

PART 1: PPA Annual Report



Department
for International
Development

PPA Annual Report for Reporting Year 2013/2014

Please refer to the guidance when completing this template

Note:

Maximum word length is 10,000 (Consortia 11,000); Arial 12pnt for all sections;
Any text over the maximum word length will be disregarded. Please refer to the guidance for information relating to use of an additional, exceptional word allocation.

Please submit an electronic copy to:

PPA-applications@dfid.gov.uk by 12:00 noon 1st July 2014

Section 1: Background Information (*word count not applicable in this section*)

1.1 Organisation	WWF-UK			General
1.2 Main Contact and contact details	Keith Hempshall, PPA Manager, khempshall@wwf.org.uk			General
1.3 Finance	2011/12	2012/13	2013/14	
Annual Income of Organisation (£) <i>WWF Financial Years (July-June)</i>	£60.66m ⁱ	£58.4m ⁱⁱ	£63.50m ⁱⁱⁱ	
PPA Funding (£) <i>DFID Financial Years</i>	2011/12 £3.09m	2012/13 £3.09m	2013/14 £3.09m	
As % of total organisational income	5.09%	5.29%	4.86%	
Other DFID Funding (£)	2011/12	2012/13	2013/14	
	£0	£238,695	£324,895	

1.4 Summarise your relationship with DFID and provide details of other DFID funding received in 2013/2014. Has this changed since 2012/2013?

WWF-UK has had a PPA with DFID since 2003. Our current Memorandum of Understanding (MoU) is for a total of £15,451,780 (£3,090,356 a year) over the five year period from April 2011 to March 2016. Other DFID funding since the start of the current PPA to WWF-UK and the WWF Network is listed below.

WWF-UK:

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

WWF Network:

WWF-Pakistan (Global Poverty Action Fund (GPAF)):

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

WWF-Kenya (Darwin Initiative funding, co-funded by Defra and DFID):

- £297,500 (2013-2016): Community-based conservation and livelihoods development within Kenya's Boni-Dodori forest ecosystem

WWF-Colombia (International Climate Fund (ICF), co-funded by DECC, DFID and Defra):

- WWF-Colombia is one of a consortium of 4 organisations (led by Earth Innovation Institute) contracted for £80,000 by DECC under the ICF to provide 'R&D support to develop strategies of the Colombian Amazon Vision and build the UK business case for support, with a focus on engaging private sector support'.

Section 2: Organisational information and progress towards results (indicative word count 900)

2.1 Progress against expected final results, key issues and challenges

Please provide a summary of your progress for year 3, highlighting your top 3 achievements and your 3 biggest challenges.

Achievements:

- **A new Fisheries Act approved by Mozambican Parliament:** this makes Mozambique the first country in the Western Indian Ocean region to officially adopt legislation that embraces rights-based management of fisheries for the direct benefit of local fishermen and pro-poor conservation. The new Fisheries Act is expected to give more rights to local fishermen and address infractions in the fisheries sector that disadvantage local communities in Mozambique¹.
- **Significant steps forward by the Brazilian government in support of the national vision for low-carbon development (LCD):** include the launch of four climate smart plans for the Transport, Industry, Mining and Health sectors and a review of the National Plan for Climate Change (with inputs from WWF-Brazil)².
- **At community level, promising results from WWF-Nepal's piloting of a 'sustainable villages' concept:** in the village of Amaltari, for example, 22 households have generated (on average) approximately USD 600 in 2014 from tourist visits to their newly established home-stays. As stipulated in the home-stay guidelines, profits have been shared between the households and community conservation and development funds³.

Challenges

- **Re-organisation in the WWF-China Office and China for a Global Shift Initiative:** have temporarily slowed down some activities related to our China-Africa programme but have been made to support organisational development (as part of WWF's Truly Global initiative to strengthen offices in the East and South) and are expected to lead to efficiency gains in the medium term.
- In Kenya, the **deterioration of the security situation has reduced access to the Boni-Dodori forests and nearby communities.** Three serious incidents have been reported over the course of the year. One in November 2013 caused programme activities close to the forests to be suspended for a month. More recently, the attack in Mpeketoni (June 2014) has forced the immediate downscaling of our operations in Lamu. WWF continues to closely monitor the situation and the risk posed to WWF personnel.
- Analysis of the institutional complexities characterising the polycentric governance of the Great Ruaha River Catchment (GRRC), Tanzania, the Sustainable Water Access, Use and Management Programme (SWAUM) social

learning pilot reveals **the omission by, and/or reluctance of senior officials to complement predominantly technical and enforcement fixes with strategies to address conflicted relations** between the water institutions and local government. The planned next step is to bring together senior staff from the basin office and district councils, and from the respective ministries, to share our findings, secure mutual recognition of the problem, and establish feasible options for moving forward⁴.

2.2 Logframe

- i. Has the logframe been updated since the last Annual Review? Y/N*
- ii. How have these changes improved how you report against your results?*
- iii. How have your results for the period 2011-2014 informed your milestones and targets for the 2014/16 logframe?*

- i. No. We recognised last year that some of our milestones were overachieved, in particular for output 2 & 3. Nevertheless, we felt that the targets we set and submitted in July 2013 for the year 2013/14 and report on here remained realistic.
- ii. N/A
- iii. Our results helped us establish realistic projections for our future milestones. Based on progress, interventions have been given the opportunities to deepen, scale up and/or replicate their activities, for example, we will support the replication of the innovative social learning pilot process beyond the present sub-catchment and downstream section of the Great Ruaha. We have been able to switch our focus to other policy areas as some of our 'asks' were met. In Nepal since the Land Use Policy was endorsed we are engaging with the government to develop the operational plan. We modified our approaches, and thereby our milestones based on lessons learned. The milestones for 2014-16 for our China-Africa programme have been adapted to include the greater number and variety of banks they now work with.

2.3 Update on issues and challenges identified in year 2

- i. What key issues or challenges, identified by your organisation in the Annual Report 2012/2013, were to be addressed during 2013/2014?*
- ii. How has this work progressed?*
- iii. What key issues or challenges were identified in your feedback letter in 2012/2013 for resolution in 2013/2014?*
- iv. How has this work progressed?*

(i. & ii.) Issue identified in Annual Report 2012/2013 to be addressed during 2013/2014:

Issue: Collapse of the largest exporter of shrimp in Mozambique and the emergence of new operators from the Far East and China with very low demand for Marine Stewardship Council (MSC)-certified shrimp.

