclude that as a result of capacity building efforts through the project, the BMUs that have been engaged to date have considerably increased their capacity to a good level. Broad areas of strength included good levels of engagement, inclusion and impact; and a strong vision, strategy and management. Common and recurring areas of weakness included undertaking effective advocacy and financial sustainability. As a result of this activity with BMUs during the reporting period, approx. 14,100 people were involved directly in community-based coastal resource management (CBCRM) efforts. Some BMU members report increased fish catches in some areas – a clear sign of the impact of ongoing CBCRM efforts.</p> <p>104 effective natural resource management plans have been implemented and enforced, including 31 new plans this year, against a milestone of 117. Plans include:</p> <ul style="list-style-type: none">- Forest Operation Plans in Nepal, which are an integral part of the management of community forest, guiding local communities to manage forests in a sustainable way so that all beneficiaries share and utilise forest resources and services in an equitable manner;^{xxix} and- Collaborative Fisheries Management Area (CFMA) plans in Tanzania, which are plans formed by multiple BMU executive committees of coastal villages sharing a common fishing ground, with the aim of working in partnership to manage the shared resources and improve environmental conditions and the livelihoods of coastal communities. <p>There are 39 local and national policies and plans with allocated resources that support improved regimes for the community, collective or co-management of natural resources, as a result of WWF engagement (meeting our milestone of 39). This includes 2 new local adaptation plans in Nepal, the definition of methodology for marine and coastal climatic risk assessments in Colombia Southern Choco, and a work agreement^{xxx} with Corponariño (the environmental authority for this region).</p> <p>We have fallen short of two of the three milestones for this outcome because:</p> <p>Colombia: armed conflict in Colombia Uraba-Darien and the unstable political situation in the Southern Choco region have required timelines in workplans to be adjusted.</p> |

Ruaha: emerging practicalities of developing the MSP with regard to the very high numbers of stakeholders led to a decision to focus on 1 of the 2 priority sub-catchments -- which will now involve 3 Water User Associations (WUAs) rather than 6. Provision of capacity building support to these WUAs will be influenced by the first MSP workshop in May 2012.

Nepal: The programme assessed the capacity of the CSOs with which it was working in early 2012 as part of our internal process to upgrade the PPA baselines (submitted to DFID in January 2012). This review of progress identified the need for further strengthening of existing CSOs. As a result, the programme has scaled back its plans to develop new CSOs. Political unrest has also required a reconsideration of work plans. Subsequent milestones and targets will be adjusted accordingly.

Outcome 2: Policy frameworks and practices relating to adaptation, REDD+ and low carbon development are climate smart, environmentally sustainable and designed to secure and/or improve the well-being of men and women living in poverty.

Outcome Indicator 2.1 – ‘Levels of engagement of civil society groups with key decision-makers (government and other) to advocate for policy frameworks and practices related to adaptation, REDD+ and LCD, that are climate-smart, environmentally sustainable and designed to secure/improve the well-being of women and men living in poverty’.

Overall progress with respect to this indicator is very much ‘on track’, if not slightly ahead of where we anticipated being at the time of this review. For measuring progress here we use a ‘Level of Engagement’ tool^{xxxi} which we invested significant time in this year – refining and testing with programmes, and building programme-level guidance around the tool’s implementation (e.g. ensuring it is used in a participatory manner, and that the ratings assigned are informed by and based on evidence). We believe the revised tools and associated guidance are helping us to monitor our policy and practice outcomes in a more robust and consistent manner.

Table 1: Summary of levels of engagement achieved versus milestones

| MILESTONE (LEVEL OF ENGAGEMENT) | MILESTONE ACHIEVED (LEVEL OF ENGAGEMENT) |
|--|---|
| Level 0 – anticipated in 2 countries | Level 0 – only at this level for one policy/practice issue in 1 country |
| Level 1 – anticipated 4 issues in 1 country | Level 1 – 3 issues in 1 country only, and 1 additional international policy/practice issue |
| Level 2 – none anticipated | Level 2 – 1 international policy/practice issue |
| Level 3 – anticipated 2 countries | Level 3 – 2 issues in 1 country and 1 issue in another country programme |
| Level 4 – none anticipated | Level 4 – achieved this level for 1 international issue and 1 country-level issue |

(Level 0 signifies the start of the influencing process; Level 1 signifies ‘defining the agenda and formulating a plan’; Level 2 signifies broader awareness and voice leading to ‘visibility’; Level 3 signifies ‘publicity’ – more strategic lobbying and representation, increased receptiveness of decision-makers; Level 4 signifies that a policy/practice issue gains a firm position on public/corporate agenda.)

It should be noted that while the level of engagement increases from 0 to 4, this is regarding engagement with one particular actor/organisation or process. There are three important issues to note regarding this: the level achieved depends very much on certain

external factors and assumptions; given that policy/practice advocacy and influencing is not a linear process, one would not always expect a uniform rise in ratings over time; and programmes engage with a variety of actors, organisations and processes on a number of issues and levels over time. Hence a return to Level 0 for some programmes may indicate moving on to engaging with a new set of actors, rather than a breakdown in an influencing relationship.

Selected example from WWF-Brazil – *this programme is making significant contributions in a process which aims to define an ambitious and legally binding climate deal that significantly reduces the likelihood of global temperature rise exceeding 2 degrees above pre-industrial levels (mitigation of climate emissions, as well as adaptation to climate change, is essential to protect poor and vulnerable people most at risk from climate change).* WWF-Brazil has continued to develop relationships within the Climate Observatory, a coalition of Brazilian environmental NGOs that has been supported and championed by WWF, including regular participation in meetings. The Climate Observatory has a seat in all major climate policy-making processes and is now recognised as a highly respected network. The greatest challenge to the programme in terms of progress here is currently a lack of clear and official government processes with which to engage. However, WWF continues to be a trusted and effective partner for the UNFCCC process, and this relationship is strengthening. Brazil’s Ministry of Environment (MMA) described WWF as “one of the few organisations that has a global view and is an effective partner at an international level”^{xxxii}. Overall, therefore, WWF continues to engage on this issue at the same level as anticipated. But, with continued efforts on engagement, an increase to Level 2 is anticipated by milestone 2. The team is currently exploring how to make these and their other policy ‘asks’ (around which such policy engagement is focused) more pro-poor (e.g. scoping of poverty-smart tool and case studies on poverty impact of policy for particular sectors).

Outcome Indicator 2.2 – ‘Levels of commitment and action by government/other key decision-makers towards policy frameworks and practices related to adaptation, REDD+ and LCD are climate-smart, environmentally sustainable and designed to secure/improve the well-being of women and men living in poverty’.

Overall progress – we are also on track with respect to this sub-indicator, relative to what was anticipated by the time of this review. To measure progress here we use the complementary ‘Action and Commitment’ tool^{xxxiii}, which measures the results of our aforementioned levels of engagement. These results are measured as achievements in terms of actions/commitments by key decision-makers and decision-making bodies. We also invested a significant amount of time this year to refine, test and build guidance around this tool, thus strengthening our ability to monitor progress against Outcome 2 more closely and accurately.

Table 1: Summary of levels of ‘Commitment and Action’ achieved versus milestones

| MILESTONE (LEVEL OF COMMITMENT/ACTION ANTICIPATED) | MILESTONE ACHIEVED (LEVEL OF COMMITMENT/ACTION REACHED) |
|--|---|
| Level 0 ‘Passive’ – 1 country on 2 policy/practice issues | Level 0 ‘Passive’ – 1 country on 1 issue (the other issue achieved more progress than anticipated) |
| Level 1 ‘Low’ – None anticipated | Level 1 ‘Low’ – 1 country on 2 issues |
| Level 2 ‘Medium’ – 4 countries on 5 issues overall | Level 2 ‘Medium’ – 4 countries on 6 issues overall |