Progress: The ambitious targets that (a) 'the deep-water shrimp fishery should become MSC-certified' and (b) 'the shallow-water fishery be under full assessment for certification' have not been feasible. A new challenge has been the near collapse of shallow-water shrimp stock. But this has provided these operators with a strong incentive to work closely with WWF, the fisheries administration and artisanal fisheries to understand and address the situation.

Accordingly, we revised the programme's Theory of Change (ToC), strategy and targets.

A Fishery Improvement Plan (FIP) is now in place for the deep-water fishery (a key step in MSC certification) with 8 key operators signing a MoU and implementation plan⁵. This will improve the long-term sustainability of this fishery.

A FIP for the shallow-water fishery is under development with the 5 main companies agreeing to its recommendations for sustainable management. This will support recovery of shrimp stocks and contribute to improved food security.

Although overall targets were missed, this has significantly increased commitment among the government, local fishermen and operators to a sustainable shrimp industry in Mozambique.

(iii. & iv.) Issues identified in feedback letter for resolution in 2013/2014:

Issue 1: Submission of a finalised logframe with amendments.

Progress: Submitted to DFID and agreed.

Issue 2: Publication of Transparency Information.

Progress: WWF response sent December 2013; Information published June 2014.

Issue 3: 'Consideration whether integration of a stronger social dimension is to a greater or lesser extent in PPA programmes'.

Progress: We work at the poverty/environment interface at many levels, helping decision-makers to understand the role the environment plays in reducing poverty, and supporting local communities to manage their natural resources in a sustainable way. Many of our programmes, both PPA and non-PPA funded, include a strong social dimension. Ring-fencing PPA funds to better support integration of social dimensions (see Part 2 Section 1.3) has allowed us to provide greater technical support in this area. PPA funding consistently challenges us to learn, improve performance and provide evidence in this respect, to a greater extent than in our non-PPA programmes.

Issue 4: Improvements to the content of our report.

Progress: Addressed within beneficiary feedback, innovation and Value for Money (VfM) sections.

Section 3: Outcome Reporting *(indicative word count 1,500)*

3.1 Progress against PPA Outcome 1

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

Indicator 1.1.	Number of Civil Society Organisations (CSOs)/Community-Based Organisations (CBOs), and other multi-stakeholder management regimes with strengthened capacity to sustainably use/manage natural resources.		
Baseline	610		
	2011/12	2012/13	2013/14
Milestone	662	724	783
Achieved	640	732	819
Variance	-0.03	+0.01	+0.05

i. Narrative on progress in 2013/14.

Overall progress this year exceeds expectations. One programme exceeded expectations, three programmes are on-track and two programmes have made slightly slower progress than expected.

Example:

- In Kenya, increased capacity among the Ijara Community Forest Association (CFA) and Aweer Group has been observable, for example, from local reports of reduced slash and burn techniques and less use of power saws, the arrest of illegal loggers and the removal of an (allegedly corrupt) Kenya Forest Service (KFS) official.⁶
Use of the CSO capacity tool (which will serve as a baseline for a follow up assessment in 2016) has highlighted the need for the Aweer Group, in particular, to further develop skills, confidence and experience in conflict resolution and to engage with the county government.⁷
- In Nepal, a Livelihood Governance and Change Monitoring (LGCM) survey in the Khata district (12 Community Forest User Group (CFUGs)) has indicated a number of significant changes. Compliance with Community Forestry rules and regulations increased from 58% in 2010 to 72% and the percentage of CFUGs regularly conducting Public Hearing and Public Audits (PHPA) increased from 69% to 78%.⁸

ii. Assessment of overall progress towards 2011/2014 targets.

Despite progress in year 1 being slower than expected, overall progress has moderately exceeded expectations.

Indicator 1.2.	Number of effective natural resource management plans implemented and enforced.		
Baseline	74		
	2011/12	2012/13	2013/14
Milestone	117	184	235
Achieved	104	186	273
Variance	-0.11	+ 0.01	+0.16

i. Narrative on progress in 2013/14.

This year progress has substantially exceeded expectations. Very slightly slower than expected progress in three programmes has been offset by over achievement in one programme, with another programme remaining on target.

Example:

- In Colombia, through the implementation of 59 farm management plans, 10.5 ha of silvopastures (practice of combining forestry and livestock grazing) are being renovated and 6.8 ha of riverine forest are being restored and enriched. Initiatives include establishing of 3.5 lineal kilometres of living fences; two water treatment plants; and 35 organic fertiliser production systems⁹. A recently finished, participatory socio-economic analysis, suggests that the economic revenues derived from the silvi-pastoral systems will double those of conventional cattle ranching systems¹⁰.

ii. Assessment of overall progress towards 2011/2014 targets.

Overall progress has moderately exceeded expectations. Correlated with indicator 1.1. (above) slower than expected progress in year 1 has been offset in years 2 and 3.

Indicator 1.3.	Number of local and national policies and plans with allocated resources that support improved regimes for the community, collective or co-management of natural resources, as a result of WWF engagement.		
Baseline	35		
	2011/12	2012/13	2013/14
Milestone	39	45	51
Achieved	39	43	58
Variance	0.00	-0.04	+0.12

i. Narrative on progress in 2013/14.

Progress this year has exceeded expectations with two programmes surpassing their milestones, two programmes meeting their milestones and one programme falling slightly short.

Example:

- In Tanzania, 21 Beach Management Units (BMUs) have officially been delegated to collect revenues from initiatives such as district revenue collection tenders, fish levies and landing taxes. This substantially enhances their ability to conduct and sustain operations¹¹. The significance of this achievement is highlighted in South West Indian Ocean Fisheries Governance and Shared Growth Program (SWIOFish's) recent technical report to the World Bank (WB) which notes that BMUs that have received support from WWF are virtually the only BMUs in Tanzania to have negotiated revenue generating power¹².

ii. Assessment of overall progress towards 2011/2014 targets.

Overall, progress has moderately exceeded expectations. Slower than expected progress in year 2 and the adjustment downwards of this milestone has been offset by overachievement this year.

3.2 Discuss the following:

- i. Key new challenges to the achievement of outcome(s);**
- ii. Key positive/negative influences that impacted on progress.**

i. New challenges:

- Progress has been highly varied across each of the programmes supporting this outcome. The nature of the outcome means that challenges are highly dependent on highly specific local contexts. One cross cutting challenge though (related to indicators 1.2. and 1.3.) is the dependency on local officials for the approval of plans and policies. For example, in Colombia this year a decision by National Park Services to treat four plans separately for (Alto Fragua, Churumbelos, Cueva de los Guácharos and Doña Juana National Parks) rather than work on them together has caused a delay, but these are still expected to be completed in 2014/2015.

ii. Positive and negative Influences:

- Considerable overachievement (reference outcome indicators 1.2 and 1.2.) in one programme (Nepal) is the result of a strategic decision to work with more (30) existing CFUGs, with higher existing levels of capacity on the renewal and enhancement of existing plans. This will be better reflected in milestones for the period 2014-2016.
- Other overall positive influences include: pro-active communities and community leaders; overall government support and continually enhanced relationships of trust and understanding with communities.

- However, increased and/or changing pressures on natural resources continue to challenge communities' rights (examples include government resettlement programmes in Nepal and land grabbing related to the Lamu port development in Kenya).

3.3 Have your assumptions about the external factors that affect your outcome(s) changed and if so, what are the implications?

- Our assumptions remain valid and unchanged.

3.1 Progress against PPA Outcome 2

Outcome 2: Policy frameworks and practices relating to adaptation, Reducing Emissions from Deforestation and Forest Degradation (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.

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.		
Baseline	Using the WWF Level of Engagement Tool: WWF/partners' engagement in activities and dialogue is at: Level 0 concerning 2 policy/practice issues in 1 country. Level 1 concerning 3 policy/practice issues in 3 countries Level 2 concerning 1 policy/practice issue in 2 countries Level 3 in 2 countries in 3 policy/practice issues		
	2011/12	2012/13	2013/14
Milestone	<u>Level 0</u> in 1 country concerning 1 policy/practice issue. <u>Level 1</u> concerning 2 policy/practice issues in 1 country. <u>Level 2</u> concerning 2 policy/practice issues for one international entity. <u>Level 3</u> in 1 country. <u>Level 4</u> in 1 country in 3 policy/practice issues.	<u>Level 1</u> concerning 1 policy/practice issue in 1 country. <u>Level 2</u> concerning 2 policy/practice issues in 1 country and 1 issue for 1 international programme. <u>Level 3</u> in 3 countries in 1 policy/practice area and 1	<u>Level 2</u> concerning 2 policy/practice issues in 1 country. <u>Level 3</u> concerning 1 policy/practice issue in 2 countries, 1 country on another issue and 1 international entity on 1 issue. <u>Level 4</u> in 1

			country on 1 other issue. <u>Level 4</u> in 1 country in 1 policy/practice areas and for 1 international entity on 1 area.	country on 1 issue, 1 country on another issue and 1 international entity on 1 issue.
Achieved		<u>Level 0</u> for 1 country on 1 issue. <u>Level 1</u> for 1 country concerning 3 issues. <u>Level 2</u> concerning 2 international issues. <u>Level 3</u> for 2 countries on 1 issue and 1 country on another issue. <u>Level 4</u> for 1 country on 1 issue.	<u>Level 0</u> for 1 country on 1 issue. <u>Level 2</u> for 1 country concerning 1 issue. <u>Level 3</u> for 3 countries on 1 issue, 1 country on another issue and one international entity concerning 1 issue. <u>Level 4</u> for 1 country concerning 1 issue and 1 international entity on 1 issue.	<u>Level 2</u> in 1 country on 2 issues. <u>Level 3</u> in 2 countries on 1 issue. <u>Level 4</u> in 1 country on 1 issue & 1 international entity on 2 issues.
Variance			5 contributing programme milestones were met; 1 programme milestone was exceeded; 1 milestone was missed by 1 programme (Brazil, adaptation) by 1 level, and one issue was reviewed and decided to be removed from Outcome 2.1 indicator as no longer applicable.	6 contributing programme milestones were met, 1 milestone was missed by 1 programme (Colombia REDD+) by 1 level.

i. Narrative on progress in 2013/14.

Progress fell very slightly short of expectations. In Colombia, although the government has taken some steps forward, the level of engagement was not quite considered enough to reach a level 4 by the REDD+ roundtable group of NGOs.

Examples include:

- Progress with the United Nations Framework Convention on Climate Change (UNFCCC) on the issue of loss & damage (L&D) was gauged to have reached Level 4 rather than Level 3-4 as anticipated, exceeding expectation. The issue has remained on the agenda of the UNFCCC negotiation process (see Outcome Indicator 2.2). WWF and its strategic partners have played a key role in promoting the issue, in bringing 120 CSOs together around the call for the establishment of an International L&D mechanism^{13 14} and in engaging with key ministers/head of delegations prior to the start of the negotiations.
- The level of engagement of the Government of Nepal related to climate change adaptation continued to be high and gauged at Level 4, as they actively engaged with WWF and other CSOs in preparation for COP19¹⁵. They also supported and took part in WWF’s community consultations on Community Adaptation Plans for actions (CAPAs).

ii. Assessment of overall progress towards 2011/2014 targets.

Overall, each programme has made good progress towards the target. Nevertheless, the unpredictability of and opportunism needed to work on policy requires flexibility. For example, since 2013 we have deprioritised our level of engagement with UNFCCC in Brazil¹⁶. Since 2012, we have scaled-up our engagement on the L & D agenda.

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.		
Baseline	Using WWF’s Commitment and Action Tool ^v 1 country shows passive level of commitment and/or action on 2 policy/practice issues 4 countries show low level and 2 countries show medium** level of commitment and/or action on 2 particular policy/practice issues. 2 countries shows high level of commitment on and or action on 1 policy/practice issue.		
	2011/12	2012/13	2013/14

Milestone	<p>1 country shows <u>passive level</u> of commitment and/or action on 2 policy/practice issues.</p> <p>4 countries show <u>medium level</u> of commitment and/or action on 5 policy/practice issues.</p> <p>1 country shows <u>high level</u> of commitment and/or action on 1 policy/practice issues.</p>	<p>1 country shows <u>passive level</u> of commitment and/or action on 2 policy/practice issues.</p> <p>2 countries show <u>low level</u> of commitment and/or action on 2 policy/practice issues.</p> <p>2 countries show <u>medium level</u> of commitment and/or action on 2 policy/practice issues,</p> <p>2 countries on 1 other issue.</p> <p>2 countries and 1 international institution show <u>high level</u> of commitment and/or action on 5 issues.</p>	<p>1 country shows <u>medium level</u> commitment on 1 policy/practice issue.</p> <p>3 countries and 1 international institution show <u>high level</u> of commitment on 5 issues.</p> <p>1 country and 1 international institution shows <u>very high level</u> of commitment and/or action on 3 issues.</p>
Achieved	<p>1 country shows <u>passive level</u> of commitment and/or action on 1 policy /practice issues;</p> <p>1 country shows <u>low level</u> on 2 policy/practice issues;</p> <p>4 countries show <u>medium level</u> of commitment and/or practice on 6 issues;</p> <p>1 country shows <u>high level</u> of commitment and/or action on 1 policy/practice issues.</p>	<p>1 country shows <u>passive level</u> of commitment and/or action on 2 policy/practice issues.</p> <p>1 country shows <u>low level</u> of commitment and/or action on 1 policy/practice area.</p> <p>3 countries show <u>medium level</u> of commitment and/or action on 1 policy/practice issues, 2 countries show <u>medium level</u> of commitment</p>	<p>3 countries show <u>medium level</u> on 2 issues;</p> <p>2 countries show <u>high level</u> on 2 issues</p> <p>2 countries show <u>very high level</u> on 2 issues; 1 international institution show <u>very high level</u> on 2 issues.</p>