| | |
|---|--|
| <p>Level 3 ‘High’ – 1 country on 1 issue</p> <p>Level 4 ‘Very High’ – none anticipated</p> <p>Level 5 ‘Impact’ – none anticipated</p> | <p>Level 3 ‘High’ – 1 country on 1 issue</p> <p>Level 4 ‘Very High’ – none reached this level as yet</p> <p>Level 5 ‘Impact’ – none reached this level as yet</p> |
| <p><i>Selected programme example – WWF-Colombia – REDD policy outcomes to take account of the needs of indigenous and other vulnerable/marginalised groups</i> – the Readiness Preparation Proposal (RPP), which is the government road map for REDD, was presented by the Colombian government and approved by the World Bank in late 2011. The Colombian government is putting emphasis on indigenous and Afro-Colombian communities’ consultation and participation, and the legal analysis – which WWF provided significant inputs to – provided valuable guidelines both in the RPP formulation and its future implementation. According to the members of the government interviewed, WWF provided strong support to engage local communities and provide technical and legal inputs^{xxxiv}.</p> <p>The government of Colombia is currently engaged in and committed to planning the presentation of the approved RPP to the Forest Carbon Partnership Facility Committee (FCPC) of the World Bank. It plans to carry out the environmental, social and strategic evaluation in less than a year in order to initiate RPP implementation. WWF will support the implementation of certain chapters with key actors to engage alliances in the implementation phase. WWF-Colombia’s observed levels of actions/commitment by the government of Colombia and other key actors on REDD policy (as a result of WWF/partner engagement among other factors) thus rose from the Baseline Level of 1 (Low) to 2 (Medium) as anticipated.</p> | |
| <p>Outcome 3: Government and private sector policies, practices and priorities relating to investment in infrastructure and natural resource extraction/use are climate-smart, environmentally sustainable, designed to secure and/or improve the well-being of women and men living in poverty.</p> | |
| <p><u>Outcome Indicator 3.1</u> – ‘Levels of commitment and action by banks, and multi-lateral financial institutions to incorporate climate-smart, social and environmental best practices into their policies’.</p> <p>Overall progress – for this ‘sub-indicator’ we are ahead of where we anticipated at the time of this review. This outcome also uses the Commitment and Action Tool.</p> <p>Selected programme example – Coastal East Africa programme. The programme presented to World Bank officials on environmental concerns regarding extractives investments at the International Mining Investment Indaba. A good working partnership has been established with the World Bank regarding these issues, which ultimately impact on many poor and vulnerable people living near or working in extractive sites. In addition to a frequent exchange of information, an MoU is under way to formalise the working relationship. <i>Overall, therefore, there has been effective engagement and commitment with one bank (the World Bank), meaning that Milestone 1 has been achieved.</i></p> <p><u>Outcome Indicator 3.2</u> – ‘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’</p> <p>Overall progress – we are on track or ahead with regard to this sub-indicator.</p> <p>Selected programme example – China-Africa Programme. <i>The programme is working to influence selected African governments towards using inward investment screening</i></p> | |

criteria, and carrying out Strategic Environmental Assessments (SEAs)^{xxxv}. An additional objective is that key Chinese and African stakeholders on Forum on China-Africa Cooperation (FOCAC) and other international fora are aware of – and at least some of them show the intention of supporting – WWF’s position^{xxxvi}. Examples include:

- WWF is supporting the Mozambican ministry of forestry to integrate internationally accepted environmental and social standards into the forest sector. The level of engagement of WWF with the government of Mozambique on this is now ‘high’ (level 3), up from ‘medium’ (level 2) a year ago, and the Tanzanian forestry and beekeeping division is now at ‘medium’ (level 2), up from ‘low’ (level 1);
- The level of commitment of the Kenyan government towards SEA^{xxxvii} is considered to be ‘high’ (Level 3); and
- Overall levels of action and commitment have risen from an average of Level 1 (Low – where the action/commitment is more ‘declaratory’ in terms of mostly verbal interest or commitment to issues/action shown at this stage. Perhaps engaging and exploring good practice, but this is mostly on a conceptual basis at this point), to an average of Level 2 (Medium – with more active collaboration/cooperation, and thus more tangible commitments and actions in evidence. Targeted actors are developing policies and practices for change (practical steps towards this end being in evidence, although in the earlier stages of the process)).

Outcome Indicator 3.3 – ‘Levels of commitment and action by local and international companies to incorporate climate-smart, social and environmental best practices into their policies and practices’

Overall progress – programmes reporting to this sub-indicator have either met Milestone 1 or surpassed it.

Selected programme example – Coastal East Africa programme. *The programme aims to influence shrimp fishery operators and/or exporters; timber export and/or processing companies; and the extractives industry. An example from Shrimp ‘Workstream’:* (1) MoU signed between shrimp industry actors, WWF and the Ministry of Fisheries to support and finance the Marine Stewardship Council (MSC) process in Mozambique; (2) WWF is supporting the Ministry of Fisheries stakeholder consultative meetings over Fishery Improvement Plans (FIPs); (3) WWF is supporting and collaborating with the National Directorate for Surveillance of Fisheries over community awareness-raising campaigns on the use of harmful gears in the shrimp industry; (4) two major local seafood companies exporting shrimp, Oceanfresh and Pescanova, are collaborating on supporting FIPs as part of the MSC process; and (5) four major grocery retailers in the US have committed to sourcing 100% sustainable shrimp from Mozambique. Oceanfresh has also signed an MoU with Wal-Mart and Sysco to supply shrimp, initially undergoing the FIP process (and then MSC). Pescanova, a major operator and exporter for shallow water shrimp, has been harder to engage. The programme is thus now engaging with WWF-Spain, SFI (a WWF Global Initiative focused on improving fisheries worldwide) and others to collaborate on joint lobbying of the company at its Spanish headquarters.

Overall against this sub-indicator, the programme has obtained an average level of commitment and action of ‘2’ (Medium) compared with the anticipated Milestone of ‘1’ (Low).

Key challenges

Key ongoing and emerging challenges largely relate to the external context (e.g. politics, governance processes, international negotiations, etc.):

- **Political instability** has been a key challenge faced by programmes in Nepal and Colombia. **Armed conflict** has also affected implementation in Colombia and in Boni-Dodori, Kenya (which has been affected by the Kenyan government incursions into Southern Somalia). Work plans and timelines are being adjusted accordingly;

- The **shifting context of international negotiations** is a key challenge in our policy advocacy work, particularly our adaptation policy programme and low carbon development policy work in Brazil. For example, we had expected NAPs guidelines and modalities to be finalised in Durban, but only a *process* for developing this was established. Our engagement in this unanticipated process is limited by capacity and budget. We will look to work effectively with others and are fundraising further to try to accommodate this. Otherwise, we will focus our attention on ensuring financial commitment is adequate for NAPs to be developed and implemented; and
- In our work with Chinese banks, a challenge continues to be that particularly large state-owned banks are not used to working with international NGOs and are very **cautious about collaboration**. Hence our approach has been one of long-term engagement to demonstrate what we can offer to banks in terms of helping to mitigate their risks while eschewing confrontational approaches. This has been effective in building confidence.

Internal challenges relate primarily to **capacity**, as some key posts have been vacant during the period in our Brazil, CEA and Boni-Dodori programmes. Where possible, we have directed funds to address capacity needs. In addition, climate change adaptation is a new and emerging field of practice and policy. Being ready with sufficient capacity, information and analysis to be an effective part of the debate is a challenge, and will continue to be so.

Risks and Assumptions

For the IPR (Independent Progress Review), we will revisit risk again in depth using our Risk Assessment Tool (see February Information Request^{xxxviii}) and will reflect on whether any alterations in risk levels and hence mitigation strategies are necessary at the mid-term point. In the meantime, we conclude that many of the risks previously identified still hold true and we are continuing to reflect these risks in ongoing strategies and activities. For example, risks regarding externalities to policy advocacy and private sector influencing work still remain. While we are making progress in building capacity in social awareness and analysis (e.g. data disaggregation; beneficiary engagement), at this stage of implementation we would still say that these risks to successful implementation remain. In addition, there have been some changes to the internal and external context of our programmes which may affect the overall portfolio level risk ratings against a few risk categories (which as stated will be reflected on more fully for the IPR). These include: **Changes to the local context (risk category 1) and/or the policy and legislative environment (risk category 8):**

- A change of top leadership is expected in China next year, and this is likely to have knock-on changes of leadership in other state enterprises or departments. This could have far-reaching and unpredictable consequences for WWF's China-Africa work.
- Political incursion by Kenyan troops into Somalia, which began in October 2011, is a risk to delivery of our work in northern Kenya (see also challenges). The situation and potential impact on work plans is being kept under close review.
- The reform of the new Forest Code through Brazilian Congress and the Senate, in December 2011, may make it harder for Brazil to achieve its international forest emission targets. The programme continues to lobby hard on these issues, but the international context is subject to many external factors.

Leadership/management (risk category 3), financial resources (risk category 4):

- Management challenges in one programme office. The management team is working to strengthen systems and invest in staff and capacity building.
- A change in the financial position of one programme office, following the decision of a key donor to reduce their contributions, which may impact on delivery. At the moment, the remedial action taken in agreement with the donor was to defer the decision to FY13. In

the meantime, financial and technical analyses are taking place to elaborate a strategy to overcome this budget cut, either involving submitting new proposals or reducing impact and activities during FY13.

Participation and partners (risk category 6):

- Possible 'risk' that in our adaptation policy work on 'loss and damage' we are now working with new partners who could want to put more emphasis on influencing the wider/bigger picture, rather than the detail of setting up an international agreement. This could risk capacity and resources to deliver comprehensively on the specifics of our objective. We will thus assess the potential impact and effectiveness of both approaches to support the needs of the most vulnerable, poor people, communities and ecosystems. We will clearly communicate any change of emphasis in our strategy and/or partnerships going forward. One way to address this could be to work with new partners to share our individual theories of change and henceforth develop a combined one, to establish a united approach and voice with complementary activities going forward.
- International REDD negotiations are very slow, and some organisations are losing faith in the process. Nevertheless, all countries agreed to work on a binding instrument for the future climate regime, negotiating it until 2015.

Consider any climate or environment risks and how the organisation is minimising and mitigating negative impacts.