		and/or action on 1 policy/practice issue; 1 country show <u>medium level</u> of commitment and/or action on 1 policy/practice issue. 1 country shows <u>medium level</u> of commitment on another issue. 1 country on another issue. 1 international institution shows 'medium' on 1 issue. 1 international institution show <u>high level</u> of commitment and/or action on 1 issue; 1 country shows <u>very high level</u> on 1 issue.	
Variance		9 issues advocated by programmes met their milestones, 1 issue exceed the milestone. Programmes missed milestones on 3 issues, all by 1 level only. Overall, we fell very slightly short of the milestone.	5 issues advocated by programmes met their milestones, 2 issues exceeded. Programmes missed milestones on 3 issues.

i. Narrative on progress in 2013/14.

This year progress has been remarkably mixed. For example, progress on L&D has been excellent but progress in relation to REDD+ has been slower.

Examples include:

- Although UNFCCC COP19 delivered little to advance action on climate change, one area of progress, on which WWF and our partners lobbied, was L&D - the 'third pillar' of climate change. Parties established the 'Warsaw International Mechanism for L&D' – to address L&D associated with climate change in developing countries.
- In Colombia, the government remains committed to the REDD+ process with the Forest Carbon Partnership Facility (FCPF), the WB, UN-REDD and GIZ. For which WWF has been facilitating the FCPF due diligence process on social and environmental safeguards and supporting the mapping of the main legal gaps left for the implementation of REDD+¹⁷.
- In Nepal, following UNFCCC COP18 guidelines on National Adaptation Plans (NAPs), WWF-Nepal and Climate Change Network Nepal (CCNN) initiated 1 regional, 2 local, 1 national and 1 inter-ministerial consultation that helped:
 - a) inform stakeholders about NAPs;
 - b) capture feedback and draft a road map¹⁸ for the Government of Nepal; and
 - c) reflect on the application of agreed UNFCCC Technical NAPs Guidelines. Feedback will be shared with the UNFCCC either through the Government of Nepal's or a CSO submission.

ii. Assessment of overall progress towards 2011/2014 targets.

This outcome exemplifies WWF's outreach, working from "local" to "global".

We met or exceeded our ambitions under the PPA on:

- Adaptation, with UNFCCC parties agreeing modalities for NAPs and our support on adaption planning in Nepal, Madagascar, and Colombia.
- L&D with the International Mechanism adopted
- Generating knowledge and evidence to support and promote policy change on LCD in Brazil.

But our progress did not quite match our ambitions on:

- REDD+ with a low level of commitment by the Brazilian & Nepalese government; and slower than expected progress in Colombia.

3.2 Discuss the following:

- i. Key new challenges to the achievement of outcome(s);**
- ii. Key positive/negative influences that impacted on progress.**

i. New challenges:

There are no new key challenges to this work, although national and regional elections often slow progress as observed in Brazil and Colombia.

ii. Positive and negative Influences:

Our ability to identify and respond to changing situations has been key. For example, the unanticipated slowdown in government action in Brazil to define a national REDD+ strategy has compelled us to seek broader alliances in civil society to define a non-governmental vision of what that strategy should address.

3.3 Have your assumptions about the external factors that affect your outcome(s) changed and if so, what are the implications?

Key assumptions in our theory of change remain the same, in general terms. Our strategies and tactics have been adjusted in some cases in response to the shifting political environments and priorities.

3.1 Progress against Outcome 3

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

Indicator 3.1	Levels of commitment and action by banks and multilateral financial institutions to incorporate climate smart, social and environmental best practices into their policies.		
Baseline	Using WWF's Commitment and Action Tool, the levels of commitment and/or action by key influential actors are: 2 banks/financial institutions show 'passive' level; 1 shows a 'low' level; and 2 show a 'medium' level of commitment/action		
	2011/12	2012/13	2013/14
Milestone	1 bank/financial institution shows low** level of commitment and/or action and 4 show a medium** level. There is more active collaboration/cooperation, with more tangible commitments and actions in evidence; banks/institutions developing policies and practices for change. Specific milestone e.g.: 1	5 banks/financial institutions show a ' <u>medium</u> ' level of commitment/action.	1 bank/financial institution shows a ' <u>low level</u> of commitment/action; 1 shows a ' <u>medium</u> ' level; 8 show a ' <u>high</u> ' level of commitment/action.

	bank/financial institution signs a MoU with WWF.		
Achieved	1 bank/financial institution shows low** level of commitment and/or action, 3 banks/financial institutions show medium** level and 1 bank/financial institution shows very high** level.	27 banks/financial institutions show 'low' level; 4 show 'medium' level; 2 show 'high' level of commitment/action	30 banks/financial institutions show a <u>low level</u> of commitment/action; 2 show a <u>medium level</u> ; 3 show a <u>high level</u> ; 1 shows a <u>very high level</u> of commitment/action
Variance	1 programme milestone met; 1 exceeded	1 programme milestone met; 1 exceeded	2 programme targets met

i. Narrative on progress in 2013/14.

This target was increased following substantial progress last year. But this year we have fallen short on the number of banks with high commitment levels.

Examples include:

- A MoU between WWF and WB¹⁹ (high commitment) is fostering joint efforts related to improved governance of extractive industries.
- The African Development Bank (AfDB) (high commitment) and WWF engaged in high-level discussions (including UNEP and WB) on Green Economy (GE) tools and environmental/social impacts of Chinese infrastructure projects in Africa²⁰.
- Commercial banks engaged by supporting China Banking Regulatory Commission (CBRC) (high commitment) to promote Green Credit Guidelines^{21/22}. CBRC also asked the media to monitor performance of banks²⁰.

ii. Overall progress towards 2011/2014 targets.

In practice, we learned that engagement with Chinese policy banks is slow. So we adapted our strategy to prioritise engaging the regulators (CBRC) and more commercial banks that can trial sustainable and socially responsible practices to pave the way for broader change in the banking sector.

So despite falling slightly short of this year's milestone, we have seen significant progress, from working with 5 to 36 banks, and key institutions substantially increasing their commitment.

Indicator 3.2	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		
Baseline	Governing institutions in 4 target countries and 1 international forum show 'passive' to 'low' levels of commitment and/or action in 7 core areas		
	2011/12	2012/13	2013/14
Milestone	Governing institutions in 1 country show passive to low** level of commitment and/or action on 1 core area; Governing institutions in 3 countries show low level of commitment and/or action on 3 core areas; Governing institutions in 3 countries and 1 international forum shows medium** level of commitment and/or action on 3 core areas.	Governing institutions in 1 country show 'low to medium' levels of commitment/action on 1 core area; Governing institutions in 3 countries and 1 international forum show 'medium' levels on 4 core areas; Governing institutions in 1 country show 'high' level on 2 core areas.	6 local-national governing institutions in 1 country show <u>medium to high</u> levels of commitment and/or action on 1 core area; Governing institutions in 2 countries and 1 international forum show <u>medium levels</u> of commitment and/or action on 2 core areas; Governing institutions in 5 countries show <u>high levels</u> of commitment and/or action on 6 core areas
Achieved	Governing institutions in 1 country show passive** to low level of commitment and/or action on 1 core area; Governing institutions in 4 countries and 1 international forum show medium** level of	6 local-national governing institutions in 1 country show 'passive-medium' levels of commitment/action on 1 core area; Governing institutions in 4 countries show 'medium' commitment/action on 5 core areas,	1 local-national governing institutions in 1 country shows <u>passive levels</u> of commitment/action on 1 core area 5 local-national governing institutions in 1 country show <u>medium-high levels</u> of commitment/action

	commitment and/or action on 6 core areas.	and members of 1 international forum show 'medium' commitment; Governing institutions in 2 countries show 'high' levels of commitment/action on 3 core issues.	on 1 core area Governing institutions in 5 countries show <u>medium levels</u> of commitment/action on 7 core areas Governing institutions in 3 countries show <u>high levels</u> of commitment/action on 3 core areas
Variance	8 programme milestones met, 3 exceeded	10 programme milestones met, 1 missed.	7 programme targets met, 4 missed
Disaggregated Data	n/a	n/a	n/a

i. Narrative on progress in 2013/14.

This year, four of eleven programme targets were narrowly missed owing to external circumstances (e.g. collapse of shrimp fishery, see 2.3). Overall we see medium (5 countries) to high levels (3 countries) of commitment in 10 areas.

Examples include:

- Sustainable timber trade: After years of WWF lobbying, support and facilitation, Tanzania and Mozambique committed to operationalise a MoU on sustainable timber trade²³. Tanzania and Kenya are now negotiating a MoU²⁴ and a draft MoU between Mozambique and China has been developed. WWF provided technical support and played a key role in convening these governments on this issue.
- Green Economy (GE): A key GE principle is equitable access and benefit sharing related to natural resources (food, water and energy). In Kenya, the government shows commitment to GE through reconstitution of the GE Steering Committee and development of a National GE Strategy²⁴. WWF Kenya was appointed to the GE Steering Committee, and is supporting development of the National GE Strategy and Guidelines.

ii. Overall progress towards 2011/2014 targets.

Having exceeded milestones for the last two years, progress from 'medium' to 'high' has been slower this year in some areas (e.g. national Forest Stewardship Council (FSC) standards, Strategic Environmental Assessments (SEAs). Policy development is seldom rapid, albeit crucial to effecting change in the medium/long term. Slower progress at the upper end of the scale on many issues reflects the realities of engaging governments in processes subject to many externalities.

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		
Baseline	Targeted local and international companies show 'passive' or 'low' level of commitment and/or action.		
	2011/12	2012/13	2013/14
Milestone	Targeted local and international companies show a low** level of commitment and/or action. Engagement underway with a selection of targeted companies has begun. Specific milestone e.g.: Some companies and associations have expressed an interest in working with WWF to develop guidelines and apply standards.	Targeted local and international companies show a 'low' or 'medium' level of commitment and/or action. Several companies are developing guidelines to incorporate climate-smart, social and environmental Best Practices into their policies and practices.	Targeted local and international companies show a <u>medium or high level</u> of commitment and/or action. At least 14 international or national companies are <u>operating under improved environmental and social standards</u> .
Achieved	2 local companies show low** level of commitment and/or action; 5 internationals and 6 nationals show Medium** level of commitment and or action;	1 local company shows passive level of commitment/action; 1 local company and 1 national company show 'low' level of commitment/action; 1 national company shows medium level of commitment/action;	3 targeted national and international companies show a <u>passive level</u> of commitment/action; 2 industry associations show a <u>low level</u> ; 16 show a <u>medium level</u> ; 21 national/international companies and 1 industry association

	Several companies and 1 association show high** level of commitment and/or action.	20 national/international companies show high levels of commitment/action.	show <u>high levels</u> of commitment and/or action.
Variance	2 programme milestones met, 2 exceeded	1 programme milestone exceeded, 2 met, 1 missed.	1 programme target exceeded, 2 met, 1 missed.
Disaggregated Data	n/a	n/a	n/a

i. Narrative on progress in 2013/14.

This year the overall target was exceeded, largely due to 8 companies showing a medium level of commitment by signing up to Shrimp FIPs (see section 2.3 above). However, in China-Africa, engagement of Chinese companies in Mozambique has been slower than anticipated so one milestone was missed.

Examples include:

- 35 companies engaged to promote sustainable shrimp fishing and forestry (23) and better environmental practice in the extractive industry (12) in Coastal East Africa. This substantially exceeds the programme target²⁴.
- With WWF support, the Tanzanian Chamber of Mining and Energy (TCME) has led promotion of mining investment guidelines – submitting draft mining investment guidelines to the Ministry for input into the endorsement process by June 2014²⁵.
- In China-Africa, engagement of Chinese companies in Mozambique has been slower than anticipated, partially related to government delays but also WWF staff changes²¹.

ii. Overall progress towards 2011/2014 targets

Overall target exceeded. We are now engaging 40 national/international companies and 3 industry associations, 38 of which show medium-high levels of commitment/action to improved environmental and social standards.