WWF's mission is to stop the degradation of the planet's natural environment and build a future in which humans live in harmony with nature. As such, all our processes and systems are intended to promote favourable and integrated outcomes relating to climate and environment. WWF's PPA Environmental Screening in May 2011^{xxxix} outlined our key organisational commitments and programmatic approaches to the environment, as well as WWF-UK's Environmental Policy and Management System for managing our environmental impact. No issues/areas of weakness were raised by DFID during this process. Key areas of progress since the submission of this previous screening include:

- 1. Organisational approach and commitments:** The screening identified key WWF-UK strategic commitments to improve our overall impact in line with our 2010 strategy renewal objectives. These commitments have been largely met – e.g. our work on sustainable consumption has become more globally and Europe focused.
- In June 2011, a new WWF Network Climate Change Adaptation Strategic Plan (2011-2016) was signed off. This represents, for the first time, a Network-agreed approach and vision for adaptation.
 - In the screening, we described the key policies that frame WWF's understanding of sustainable development and poverty-environment linkages. The *Community Rights and Resources* policy^{xi} was still 'to be approved'. This policy has just closed for comment and is being submitted to our Conservation Committee for approval.

- 2. Update on WWF-UK's environmental impact:** Every year, WWF-UK produces an environment report outlining progress on management and reduction of our environmental impact^{xli}. This year our targets to reduce water consumption and waste were met, but in other areas (e.g. gas use) targets were not met. One factor contributing to high energy use was the coldest winter in 30 years. Prompted by the constraints of our current premises^{xlii} and the forthcoming expiry of our lease, we are developing a brownfield site in Woking, for completion in 2013, with good access to sustainable transport. The design for the new building will aim to achieve a BREEAM (world's leading design and assessment method for sustainable buildings) 'Outstanding' rating. PPA Programme staff have made use of available technologies as much as possible to avoid air travel. However, some travel has been necessary, particularly when starting new programmes.

3. WWF programmatic approach to climate/environment risk: One area to highlight relates to our ambition to deliver a climate-smart PPA portfolio. During the reporting period, we developed guidance^{xliii} to facilitate climate-smart programme design and implementation. The guidance seeks to support an integrated (social-ecological systems) approach to adaptation and, by emphasising the programme management cycle, to ensure we plan for all aspects of the cycle from the outset. The guidance is currently being mainstreamed into wider WWF tools/systems – e.g. the revised WWF Network Standards^{xliv}. Over the reporting period we have worked with all PPA programmes to strengthen integration of climate into design, and we are now supporting climate-smart design in non-PPA programmes – e.g. our HSBC-funded portfolio.

Many PPA programmes have demonstrated progress towards becoming climate-smart – e.g. through initiating vulnerability assessments in Nepal, Colombia and Kenya^{xlv}, as well as through training opportunities for WWF staff (e.g. on learning processes/practices under the Learning for Adaptation (LFA) programme). Such training has helped to enhance internal capacities and confidence regarding adaptation – e.g. understanding and communicating climate hazards, impacts and uncertainties, and methods for assessing vulnerability.

Provide evidence to show how PPA funding allows you to take risks and innovate

Important examples of incremental and radical innovation are emerging from our PPA portfolio (see also Additionality Report and Part C, Learning). Overall the unrestricted nature of the PPA funds has allowed us to direct them to testing and developing new concepts and approaches, which would have been more challenging to fund through other means. Examples of incremental innovation:

- One area of innovation for the **China-Africa project** is in the engagement of selected African governments to integrate international standards into development of the forest sector. The signing of an agreement by the Mozambican and Tanzanian governments concerning joint approaches on sustainable forestry management is an example of WWF innovating through a ‘peer pressure’ mechanism.
- In recent months WWF-UK has seen the emergence of a core community of practice for learning in support of adaptation. This community of practice involves regular facilitated meetings of the **UK climate adaptation team**, drawing together new approaches, tools and methodologies.

Examples of radical innovation:

- The **Colombia team** are taking the initiative to institute a ‘learning system’ explicitly designed to strengthen opportunities for single, double and triple loop learning within their programme. Although yet to yield demonstrable results, this is a potentially significant ‘re-framing’ innovation.
- A process of radical innovation is emerging in the **Naivasha Basin project** through the innovative confluence of three processes: (i) the design and implementation of a multi-stakeholder process based on collective learning principles; (ii) the testing of ‘Flowing Forward’, a participatory approach to assessing climate change vulnerability; and (iii) the framing of both activities through an ‘inquiry’ as well as a ‘delivery’ lens, as a means to support the ‘learning by doing’ approach inherent in (i) and (ii).
- The WWF Network is developing its adaptation practice by bringing together conservation practice, natural sciences, ecological perspectives, resilience thinking, livelihoods, participation and vulnerability. This re-framing of WWF’s conservation practice along the lines of pro-poor and climate-smart conservation supports integrated social-ecological approaches to adaptation.

Are the assumptions identified in the logframe working out in practice? Any modifications required?

On the whole, we consider that the assumptions still hold true. In at least one programme the assumptions have been tested, requiring the modification of programme strategies. In Colombia, political instability and conflict required the adjustment of project work plans.^{xlvi}

There are a few assumptions/issues we need to continue monitoring closely – for example, climate change is a continuing and growing threat to many activities, and particularly in terms of sustaining results/impact. In Colombia, our programme is coping well in the context of conflict thus far, but we remain in communication regarding this and ready to adapt strategies and activities accordingly if necessary. UNFCCC progress on NAPs has been slower than anticipated, but we continue to engage strategically as the process emerges, and we feel we are still largely on track, all things considered. The greater challenge regarding NAPs is finding WWF partners with capacity to engage with NAPs that coincide with their least developed country government wishing to undertake NAPs (in the timeframe of the programme). We are looking to work with wider partners, such as BirdLife International, to help address this. We will update the programme and logframe accordingly. The lack of openness of a key corporate partner to constructive engagement in one of our programmes is emerging as a challenge, and work is ongoing to build dialogue and trust. We also are keeping a watching brief on the situation as regards the global economy: for now we are still on track as regards Outcome and Output 3, but we must be ready to re-strategise and undertake adaptive management if the situation worsens.

Evidence

There is no new evidence that we are aware of which undermines portfolio or programme-level design. However, we continue to engage and work in partnership with other agencies and academic institutions, and strive to maintain up-to-date knowledge relevant to our programmes. We will continue to reflect on our programme design on a regular basis and make any necessary alterations.

Strategy for Achieving Results and Sustainability

Our Additionality Report outlines several examples of how the PPA has enabled us to lever additional resources from external partners. For example, during FY12, PPA funding helped leverage^{xlvii} £1,124,119 of match funding from other funding sources (i.e. not administered by WWF) for supporting the delivery of results by WWF-Colombia, more than doubling the amount received from WWF-UK for FY12. This was achieved through close partnership working, for example with public environmental authorities.

Key strategies for ensuring sustainability of results among PPA-funded programmes include:

- Building capacity of community and other non-governmental organisations to achieve and sustain impact (Nepal, Colombia, RUMAKI, Boni-Dodori, Ruaha, Naivasha), as per Outcome 1 of our Logframe. For example, in Colombia, PPA funds have supported the capacity building of key partners, including indigenous and Afro-Colombian territorial organisations;
- Addressing drivers that threaten to undermine social and environmental outcomes, such as climate change, infrastructure development, land use, mining, etc., as per outcomes 2 and 3 of our logframe (Colombia, CEA, Brazil LCD policy work, adaptation policy work, China-Africa, Nepal);
- Fostering ownership among beneficiaries and target groups, for example by jointly

identifying and planning ways to continue to work towards achieving and sustaining the project's goals beyond the project lifetime (China-Africa); and

- By working in partnership, networks and coalitions with other NGOs, we also hope that what we bring to the table will be taken away by them in their future work and engagement. We are looking at building closer relationships with other NGOs towards this end.

Our Additionality Report cites numerous examples of strategic use of PPA funding to ensure the delivery of sustainable results. For example:

- *Supporting the piloting of innovative approaches such as the MSP in Ruaha* – the decision to adopt an MSP as the pilot vehicle for an approach to improved water governance in two sub-catchments, with the ultimate aim of restoring and sustaining perennial flows in the Great Ruaha River, is likely to ensure sustainability of programme impact and water governance functions beyond WWF's exit (e.g. through capacity-building of Southern partners);
- Supporting improvements in M&E, programme design and analysis, and particularly efforts to improve participatory planning and monitoring^{xlviii}, will improve both the quality and (as one dimension of this) sustainability of results; and
- We have used PPA funds to support two programmes focused on improving learning regarding two areas of critical importance for our work: adaptation and REDD+. With such a strong emphasis on broader capacity building – internal and ultimately external (domino effect) – sustainability has been a key consideration, i.e. taking a mainstreaming approach to climate change adaptation (CCA)^{xlix} rather than creating a separate programme of work.

Direct Feedback from Beneficiaries

We have consulted beneficiaries to a range of extents and via different approaches. It is an area where we recognise we need to develop capacity and tools. In light of this we are at the scoping stage of developing a pilot WWF-UK poverty/social training programme, which will include preparation of guidance materials on social awareness and analysis that will be disseminated to in-country teamsⁱ. Some examples include:

- WWF Colombia has a long history of receiving largely informal feedback from direct beneficiaries, and is working to systematise information, communication and dissemination processes in order to better capture and track responses to this. E.g. a recently launched evaluation videoⁱⁱ of the forest governance work includes reflection on how new strategies were developed and incorporated based on community evaluations, lessons learned and external feedback;
- WWF Nepal collects case studies from beneficiaries as a part of qualitative analysis. Field offices collect the stories from the field and share them with the respective programme units;
- As yet it has been too early in the implementation of the Ruaha programme to warrant meaningful beneficiary consultation regarding results, but this will begin after the first MSP workshop in May 2012. A detailed situational and stakeholder analysis was conducted at the start of the programme inception phaseⁱⁱⁱ;
- Feedback from beneficiaries on the Naivasha Climate Change Vulnerability Assessment (VA) will be sought during May/June 2012. The project team has collected information from Water Resource User Associations' (WRUAs) sub-catchment management plans, reports and communication stories told by the beneficiaries during group meetings. Additional information was collected from a 'climate witness' interviewed by WWFⁱⁱⁱⁱ. One example of feedback on wider project benefits includes farmers in selected intervention areas expressing their being able to have water for dry season farming, promoting food security in their households and improving their general livelihoods.

In terms of our policy work, a challenge remains to identify, never mind engage with, the beneficiaries of international and national level policies affected by our advocacy work. Such beneficiary impacts are necessarily indirect, long-term and complex to examine, and even more complicated in terms of assigning any 'attribution'. Nevertheless, we are working to develop our thinking in this area. For example, WWF-Brazil is undertaking work to help ensure their policy 'asks' are sufficiently pro-poor, and to help develop case studies on the impacts of certain types of policies/practices on poor/vulnerable groups.^{liv} We are also engaging with other NGOs with more social/poverty focus and expertise (e.g. our International Adaptation Policy Team is engaging with Care International) in order to maximise resources and available information/expertise.

Finally, we are also seeking to strengthen the inclusion of feedback from advocacy target groups, partners and stakeholders in our reporting cycle. The tools mentioned in the outcome section^{lv} are participatory in nature, and our revised reporting template encourages the collection of partner/stakeholder feedback, with at least two PPA programmes (Adaptation and Colombia) having already done so.

Disaggregated Results

Regarding our local level work, a range of approaches to and extents of disaggregation can again be observed. See the previous section, regarding the need to continue to build capacity and guidance materials in this area. Some examples include:

- WWF Nepal disaggregates data by gender and also social and ethnic sub-groups at the community level (e.g. Dalits; indigenous peoples)^{lvi}. Particularly poor groups, or 'the poor' as a particular category, are not yet included or monitored separately, but this is being addressed going forward.
- In Ruaha, work has been undertaken to provide 3 broad poverty level distinctions in the two focal sub-catchments.^{lvii}
- The Naivasha project's baseline situation analysis study disaggregated groups into: social organisations (e.g. WRUAs; farmer commodity producer groups); geographical location; and gender and age^{lviii}.
- WWF-Colombia has disaggregated data by: ethnic group and territorial organisation; gender of direct beneficiaries; the specific towns or communities within a given territory of direct beneficiaries; and, in the Amazon, by family/household.

Again, disaggregation is a challenge in terms of our policy advocacy work (see the previous section). We are engaging with other NGOs with stronger social/poverty expertise regarding this (again see previous section); seeking to develop case studies on key policy/practice areas; and also considering development of tools to disaggregate impacts of particular policy content and 'asks' on particular social sub-groups (see the WWF-Brazil example above).

Value for money (VfM)

Organisational cost drivers: Two key areas driving costs affecting delivery of the results include skilled staff and the cost of accessing/delivering workshop/training/meeting activities to vulnerable communities in very isolated locations. Skilled staff are obtained either through recruitment or through hiring consultants to fill the gap. In general, all WWF offices have staff recruitment policies similar to the UK^{lix}. Consultancies over £5K are tendered according to the Network standards, but in at least one training activity^{lx} the consultants gave 2 days pro-bono. Travel costs associated with reaching vulnerable communities in remote areas tend to be high, but value for money is increased where project staff ensure that one activity has multiple outputs and leads to more than one outcome. At least four programmes work with participatory processes and CBOs to reduce

staff travel costs and extend reach^{lxi}.

Greatest risks to value for money are associated with non-compliance with our procurement policies, and policy work not achieving its expected results or impact. Risks associated with procurement are being managed by the new procurement manager and will be monitored through a new procurement software system. Employing senior policy staff in the programmes is key, but the M&E for policy advocacy programmes or activities are such that they enable the teams to assess whether key milestones are being reached and the quality of engagement/responses to lobbying^{lxii}, and thus to respond through adapting strategic approaches and tactics. All policy advocacy teams are testing 2 new policy effectiveness monitoring tools (level of engagement and commitment to action).

PPA funding has driven several VFM processes in WWF – both in the UK and across the Network where PPA supports the 8 programmes. In the UK the emphasis has been to develop a common understanding of our approach^{lxiii} and how we can bring ecosystems and equity to the debate. From an initial baseline assessment at least 3 programmes^{lxiv} look at the 4Es of VFM^{lxv}; at least 4 programmes use/have used PPA support to lever other project funding; and at least 3 others have used PPA support to lever local buy in^{lxvi} through in-kind support, resulting in increased ownership and sustainability, as well as cost savings. More progress was made with respect to value for money processes than expected due to PPA funding and influence.

The most significant VFM improvements have been obtained via hiring a procurement manager in WWF-UK who is overseeing improvements in centralisation and a new monitoring system^{lxvii}. Similarly, we are updating the Network standards – which include evaluation guidelines that seek to assess value for money in programmes, an initial roll-out of INSIGHT (a Network-wide information management system), and an annual good practice assessment to check the status of monitoring plans and use of the Network standards to improve results of programmes^{lxviii}. In addition, we are developing a value for money monitoring process, coordinated by WWF-UK and working with the 8 PPA supported programmes^{lxiii} initially.

Monitoring efficiency gains: This is in place for WWF-UK. For example, in terms of contracts initiated or negotiated in FY12, savings have been identified due to improved procurement processes amounting to £377,000. Further gains are expected with the roll-out of the new procurement monitoring system and strategy that centralises many key processes^{lxix}. Efficiency gains for the 8 programmes will be monitored as part of a value for money project, using the 4E framework, where over the PPA period efforts to monitor and examine value for money will be undertaken with UK universities, so that VFM incorporates ecosystem service values and equitable access to those services, and ensures that stakeholder and beneficiary values are systematically captured.

Part B – ii. Relevance

Representativeness and targeting

From decades of work around the world, WWF has learned that lasting success in conservation and natural resource management is only possible when it is sustained by, and benefits, local people^{lxx}. Our work targets people who are dependent on and/or key, or potentially key, to the sustainable use and/or management of natural resources that provide critical environmental services. For example, in Colombia, given that 80% of remaining natural forests are on indigenous lands and Afro-Colombian territories, and

therefore belong to some of the most vulnerable people in Colombia, it is essential to work with communities to enable them to sustainably access, use and protect their resources. While programmes consult with poor and marginalised groups among other stakeholders, where conservation depends on collective management regimes interventions may not explicitly address the wider needs of these groups, but would look to other agencies to do this. WWF most often seeks to address the drivers of poverty and environmental/climate degradation that negatively impacts millions of poor/marginalised/vulnerable groups, rather than directly delivering services.

WWF recognises in our 2009 Poverty and Conservation policy that “maintaining the richness of these natural environments and sustaining conservation successes can only be achieved through addressing the poverty in these places”.^{lxxi} We have thus sought to improve our targeting of poor, marginalised and vulnerable^{lxxii} people. Building on developments since the adoption of the aforementioned policy, the rationale for any programme being supported by the PPA is being further honed by a context-reflective theory of change, indicating why and how poor/marginalised/vulnerable groups would be targeted; or, where the focus is on drivers of change, indicating the causal link to such groups of people (albeit indirect). It is planned and anticipated that these approaches will be extended to all relevant non-PPA programmes by 2014^{lxxiii}.

Understanding the poverty–environment interface in the different landscapes/ecosystems where we work requires robust analysis, and the PPA has both driven and greatly facilitated the upgrading of these analyses in many programmes (see Additionality Report). For example, even when working with marginalised groups, such as the Aweer (or Boni), an indigenous hunter-gatherer group in north-eastern Kenya, participatory analysis has revealed that while the communities as a whole are remote and marginalised in the political context and collectively lack access to services, there will be specific individual and household types who are more vulnerable than others^{lxxiv}.

On the basis of improved analysis, we are considering how the targeting of some programme strategies can better respond to the needs and priorities of poorer and marginalised/vulnerable groups. For example:

- Again using the project example in north-eastern Kenya, the intervention is designed to both directly and indirectly target the poorest and most vulnerable groups (e.g. asset-poor households without diversified livelihoods; or elderly and/or infirm householders lacking supportive relatives)^{lxxv}. Livelihoods will be enhanced through initiatives that take account of the needs and priorities expressed by these groups, and build on their capabilities and resources. Indirect benefits might also reasonably be expected through complementary but collectively-oriented initiatives to reverse the marginalisation of the communities as a whole, through their mainstreaming in county/district and national planning and development processes.

A number of approaches are used in our programmes to ensure interventions identify and address the needs and priorities of the target population:

- **Strengthened social monitoring, analysis and reflection processes:** With PPA support, we have been able to strengthen our M&E systems in many programmes, and work is continuing to this end (see Additionality Report). This includes improving methods for collecting **direct feedback from beneficiaries and key stakeholders** (see section above). We are also investing in improving reflection and learning in a number of programmes. Access to improved data and information, supported by regular reflection processes, will help ensure an ongoing process of adaptive management and learning to strengthen targeting of benefits.