3.2 Discuss the following:

- iii. **Key new challenges to the achievement of outcome(s);**
- iv. **Key positive/negative influences that impacted on progress.**

i. New challenges

- See Section 2.3 regarding the shrimp sector.
- We are learning about constructively engaging the Chinese private sector, particularly where there is weak governance and accountability. It became clear this year that a more coherent approach was needed. We are developing a Chinese corporate engagement strategy to better target future approaches.

ii. Positive influences

- In Nepal, media engagement helped raise awareness of the importance of environmentally responsible infrastructure incorporating social safeguards. This helped familiarise policy-makers with these issues.
- In China, CBRC called on NGOs and media to monitor Chinese banks implementing Green Credit Guidelines²⁰. Media engagement in sustainable banking is a significant step towards accountability and transparency.

3.3 Have your assumptions about the external factors that affect your outcome(s) changed and if so, what are the implications?

Assumptions are largely unchanged. However:

- In Ruaha, renewed effort was required to reaffirm commitments to the methodology by WWF and partners. This drew attention to the importance of organisational resilience, and sustained investment in partnerships.
- A study is assessing the assumption that sustainability/responsibility guidelines (Green Credit, forestry & mining) will have positive social and environmental impacts in the China-Africa programme.

Section 4: Output Review and Scoring *(indicative word count 2,300)*

4.1 Output 1

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

Progress against outputs

Indicator 1.1	Number of initiatives established that are enhancing and/or diversifying people's livelihoods		
Baseline	156		
	2011/12	2012/13	2013/14
Milestone	167	182	192
Achieved	169	173	188
Variance	+0.01	-0.05	-0.02
Disaggregated Data		3,112 Women 2,661 Men	4,941 Women 3,739 Men

* Disaggregated data was provided by 3/4 programmes

- i. **Narrative on progress in 2013/2014**
- ii. **Assessment of overall progress towards 2011/14 indicator(s)**

Despite good progress in the first year, overall progress has fallen slightly short of expectation. This is explained by slower (but recoverable) progress towards the establishment of initiatives in Tanzania and Colombia.

Examples include:

In 5 Aweer Villages in Kenya, where currently wildlife (particularly buffalo, hippo and baboon) are currently destroying significant amounts of crops, 60 people (24 women: 36 men) participated in an assessment of human-wildlife conflict (HWC). It examined (i) the types of HWC human wildlife conflicts that occur in the area and the species involved; (ii) how well HWC incidences are being recorded (iii) how well existing compensation schemes are working; (iv) HWC hotspots; and (v) roles and responsibilities of communities and Kenya Wildlife Service (KWS) in identifying, addressing and mitigating HWC²⁷.

This was followed by five consultative sessions with community members and KWS to develop a draft HWC mitigation strategy²⁶ and a protocol²⁸ for recording and reporting HWC cases (expected to increase compensation payments to community members affected). Identified strategies which are now being piloted include the construction of moats; use of chili plants; and use of ropes soaked in diesel. It is expected that HWC mitigation measures will result in significantly lower levels of crop destruction and therefore increased agricultural yields.

In Tanzania, one of the mechanisms for supporting improvements in people's

livelihoods and wellbeing is through collaborative initiatives (CIs) - central components of the social learning methodology established through a participatory multi-stakeholder workshop²⁹.

The Conservation Agriculture with Trees Collaborative Initiative has succeeded in establishing three demonstration plots of 5, 1 and 2 hectares at the respective communities. Local people provided the labour and received inputs (i.e. seeds, implements and fertiliser) and training in the use of trees for conservation, including fruit trees and other forms of agroforestry and mixed sustainable farming³⁰.

Indicator 1.2	Number of trainings conducted and/or facilitated with CBOs/ CSOs, collaborative or joint management regimes on pro-poor adaptive ecosystem (or climate change) management.		
Baseline	240		
	2011/12	2012/13	2013/14
Milestone	376	717	1013
Achieved	467	829	1124
Variance		+0.16	+0.10
Disaggregated Data*		2168 Women 3767 Men	3483 Women 4434 Men

* Disaggregated data was provided by 4/4 programmes

- i. Narrative on progress in 2013/2014**
- ii. Assessment of overall progress towards 2011/14 indicator(s)**

Overall, progress has substantially exceeded expectations; despite milestones being adjusted upwards, they have been exceeded each year. This overachievement is explained by 3 factors:

- i. The decision in Nepal to work with 30 existing CFUGs (see outcome 1).
- ii. An unanticipated switch of emphasis in Tanzania as result of additional DFID funding to the RBWO to establish a full set of Water User Associations (WUAs) in Ndembera sub-catchment.
- iii. Conservative milestones being set in Colombia.

Examples include:

Cooperative Management Training in Nepal, formed of three segments³:

- i. Management training (5 days) for 13 participants (1 woman and 12 men).
- ii. Account keeping training (3 days): 19 participants (9 women and 10 men) from 19 cooperatives.
- iii. Cooperative exposure visits for 32 participants (11 from Protected Area Buffer Zone (PABZ) and 21 from Corridors and Bottlenecks Restoration Project (CBRP).

In Colombia (Urabá region) 12 training events (related to strengthening local and regional capacities for territorial governance, monitoring and control of timber production and trade) took place. They benefitted 80 participants (58 Men 22 Women). These included, for example, training for 16 indigenous leaders (10 men, 6 women) on wood species most used in their territory³¹. The workshop helped to strengthen the work of the Indigenous Guard to reduce illegal timber traffic at the boundaries of their territories. Additionally, issues such as the causes of illegality in their territories and the region were discussed. In synergy, a workshop was also conducted with 25 regional and local authorities (e.g. National Police, Army, Navy and Corpouraba. Participants: 24 men, 1 woman). This strengthened institutional abilities and capacities to work together with the indigenous authorities to implement and monitor timber tracking activities.

Indicator 1.3	Number of trainings conducted and/or facilitated with CBOs/CSOs to engage in advocacy and/or watchdog functions relating to pro-poor environmental sustainability.		
Baseline	21		
	2011/12	2012/13	2013/14
Milestone	34	52	72
Achieved	32	58	80
Variance		+0.11	+0.11
Disaggregated Data*		Women 231 Men 407	Women 716 Men 1,073

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

- i. Narrative on progress in 2013/2014***
- ii. Assessment of overall progress towards 2011/14 indicator(s)***

Overall, despite slower progress in year 1, progress has substantially exceeded expectations with milestones in both year 2 and year 3 being substantially exceeded. The overachievement is a result of slightly greater than expected demand, increased efficiency and proactive initiatives by partners and communities across several programmes.