- **Capacity-building approaches and partnership working:** Much of our work aims to build the capacity of partners – CSOs, CBOs, other NGOs, government stakeholders, etc. Our aim in doing this is that these actors will be empowered to sustainably and equitably manage natural resources in line with their needs and priorities, and those of particularly poor/vulnerable groups. In Nepal, for example, development, institutional strengthening and advocacy training of Buffer Zone User Groups and Coordination Committees in 2011 has empowered communities more effectively to represent their needs and rights during consultations with National Parks in the development of park management plans (e.g. the development of first management plan for the newly-created Banke National Park^{lxxvi}).

- **Participatory approaches** to programme implementation also help ensure that the needs and priorities of beneficiary populations are continuously addressed. For example, the Ruaha project, as previously outlined, is piloting a multi-stakeholder social learning process. Special effort is being taken to ensure that poorer groups – notably poorer women from less productive, rain-fed, farming systems and from the tail-ender communities, and groups of pastoralists and others who have suffered or are under threat of eviction – are adequately represented. Outcomes associated with this inclusive approach should therefore involve these groups having more participation in and influence over decisions affecting their lives, plus tangible benefits such as improved water quality and therefore less exposure to waterborne diseases^{lxxvii}.

Part C – Lessons Learned

What lessons are being learned and shared from this PPA?

The independent evaluation of our previous PPA (2010) highlighted the weakness of WWF's M&E and learning systems.^{lxxviii} In response to this, WWF-UK committed to “focusing on improving programme quality, particularly in the design phase, to encourage lesson learning [...] and providing a mechanism to capture and disseminate lessons”.^{lxxix} With its emphasis on improving programme quality as well as the impact of cross-cutting themes addressing the linkages between poverty, gender, environment and climate change adaptation, our current PPA has therefore opened up significant opportunities for improvements in adaptive and integrative management practices and their supporting components, including design, M&E and learning. This is an opportunity not only for WWF staff immediately involved in delivering the current PPA portfolio, but also for the wider organisation (WWF-UK) and the WWF Network.

The PPA portfolio for WWF includes a rich and diverse set of programmes focusing broadly on four interlinked practice areas (and with some focusing on more than one area): *policy influencing* (five programmes); *integrated (social-ecological) adaptation approaches in specific landscapes* (three programmes); *transforming complex, dynamic, multi-level social ecological systems* (three programmes) and *cross-cutting themes* (climate smart, learning for adaptation, REDD+ learning, resilience, gender, poverty & environment). These practice areas touch most parts of the WWF organisation, making for diverse interconnections and routes for wider learning and innovation. Here we focus on improvements and innovations in learning practices both within individual programmes, across the portfolio and within the wider organisation. Drawing on the evaluation strategy for DFID developed by Coffey^{lxxx}, we also make a key distinction between ‘contextual learning’ (situated knowledge practices) and ‘lessons learned’ (generic narratives), with the latter being of particular relevance to DFID.

Within this first year of the PPA, many types of learning practices have developed across the portfolio, with a focus on *learning by doing* (starting with noticing and reflecting on

experiences, followed by analysing, reconceptualising, translating, recommending, redesigning, planning, and in some cases beginning to embed); *conceptual learning* (revisiting theories of change, with a focus on incremental improvements as well as double loop (reframing) and triple loop (transformational) learning); *learning together* (learning with; social learning; collaborative inquiry; systemic learning); and *learning from* (training; reports and publications; and lessons learned)^{lxxxix}.

In terms of content, contextual learning within the programmes has been rich and varied, reflecting their different areas of focus. Among the policy influencing programmes, the **Brazil team** highlights its learning about the value of investing in coalitions for policy influencing^{lxxxii}. The **China-Africa programme** highlights several key lessons, some of which it has begun to apply in practice – for example, refocusing engagement from African ambassadors in China, to Chinese and other government officials in Africa^{lxxxiii}. The many learning examples reported by the **Coastal East Africa (CEA) programme** suggest that systematic learning is taking place in each of its component projects. An example in the policy influencing arena is the need to shift the emphasis of the Regional Timber and Forestry programme towards illegal logging and trade^{lxxxiv}. The **Nepal programme** reports on the value of shifting its focus towards influencing national land use policy^{lxxxv}. The UK climate adaptation policy team has been able to pinpoint the nature of its effectiveness in UNFCCC negotiations and to learn from this^{lxxxvi}.

Contextual learning within the programmes focusing on community-based adaptation has been more mixed. The **Colombia programme** has adopted an innovative, multiple-site, collaborative inquiry approach: “how can local communities adapt to climate change?”^{lxxxvii} And the **CEA programme** has been able to highlight some very specific lessons, such as the value of women-only mariculture projects and of long-term investment prior to scaling up in the RUMAKI sustainable fisheries programme^{lxxxviii}. However, the **Nepal programme** has not yet learned how to broaden its management/M&E practice from data collecting to reflection, analysis and learning. Thus while it articulates several challenges affecting performance, there is as yet no reflection or analysis of how to address these^{lxxxix}. Seeking to shift this understanding of the role of M&E is an early portfolio-level priority for Year 2.

Some of the most innovative contextual learning is emerging within those programmes that are framing their practice around the transformation of complex, dynamic, multi-level social-ecological systems. Since December 2011, the **Freshwater programme** has been involved in a process of rapid learning about social learning practices, as a basis for its multi-stakeholder, ‘learning by doing’ approach both in the Naivasha Basin where the focus is on climate change adaptation and in the Great Ruaha River catchment of the Rufiji Basin, where the focus is on an IWRM pilot. While it may be too soon to speak of any significant contextual innovation, the approach holds considerable promise and constitutes a significant (triple loop) reframing of many mainstream WWF practices^{xc}. The team is already recognising the importance of group dynamics underpinning social learning processes. It is also learning about process monitoring. In a similar vein, and complementing its notable technical capabilities, eagerness to learn and experiment are key strengths of the **Colombia programme**, with a particular focus on the learning praxis of collaborative inquiry. This programme is developing insight on climate change adaptation strategies and actions at multiple levels of governance. It recently articulated the inquiry: “how can we work effectively with socio-ecological coupling, given the complex and dynamic nature of social ecological systems?”^{xcii} Such programmes are not only innovating in terms of their own practice, but also working with and integrating many of the cross-cutting programme themes (climate smart, learning for adaptation, resilience, gender, poverty & environment) in the process.

At the **portfolio level**, WWF commitments in response to the evaluation of the previous PPA have led to a step change in programme management, including in the institutionalisation of M&E and learning systems. This in turn has helped to drive significant improvements in relevant adaptive and integrative management practices, not only at programme level but also across the portfolio as a whole^{xcii}. In parallel with this, the **UK climate adaptation programme** has initiated a programme of work to strengthen capacity for integrating learning into climate smart conservation/development practices, and for 'good learning for adaptation'. One outcome is initial evidence that participating staff across the portfolio have increased their understanding of the role of learning in adaptation, including the use of appropriate approaches^{xciii}. Similarly, a programme has been initiated with PPA support to build organisational capacity on **learning related to REDD+**, in support of the Network's initiative on forests and climate. At an early stage of implementation, intensive theoretical work has been undertaken to develop the programme's learning framework.

Part D – Due Diligence and Transparency

Due Diligence

No due diligence conditions were highlighted in our agreement. Actions taken following the Due Diligence Assessment:

1a. Number of bank accounts: WWF-UK regularly reviews whether there are any accounts that we can close. The large number of accounts is driven by three main factors: (1) The EC requires a separate account for each EC-funded project. (2) The need to keep a number of different currency accounts. (3) Our Treasury Management Policy demands that the organisation's reserves are held with a number of different banks to reduce risk.

1b. Trading transactions are made through a bank account which is used for both charitable and trading transactions: WWF-UK is in the process of working with the BACS provider to ensure that the Trading BACs payments come straight out of the Trading bank account rather than the Charity account. In the meantime, the Trading account is continuing to reimburse the Charity account on the same day.

2. Logframe development addresses all M&E needs for the PPA Portfolio: *The Grantee has staff and systems in place to conduct M&E:* WWF-UK has staff and systems in place to conduct M&E at the project level and at the level of the PPA portfolio (through the Logframe development for DFID). Plans for M&E are consistent with a value for money (VFM) approach. At the organisational level, WWF-UK has a set of key performance indicators (KPIs), most of which relate to operational performance. In August 2011, we enhanced our programmatic reporting to include ratings versus outcome and impact indicators, and an overview of programmatic performance can be gained through this. During 2012, we are further enhancing this system, which will support improvements in outcome and impact monitoring and adaptive management. The strategic and communications value of additional forms of programmatic KPIs at the organisational level is being assessed as part of our 2012 strategy renewal. Additional KPIs will be introduced from 2013 if their strategic and communications value is high in relation to the cost of gathering the data.

3. VFM: *There is no process in place to monitor the cost-effectiveness of suppliers systematically and no specific VFM indicators in relation to the PPA in addition to these.* See Part A, VFM. We employed a procurement manager in June 2011. We are currently implementing a new Procurement & Contract Management 'Source2Pay' system. Its 'go live' date is likely to be early August 2012. This system will address concerns over unsigned contracts through strict workflow and entity management in allowing expenditure and contract creation. Increased use of Government Procurement Service Framework

Contracts and aggregation of spend is delivering improvements in overall VFM.