Examples include:

In Mtwara and Kilwa Tanzania training to 6 BMUs (131 women and 260 men) has included: training on fisheries governance (policy, management plan and bylaw formulation); training on fish catch data monitoring; and on combating dynamite fishing¹¹.

In Ihanzutwa Village (Iringa Rural District, Tanzania) domestic water users face using heavily contaminated water from upstream mining on the Mfyamba River. Seme Anyubatile a collaborative initiative champion and Community Development Officer from Mbarali District Council, worked with 15 local women to extend their understanding and build their confidence in speaking up about

unsafe water³².

In the Amazon Piedmont Colombia, where “Watchdog groups” are categorised in law and referenced in the constitution, training was provided to 41 participants (27 men and 14 women) from 6 watchdog groups on the monitoring on Environmental, Social, Integrated and Sustainable Management Plan for the San Francisco Mocoa road (PMASIS). The groups have strengthened their understanding of how to realise their rights, for example, how to initiate consultations and raise questions to the National Road Institute (Invias)³³.

4.2 Discuss the following:

- i. Key new challenges to the achievement of output(s)
- ii. Key positive/negative influences that impacted on progress

New challenges

- A large number of new staff at WWF Tanzania (following the challenges reported last year) has helped to revitalise the organisation and a new chapter organisation’s history is underway. However, it has meant that more time was dedicated to their training and orientation than previously expected.
- In Kenya, the security situation on the border with Somalia, has restricted access to the Boni-Dodori forests (see top 3 challenges – section 1.3.).

Influences

- The strategic decision to work with more existing CFUGs in Nepal has positively influenced these milestones (see outcome indicator 1 enabling factors).
- Overall strong stakeholder demand and engagement combined with adaptive management practices, strong partnerships and opportunism are driving progress under this output. Exemplified, for example, in Tanzania where the additional funding from DFID for the establishment in WUAs resulted in additional training sessions by partners.

4.3 Impact weighting

Current impact weighting in Logframe %:	30%
------------------------------------------------	-----

4.4 Output Risk	
i. Output risk rating:	ii. Please provide a narrative on the reasons for applying this risk rating
i. LOW	<p>Overall Risk Ratings assigned by individual programmes are low (3) and medium (2).</p> <p>Key drivers overall of risk primarily related to this output include: levels of community responsiveness; engagement from regional and local authorities; and armed conflict and insecurity.</p>

4.5 Actual Achievement of expected results for output 1	A+

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

Ratings to be applied:

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

4.1 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>			
Progress against outputs			
Indicator 2.1	Amount (quantitative and qualitative) of information and lessons shared, and pro-poor tools and approaches developed and promoted.		
Baseline	14		
	2011/12	2012/13	2013/14
Milestone	29	71	173
Achieved	57	144	196
Variance	+0.96	+1.03	+0.13
Disaggregated Data*	N/A		

i. Narrative on progress in 2013/2014 and ii. Assessment of overall progress towards 2011/14 indicator

We substantially exceeded expectations with respect to this indicator revising our target upwards annually based on our performance. The overachievement is a result of increased and unanticipated opportunities to collaborate and engage.

Examples include:

WWF, CARE and ActionAid International produced a loss and damage report³⁴ launched during the Warsaw COP press conference³⁵. We also drafted the global call for Action “Stop the Madness”¹³ signed by 120 organizations and sent to key Ministers and heads of delegations.

In Colombia, a policy document identifying the main legal gaps for REDD+³⁸ implementation was presented to high level policy makers, including the National Parks Director and, the Head of Forests and Biodiversity Direction, as well as the legal advisers of the Ministry of the Environment and Sustainable Development. The legal group of the REDD+ Roundtable³⁷ went on to draft the regulation on how to access carbon benefits and meet the minimum requirements of the different possible REDD+ initiatives in Colombia.

WWF-Nepal and Clean Energy Nepal (CEN) drafted the roadmap for Nepal’s National Adaption Plans on behalf (and as a member) of the CCNN. The roadmap consolidated the views, recommendations and suggestions expressed during the nationwide consultation process¹⁸.

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.		
Baseline	70 influential groups (3 CSO Networks, 51 CSOs, 16 Influential bodies)		
	2011/12	2012/13	2013/14
Milestone	117 influential groups (3 CSO Networks, 99 CSOs, 15 Influential bodies)	155 influential groups (2 CSO Networks, 120 CSOs, 33 Influential bodies)	247 influential groups
Achieved	93 influential groups (4 CSO networks, 59 CSOs 30, influential bodies)	227 influential groups (4 CSO Networks, 177 CSOs and 46 influential bodies)	274 influential groups (5 CSO Networks, 217 CSOs and 52 influential bodies)
Variance	-0.21	+0.46	+0.11
Disaggregated Data*	WWF does not systematically monitor the gender/age of actors engaged by advocacy work as this is not considered resource effective.		

i. Narrative on progress in 2013/2014 and ii Assessment of overall progress towards 2011/14 indicator(s)

We have substantially exceeded anticipated achievement for this indicator.

Examples include:

- In Nepal, WWF began its engagement with the Ministry of Federal Affairs and Local Government (MoFALD) to mainstream climate change adaptation in development plans. The community adaptation plans in Deukhuri valley, Madi valley, and in Langtang are being supported by the District Agriculture offices which are offering among other things improved seed varieties, seed storage, and technical inputs to the system of rice intensification (SRI) methodology applied³.
- The Ministry of Environment when establishing an inter-ministerial group on eight critical climate change adaptation issues in August 2013 invited WWF to participate in the working groups on Water, Energy and Cities.
- Workshops in Colombia were organised with representatives from five Community Councils (CC- Afro-Colombian Territories) to complete Sanquianga's National Park Management plan⁴⁰.

4.2 Discuss the following:

iii. Key new challenges to the achievement of output(s)

iv. Key positive/negative influences that impacted on progress

i. New challenges:

The inherently political nature of policy development means that elections often punctuate progress. In both Colombia and Brazil, 2014 is an election year and it has been observed that is harder to gain concrete commitment and engagement (particularly around the REDD+ agenda).

ii. Influences.

The multidisciplinary nature of CCA means that we are increasingly working with partners who have complementary skills such as in agriculture, disaster management and health (e.g. the Red Cross, Mercy Corps, Care, Oxfam and the relevant national government ministries). Overall such alliances have resulted in positive progress but building these relationships and achieving consensus has required concerted efforts to build understanding and bring together different terminology and frameworks.