4. Governance: *The Grantee should continue with its engagement with charities and government on the Bribery Act and incorporate appropriate procedures:* We have taken a number of actions that keep us consistent with the requirements of the Bribery Act:

1. Corporate hospitality policy drafted (to be agreed by Directors); 2. Conflict of interest declarations redrafted; 3. Inserted Bribery Act wording in our standard contract templates; 4. Bribery Act clause inserted into all new supplier agreements; 5. Tendering procedure amended to cross-reference Bribery Act; 6. Fraud Policy amended to cross-reference WWF-UK anti-Bribery policy; 7. New employee inductions every Monday include Bribery Act; 8. CEO addressed the whole of WWF-UK on the Bribery Act and informed all employees that we have a zero tolerance policy to any infringement of the Act; 9. Further training is ongoing for staff and we intend to have a working party on the Bribery Act to monitor compliance on an ongoing basis; 10. New managers induction (incorporating briefing on Bribery Act and contract requirements) being implemented; 11. Bribery Act compliance to be incorporated into the audit plan and monitored annually by internal audit.

5. Systems processes and procedures: *The Grantee should consider whether there may be benefits in maintaining a single financial manual:* We appointed new Head of Accounting Operations in April 2012. The role is focusing initially on implementing the new purchasing system, and the year-end accounts. Compilation of a Finance Manual will be in the latter part of 2012.

Transparency

WWF-UK has committed to work towards an increasing level of compliance in relation to the evolving **International Aid Transparency Initiative (IATI) Standard**. Please see WWF-UK's implementation schedule. WWF-UK has worked with IATI in the UK to trial an Excel to XML conversion tool, using real WWF-UK data that will allow us to become IATI compliant. This tool is currently still in development phase.

WWF-UK is working on an **Open information policy** that will be released by end of June 2012 in line with our commitments outlined in the implementation schedule.

Implementation of **Project Insight** (Conservation Project Management System and Global Reporting Repository) is under way within the Network. This will provide a key platform to improve information and knowledge management. Project Insight will allow all WWF offices and staff to view each other's project work and associated financial information, greatly improving the level of transparency within the Network. WWF-UK's Design and Impact (D&I) adviser has been a key member of staff in rolling out the system globally, including creating training tools and holding virtual training sessions for key staff in all 56 offices. These trained staff will roll out the system in their own offices from June 2012.

WWF-UK has been working closely with WWF International to incorporate IATI standard fields, where possible, into Project Insight so that all offices around the Network can more easily ensure their project information becomes IATI compliant should they commit to IATI at a future date. Roll-out of the Insight system in the UK will begin in June 2012.

Accountability

WWF-UK's PPA supports a portfolio of eight WWF programmes. Each is committed to delivering results against WWF-UK's PPA Logframe. Some also deliver on wider PPA-related issues such as Learning. These commitments are detailed in WWF-UK's grant agreements with programmes. Monitoring of programme progress and performance is managed through WWF-UK's programme management and reporting systems:

- Ongoing monitoring of progress is undertaken by WWF-UK's programme managers, who are in regular contact with WWF programmes. Programme managers reflect and

report on key programme successes or issues on a monthly basis. These reports are synthesised to provide 'monthly highlights' which keep WWF-UK in tune with key programmatic developments;

- Programme-level reporting is undertaken by programme teams every six months, using a WWF-wide/Network template designed to aid analysis of progress made against stated objectives and generate lessons for adaptive management. The involvement of key stakeholders and beneficiaries in the analysis of results and report preparation is encouraged. The reports serve a variety of purposes: they enable regular performance assessment; the sharing of experiences and lessons; decision-making; and adaptive management for enhanced effectiveness at the Network level;
- The six-monthly programmatic reports are aggregated into an overall review of performance that is made available to WWF-UK management teams and trustees every six months. Qualitative information supports a 'traffic light' system to flag the status of each programme against its expected progress and performance.

In addition to the six-monthly reporting, programmes involved in the PPA produce a programme report which is used to produce WWF-UK's Annual Report for DFID. This report particularly details reporting areas of interest for DFID, such as beneficiary impact and additionality. The programme reports are collected in WWF-UK and aggregated into WWF-UK's Annual Report.

A substantial reform of WWF reporting is under way. This process aims to improve reporting templates and systems in order to better capture progress, undertake responsive adaptive management, and ensure overall sound programme management. The PPA has undertaken particular work to align and improve reporting systems and tools to encourage participatory monitoring and evaluation, improve reporting on beneficiary impact, and to improve reporting on the wider principles of good programme management. The new systems and templates are being trialled and will be finalised by the end of 2012.

PPA Annual Reports are shared with all programme staff involved in the PPA and posted on WWF-UK's website. An online platform is being developed to enable more regular sharing of information and lessons between programmes. In addition, implementation of *Project Insight* (Conservation Project Management System and Global Reporting Repository) is under way in the Network. This will provide a key platform to improve information and knowledge management. This system will allow all offices to access project data and information in the Network, including the PPA. It will allow linking of financial and technical data. And it will improve transparency on project performance.

Part E – Additional Information

This is an opportunity for you to highlight other strategic pieces of work or achievements through the PPA that you have been unable to bring out already.

Building capacity for mainstreaming gender

Further progress has been made on building organisational capacity on gender as a step towards mainstreaming gender dimensions throughout the organisation:

- Preparatory discussions across WWF-UK led to an agreement to conduct a **Gender Audit** as a first step to developing our Gender Action Plan. It allows us to establish a baseline from which to move forwards constructively and identify priorities for action. In February 2012, one member of staff undertook a training of facilitators course focused on the International Labour Organisation (ILO) Participatory Gender Audit Methodology. Since the training, WWF-UK has adopted new metrics to monitor performance on gender

equity internally, and collaboration on this issue with other parts of the WWF Network have increased, thus building a **wider community of practice** to facilitate exchange and lesson learning. Plans to conduct the UK gender audit are on hold, pending the completion of WWF-UK's strategy renewal. The new Head of Design and Impact will now formally lead on gender as part of her portfolio. It is anticipated that a gender audit will be conducted later in 2012, in parallel with strengthening approaches to gender equity in communities.

- As WWF-UK is currently undergoing an organisational strategy renewal, work has focused on promoting conversation at a senior level around **the links between gender equity and organisational effectiveness**. At the Network level, the inaugural and informal meeting of a **senior women's leadership group** convened, alongside the network CEOs Annual Conference^{xciv}. A social perspective review of uptake of the four social policies was also completed.

- To **create links externally**, WWF-UK joined the Gender and Development Network and is now participating in the 'Gender Mainstreaming' and 'Aid Effectiveness' working groups. Relationships have been initiated with other NGOs such as WaterAid to facilitate sharing of experiences, lessons and resources.

- Additional **outputs to develop understanding of programmes staff** included:

- Self-assessment questions to enable programme staff to think through how gender may be integrated at various stages of the programme cycle.
- A session on gender during WWF-UK's Learning Week.
- Expansion of our reference base^{xcv}.
- A series of briefing notes, including case studies, on natural resources and gender – targeting programme staff to introduce the importance and implications of why gender analysis is important in natural resource management^{xcvi}.

Summary of progress against the WWF-UK 2008-2011 PPA Evaluation Management Response

18 months have passed since the evaluation of our 2008-2011 PPA and we would like to share the progress that we have made as an organisation and with the new DFID-funded portfolio. WWF-UK continues to undertake evaluations and organise, synthesise, listen to and act on management responses. Last year alone, 19 evaluations of major programmes were undertaken and noticeable improvements were made in many areas, including sharper definitions of goals and objectives. In addition, improvements to our monitoring and reporting processes allowed us to better understand the 'evidence' associated with progress and achievements.

Key areas of improvement are outlined below. Note that over this period there has been a particular focus on ensuring that we have the right processes in place. Moving forward, shaped by our new strategic direction, we will focus primarily on implementation.

1. **Strengthening programme design within PPA-funded programmes:** As outlined in our PPA Evaluation Management Response, an inception phase was introduced for PPA-funded programmes. This helped them to get the foundations right at the 'define' and 'design' stages of the project cycle, with a particular focus on integrating social dimensions into programming. Building on the WWF Project and Programme Management Standards, additional 'quality standards' were outlined for PPA-funded programmes. In addition, guidance on integrating social dimensions, adaptation and VFM into programming was developed; resources ring-fenced; technical support provided; and a rigorous proposal review process introduced. See the Additionality Report for a summary of early results of this investment.
2. **WWF Network Standards update and reporting:** Much progress has been made on updating the Network Standards and associated processes such as reporting processes, concept and proposal templates, review processes, and evaluation

guidelines. These have included incorporating PPA quality standards. The endorsement and implementation of such templates and processes is key: unnecessary complexity or inappropriate processes can be a barrier to good M&E.

3. **WWF-UK's strategic renewal:** WWF-UK has been going through a very detailed process of strategic renewal in order to shape the next strategy for WWF-UK, from 2013-2018. Many of the evaluation findings and recommendations are informing this process, and strategies are being developed to address these. For example, the 'impact' workstream will (among other things) ensure that we consistently carry out an inception phase for programmes. Meanwhile the 'capacity' workstream will focus our capacity development work on about four key offices, since healthy independent organisations are best placed to design and deliver high quality programmes.
4. **Understanding and piloting learning platforms and opportunities:** These include the Insight knowledge management system, Climate Adaptation learning workshops, Inception phase workshops, PPA learning workshops, online sharing platform developments etc.
5. **Resourcing:** Appointment of staff and allocation of time and resources for Design and Impact across the organisation, including a Head of Design and Impact and Head of Organisational Development and the formation of the D&I Core and Technical Groups. WWF considers that our current progress in terms of management oversight and continuous improvement of processes has been accelerated through the establishment of these groups.

A fuller report is available on request. This provides an overview of progress against our management response commitments and highlights the organisation's commitment to optimise our internal policies and processes in order to support all our work. Recognising our relationship with DFID, we have given priority to enhancing the effectiveness of our people and environment work, as we believe that this is applicable across all our strategies and approaches.

WWF-UK PPA Partnership with DFID – in the new report template we no longer have opportunity to feed back generally regarding our valued programme partnership with DFID. In our Additionality Report we outline many ways in which DFID funding has brought additionality to our work, and in turn how we have and have further opportunity to bring additionality to the work of DFID/other grantees. However, we feel this mutual additionality could have been stronger for a number of reasons: (1) Continuing misalignment of WWF and DFID reporting periods (highlighted in previous reports), with no flexibility on this, continues to put a strain on our programmes to assimilate quality report information and analysis on time; (2) Delays in finalising the Evaluation Strategy and details of the case studies also meant that the timeline was very short to plan in any detail/certainty for and prepare quality submissions; (3) The afore-mentioned tight timelines and increased reporting requirements have constrained flexibility, and in some cases it is felt this may have affected the ability to test/innovate for some of our programmes.

The increased emphasis on attribution is also a concern, versus evaluation of effectiveness of partnerships, particularly in light of the strategic/flexible nature of PPA funding. Partnership/alliance/network working are a key WWF *modus operandi*, and as we proceed to further evaluate attribution of both WWF and DFID within these partnerships, etc. we risk undermining sensitive and vital relationships that have taken years, in some cases decades, to build and maintain. Seeking to always attribute (i.e. to one particular organisation/player), even partially, can be contentious. Also, seeking to do this regularly could not only damage relationships, but also could lead to fatigue regarding engagement with related M&E processes. We would urge DFID to be aware of the sensitivities and implications of the Additionality Report, and to be open to dialogue regarding how to carefully and practically pursue this.

END NOTES

ⁱ The Annual Review is only part of the reporting story. Organisations will be able to supply evidence, case studies and other material they feel will show impact on the ground.

ⁱⁱ *Basic Information* – this is a useful snapshot of the full relationship between DFID and each PPA organisation.

ⁱⁱⁱ Updated using published WWF-UK audited accounts.

^{iv} Updated using published WWF-UK audited accounts.

^v For consistency, % is based on income forecast of WWF financial year, i.e. to 30 June 2012.

^{vi} This is intended to be a cumulative list of DFID contracts etc. from when your PPA began. If there is a large amount of information, please summarise by e.g. department and add any additional information to an appendix. We wanted to leave this section quite open to interpretation by each organisation.

^{vii} This should provide an indication of your overall organisational allocations by sector or theme (i.e. not limited to your PPA). The % breakdown may change from year to year and is intended to reflect key organisational priorities for the reporting year under assessment.

^{viii} Our assessment of progress against milestones necessarily includes a small element of forecast (ref our covering letter to DFID submitted with our report). The forecast is not significant and has not affected the overall ratings of our outputs.

^{ix} MOUs and plans established with farmers, supported by interviews, monitoring reports, pictures, maps and progress reports are available in WWF-Colombia monitoring database, on request.

^x See *Lives Changes Case Study*, May 2012.

^{xi} RUMAKI Technical Progress Reports.

^{xii} E.g. knowledge; institutional; climate change.

^{xiii} Progress includes formation and consolidation of core team; establishment of solid and ongoing support base to underpin initiative; development of a social learning methodology for the pilot; analysis and development of good understanding of diverse stakeholders (including through community visits) resulting in strong engagement with sets of key stakeholders; and planning towards the first MSP working in May 2012.

^{xiv} Programme Technical Progress Reports, May 2012.

^{xv} Participants visited the Gede CBNRM programme including the Kipepeo Butterfly and Beekeeping Project and the Lima Self Help Group; Mwaluganje Elephant Sanctuary; Shimba Hills Community Forest Association (SHICOFA), Kaya Kinondo Village Bank and Kaya Kinondo Ecotourism Project, which form part of the Kwale CBNRM project.

^{xvi} Aweer community exchange visit report by Sam Mutahi, Boni-Dodori Programme Officer, February 2012.

^{xvii} E.g. on the use and application of Strategic Environmental Assessments.

^{xviii} Colombia and Boni-Dodori programmes

^{xix} This can be used as an opportunity to provide DFID with case studies, YouTube clips etc.

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

Ratings to be applied:

A++ = Outputs substantially exceeded expectation.

A+ = Outputs moderately exceeded expectation.

A = Outputs met expectation.

B = Outputs moderately did not meet expectation.

C = Outputs substantially did not meet expectation.

^{xxi} The methodology name is 'Flowing Forward'. It was developed by the US Forest Service and has been adjusted for the Colombia case by WWF-Colombia and National Parks.

^{xxii} Attendance list for workshop in southern Choco, WWF-Colombia Monitoring Database.

^{xxiii} Survey Monkey poll of government representatives, April 2012, Adaptation Policy Programme. Available on request.

^{xxiv} Note regarding 'amount': this concerns for instance sharing events such as workshops and sharing mediums such as reports and comments on policy documents. We have issued guidance to programmes to ensure there is a common-sense approach to counting to avoid duplication, for example sharing copies of one particular document with 5 people in the same department counts as '1' amount shared and not '5'.^{xxiv}

^{xxv} www.fecofun.org/home/index.php

^{xxvi} 'CSO Capacity Assessment': A PPA Monitoring and Evaluation Tool, revised January 2012.
H:/Programmes/PPA/PPA4/Portfolio Logframe and Tools/Portfolio Aggregation Tools

^{xxvii} The tool was initially developed under our previous PPA, but was substantially revised this year to broaden the characteristics of 'CSO capacity' which are measured and to facilitate more participatory monitoring. This has made the tool more robust and comprehensive, but also more challenging to apply. As a result, not all programmes have been able to roll out to the tool in time for this reporting, and comparison with data from previous years has proven difficult. Programmes that have not been able to use the tool will be doing so with a small sample of CSOs in the upcoming months and we may further revise the tool to incorporate feedback and ensure it is feasible to implement.

^{xxviii} The 4 new BMUs had an average score of 0, indicating a very low capacity. The two BMUs in Kilwa District under the project have an average capacity score of 2.5; the 8 BMUs of Mafia Island an average score of 2; and the 11 BMUs in Rufiji Delta averaged 2.5.

^{xxix} For example, Pratima Khadka, Shiva CFUG, a 28-year-old resident of Dalla village in the Khata corridor, has seen her role in the community change dramatically since the establishment of the CFUG – from being a housewife to becoming more engaged in income generation and community resource management. She has benefitted from capacity building opportunities, loans from the CFCC etc, resulting in increased savings from \$0.35 to \$1.39 per month. See *Putting the issues together - A case study analysis on conservation – livelihood linkages in Khata corridor Bardia, Nepal*.

http://wwfnepal.org/media_information/publications/?202951/Putting-the-issues-together

^{xxx} The following documents can be found in WWF-Colombia's monitoring database as evidence of these activities: work plan for the inclusion of adaptation/mitigation measures in protected areas.

^{xxxi} 'Level of Engagement': A PPA Monitoring and Evaluation Tool, December 2011.

H:/Programmes/PPA/PPA4/Portfolio Logframe and Tools/Portfolio Aggregation Tools. Shared with DFID in January 2012.

^{xxxii} Interview, Director of Climate Change, MMA, 4 April 2012. See Brazil Programme Report, April 2012.

^{xxxiii} 'Level of Commitment and Action': A PPA Monitoring and Evaluation Tool, December 2011.

H:/Programmes/PPA/PPA4/Portfolio Logframe and Tools/Portfolio Aggregation Tools. Shared with DFID in January 2012.

^{xxxiv} See WWF-Colombia PPA Report, April 2012.

^{xxxv} Note: SEA is being promoted in eastern Africa, in particular Kenya, Tanzania and Mozambique. These countries have been identified on basis of interest and because Chinese investments are important for these countries, in particular Mozambique.

^{xxxvi} Note: The WWF position is that FOCAC should be the forum that promotes 'To maximize the developmental and conservation opportunities of China's growth for Africa while minimizing the environmental and social threats'. In other words: FOCAC's decisions should be based on sustainability principles.

^{xxxvii} Note: Two pilot SEAs have been undertaken in Kenya, with others planned in Tanzania and Uganda in order to promote the concept. Workshops on SEA led by international experts and local political representatives have been held in Nairobi, Maputo and Dar. Each of these launched a national review on the status of SEA in that country. These will report back at an international conference in Maputo in April 2012 (forthcoming). Pilot work in Kenya has been particularly successful, with 15 government departments engaged in the exercise in Malindi.

^{xxxviii} Submitted to DFID in February 2011, and also available on request.

^{xxxix} WWF-UK PPA (2011-14) Environmental Screening, May 2011.

^{xl} Described then as *Community Safeguards*.

^{xli} WWF-UK's *Environmental Report 2010-2011*

http://assets.wwf.org.uk/downloads/wwf_env_report_2011.pdf

^{xlii} Including the recognition that we had invested virtually all we could to improve the environmental performance of our current building.

^{xliii} Towards climate-smart projects and programmes, May 2012 (first version: September 2011). Note: the guidance is, and will continue to be, an evolving document as we learn more about climate change adaptation and as we get feedback from partners.

^{xliv} WWF Network Standards of Conservation Project and Programme Management (PPMS) 2012 (draft).

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- ^{xlv} Note the CEA GI is also making progress in this respect through a grant from Barclays.
- ^{xlvi} Output 1 assumption: Political and social stability continues in the five countries.
- ^{xlvii} Evidence that PPA funding was critical factor in leveraging funds can be clearly demonstrated in the proposals developed in which WWF states the origin from the funding sources. For instance, the EU projects clearly state that the counterpart funds are coming from WWF-UK/DFID. Colombia Programme Technical Progress Report, May 2012.
- ^{xlviii} The development of guidance for the PPA policy advocacy monitoring tools, included guidance on how to ensure the tools were used in a participatory manner.
- ^{xliv} Climate Change Adaptation.
- ⁱ ToR for Poverty Training, Peer, 2012.
- ⁱⁱ The video is from a series of three videos. The series titles are: 1. *A call to action towards forest governance in the Choco Darien*; 2. *The roadmap for legal timber in Colombia*, and 3. *Community forest enterprises engaged with forest certification in Panama*.
- ⁱⁱⁱ Details of Situational and Stakeholder Analysis, Ruaha Inception Phase, available from Basecamp on request.
- ^{liii} Captain Juma Naivasha Climate Witness Video Clip.
wwf.org.uk/what_we_do/tackling_climate_change/impacts_of_climate_change/climate_witness.cfm
- ^{liv} Yngstrom, 2012, Consultant Report to WWF-Brazil.
- ^{lv} 'CSO Capacity Assessment' tool, 'Commitment and Action' tool. 'Level of Engagement' tool.
- ^{lvi} WWF Nepal Monitoring Database and Records System, WWF Nepal 2011. See also data on 'hannibal'/Programmes/Government partnerships/PPA/PPA4/Reporting and evaluation/2012 Annual report/Programme reports/ Nepal/Statistical report of poor vulnerable and socially excluded (PVSE) data Analysis.
- ^{lvii}
<https://wwf.basecamphq.com/projects/7472090/file/107585283/WWF%20RWP%20IISit%20Analysis%20Final%20Report%20-McM-27-12-2011.pdf>
- ^{lviii} Naivasha Baseline Report, 2011. Available through Basecamp Information Management System on request.
- ^{lix} See the WWF-UK value for money draft report, 2012, which goes into more detail. Available on request.
- ^{lx} East Africa Freshwater, Ruaha, multi-stakeholder engagement process for social learning.
- ^{lxi} Four programmes are Colombia, Nepal, Coastal East Africa and East Africa Freshwater Ruaha.
- ^{lxii} Key policy programmes are: Brazil climate policy, Climate adaptation policy and policy influencing activities are in Nepal, Colombia, and Coastal Africa Initiative as well as East Africa Freshwater. All have developed monitoring plans.
- ^{lxiii} WWF approach to value for money seeks to address it within management, measures and values approaches that take on board aspects of economy, efficiency, effectiveness and equity. See the WWF V4M discussion paper, 2012, by Barker, J, Lawrence, K and Tanner D. Available on request.
- ^{lxiv} Three programmes considering aspects of the 4Es of V4M are: CEA, Colombia and East Africa Freshwater programme. China-Africa was nearly considered, but the assessment of impacts on poor people is a plan, it is not counted as one of the three.
- ^{lxv} 4Es = Economy, Efficiency, Effectiveness and Equity, based on ICAI's approach to effectiveness and V4M.
- ^{lxvi} Four programmes are: Nepal, Colombia, East Africa Freshwater Naivasha, East Africa Ruaha, with Brazil climate policy approved, and CEA having submitted the proposals to lever project funds. The three programmes that levered local in kind contribution or buy-in are: China-Africa, CEA, and Colombia.
- ^{lxvii} See the draft V4M questionnaire based on the original provided to DFID as additional information. This will be updated in terms of the figures for the mid-term evaluation and for the final evaluation.
- ^{lxviii} See the WWF-UK draft Value for Money report for 2012 for more detail, and the Network evaluation guidelines. Both documents are available on request.
- ^{lxix} See the draft V4M questionnaire for more detail on the expected efficiency gains through the new purchasing software and system.
- ^{lxx} WWF Poverty and Conservation Policy, May 2009.
http://assets.wwf.org.uk/downloads/poverty_and_conservation_policy.pdf

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- ^{lxxi} WWF Poverty and Conservation Policy, May 2009.
http://assets.wwf.org.uk/downloads/poverty_and_conservation_policy.pdf
- ^{lxxii} Vulnerability is characterised by insecurity in the well-being of individuals, households or communities in the face of change and uncertainty in the external environment. Specifically, it is defined in terms of the extents to which people are susceptible to, and unable to cope with, adverse effects. Vulnerability is further determined by levels of exposure to adverse effects, and by the nature of those effects (e.g. singular, multiple, interacting factors).
- ^{lxxiii} Independent External Evaluation of WWF-UK's Partnership Programme Agreement with DFID 2008-2011: WWF-UK Management Response.
- ^{lxxiv} Situation Analysis for Mangai households: Summary of Findings. On request. (Source: Report of a Participatory Situation Analysis with the Mangai Community in the Boni-Dodori Forest Ecosystem, August 2011.)
- ^{lxxv} While poorer groups can be accurately characterised in this way, an estimated 60% of one of these communities is food insecure most years (i.e. poverty is rife).
- ^{lxxvi} Banke National Park Management Plan 2012, Ministry of Forests and Soil Conservation, Department of National Parks. Also available from WWF Nepal.
- ^{lxxvii} Aims to establish more efficient, fairer and sustainable allocations of water rights, and to reduce conflict in the two pilot sub-catchments, might also be reasonably expected to result in benefits for such groups.
- ^{lxxviii} Butcher, C and Yaron, G (2010) *Independent External Evaluation of WWF-UK's Partnership Programme Arrangement with DFID 2008-2011 (PPA). Final Report*. November 2010. See also: Hobley, M, Brocklesby, M, Butcher, C and Crawford, S (2006) *Beware of Paper Tigers: Monitoring livelihoods and governance outcomes in WWF*. Scoping report for WWF-UK, August 2006.
- ^{lxxix} WWF-UK Management Response to the Independent External Evaluation of WWF-UK's Partnership Programme Agreement with DFID 2008-2011.
- ^{lxxx} DFID (2012) Evaluation Manager PPA and GPAF: Evaluation Strategy. February 2012.
- ^{lxxxi} WWF PPA4 portfolio team workshop, 17 May 2012.
- ^{lxxxii} WWF Brazil Programme, PPPR report, May 2012.
- ^{lxxxiii} WWF China-Africa Programme, PPPR report, May 2012.
- ^{lxxxiv} WWF Coastal East Africa Programme, PPPR report, May 2012; interview with David Tanner, 16 May 2012.
- ^{lxxxv} WWF Nepal Programme, PPPR report, May 2012; interview with John Barker, 16 May 2012.
- ^{lxxxvi} Colvin, J (2012) *Contextual learning and lessons learned from the first year of the PPA4 programme*. Report to WWF, May 2012.
- ^{lxxxvii} WWF-Colombia (2012) *Learning for Adaptation*. Workshop report, March 2012; WWF-Colombia Programme, PPPR report, May 2012.
- ^{lxxxviii} WWF Coastal East Africa Programme, PPPR report, May 2012; interview with David Tanner, 16 May 2012.
- ^{lxxxix} Colvin, J (2012) *Contextual learning and lessons learned from the first year of the PPA4 programme*. Report to WWF, May 2012.
- ^{xc} WWF Freshwater Programme, PPPR report, May 2012.
- ^{xci} WWF-Colombia (2012) *Learning for Adaptation*. Workshop report, March 2012; WWF-Colombia Programme, PPPR report, May 2012.
- ^{xcii} Interviews with Clare Crawford, Dominic White, Jen Peer and Rod Sterne, 15 & 16 May 2012.
- ^{xciii} WWF-UK Climate Adaptation Programme – Learning for Adaptation component, PPPR report, May 2012.
- ^{xciv} Discussions included: (1) the need to recognise the importance of using women to drive our programme outcomes; and (2) implementation of WWF's gender policy and gender mainstreaming, recognising that men were not included in this meeting.
- ^{xcv} E.g. subscriptions to gender & development, gender & society; and purchasing resources such as the World Development Report 2012 on Gender Equality and Development.
- ^{xcvi} Available at: http://www.wwf.org.uk/what_we_do/making_the_links/women_and_conservation/