Increased political commitment at regional level has been particularly influential in Colombia. For example, Corponariño are committing human and financial resources in establishing and implementing agreements with WWF-Colombia. The Government of Nepal is appointing focal points for climate change in every

ministry to access and disseminate information on climate change. This is leading to an increased involvement of government representatives in the projects of CSOs on climate change adaptation. WWF Nepal is also increasing its knowledge around disaster risk reduction and its linkages to CCA.

4.3 Impact weighting

Current impact weighting in Logframe %:

35

4.4 Output Risk

i. Output risk rating:

ii. Please provide a narrative on the reasons for applying this risk rating

i. Medium

ii. All programmes (4) assigned a medium level of risk to this output based on probability and overall impact.

Key drivers of risk include primarily related to this output include: changing and uncertain political circumstances and priorities; continued collaborative relationships and cooperation with and from key partners and continued reasonable levels of openness and transparency in decision and policy formulation processes.

4.5 Actual Achievement of expected results for output 1

A++

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

Ratings to be applied:

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

Repeat for further outputs and output indicators.

4.1 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.

Progress against outputs

Indicator 3.1	Amount (quantitative and qualitative) of information and lessons shared, and pro-poor tools and approaches developed and promoted.		
Baseline	9		
	2011/12	2012/13	2013/14
Milestone	30	74	153
Achieved	54	122	228
Variance	+0.8	+0.65	+0.49
Disaggregated Data*	*n/a as this indicator measures concrete outputs. However, three of the four programmes report that several outputs address gender in some way (Ruaha, RUMAKI, Nepal).		

i. Narrative on progress in 2013/2014 and ii. Assessment of overall progress towards 2011/14 indicator(s)

We have exceeded milestones every year and significantly exceeded the target this year largely due to:

- partnerships with influential actors, enabling wider sharing and promotion of outputs e.g. CBRC; sustainable fisheries initiatives in (Rufiji, Mafia Island and Kilwa Districts, Tanzania) RUMAKI and parliamentary sub-committee on natural resources in Nepal
- additional outputs developed for new initiatives which emerged during 2014 (Coastal East Africa (CEA) and China Africa)

Examples include:

- 2 Green Credit Guidelines training workshops (including 1 overseas investment roundtable^{41/42}), organised by WWF and CBRC, promoted approaches on environmental and social standards for at least 60 senior employees of CBRC and major Chinese and African banks.
- Reviews of key policies and legislation raised environmental resource rights and benefit sharing:
 - In Tanzania, WWF supported CSOs to engage in the constitutional review, including written and verbal submissions^{43/44} to the Constitutional Review Commission. The second draft constitution recognises both government and civil

society have responsibilities in resource management and national wealth is related to natural resources and assets⁴⁵.

- In Kenya, inputs from WWF⁴⁶ were key in the revision of legislation and policies including the New Fisheries Act, The Wildlife Conservation and Management Act 2013 and the Water Bill 2013
- WWF lobbying with the Ministry of Fisheries in Mozambique supported the incorporation of Rights-Based Management principles in a new Fisheries Law¹.

Indicator 3.2	Numbers of influential actors and/or other key decision-making bodies engaged with/by WWF.		
Baseline	23		
	2011/12	2012/13	2013/14
Milestone	42	80	196
Achieved	70	187	225
Variance	+0.66	+1.34	+0.15
Disaggregated Data*	*See output 2.2 regarding disaggregated data in relation to this indicator.		

i. Narrative on progress in 2013/2014 and ii. Assessment of overall progress towards 2011/14 indicator(s)

The target was significantly exceeded, as has been the case over the last three years, largely owing to engagement with larger numbers of influential private sector actors than projected. For example, working with the TCME on mining investment guidelines has enabled us to target more companies and leverage more influence with the government, offering greater value for money and sustainability.

Other examples include:

- In Nepal, WWF engaged 4 ministries on land degradation and implications for agricultural productivity of the land for poor people. WWF also sits on the Global Environment Facility (GEF) Inter-Ministerial Co-ordination Committee - one of two NGO members⁴⁷.
- In CEA, WWF and the WB signed an MoU⁴⁸ in June 2013 to foster joint efforts to improve governance of extractive industries. Strategic engagements in the region were also strengthened with AfDB, Southern Africa Development Community (SADC), UNEP and UNDP⁴⁹. A joint work plan with SADC was developed on common interests including fisheries, wildlife trade, forestry, GE/Sustainable Development and development of the ecological infrastructure⁵⁰.

4.2 Discuss the following:

v. Key new challenges to the achievement of output(s)

vi. Key positive/negative influences that impacted on progress

i. New challenges

Although we conduct due diligence processes before engaging timber companies, we faced criticism from some CSOs in Mozambique for facilitating training of Chinese companies run by the Forest Departments of China and Mozambique. They felt WWF was too involved with Chinese companies possibly involved in illegal logging. As well as directly engaging companies to improve standards, our private sector engagement strategy aims to minimise such risks by proactively engaging CSOs and government around these issues and supporting initiatives to bring CSOs and the private sector together, such as Forest Governance Learning Groups.

In Nepal we have been engaging new stakeholders since the new Parliamentary elections in February 2014 through discussions with the new committees. Focus has also changed from initiating policies (such as Land Use Policy) to engaging in existing policy processes (such as Infrastructure Policy) to ensure they are socially and environmentally sustainable. This requires different relationships, networks and skillsets (e.g. we now work more with CSOs, media and trade unions).

ii. Influences

After three years, all our programmes have well-established relationships with a range of partners enabling sharing of a considerable number of outputs. Through technical contributions, WWF has built strong relationships of trust with government stakeholders, is recognised as a valuable partner at national and regional levels and is engaged with numerous national, multi-lateral and regional bodies.

In our work on integrated water resource management in Tanzania, there is growing recognition of the need for approaches that can address issues of system complexity. Such approaches have been undertaken in catchments in South Africa, and the potential for mutual learning will also provide a positive influence.

4.3 Impact weighting

Current impact weighting in Logframe %:	35%
------------------------------------------------	-----

4.4 Output Risk	
iii. Output risk rating:	
iv. Please provide a narrative on the reasons for applying this risk rating	
<ul style="list-style-type: none"> i. Medium ii. All programmes (4) assigned a medium level of risk to this output based on probability and overall impact. <p>Key drivers of risk primarily related to this output include: Vested interests (governments and the private sector) prevent good governance measures that are promoted from being supported, adopted and implemented; increased and changing demand pressures on natural resource extraction; and private sector stability.</p>	

4.5 Actual Achievement of expected results for output 3	A++
----------------------------------------------------------------	------------

Section 5: Value for Money - MAY be read as a stand-alone section (indicative word count 1,100)

5.1 Cost Drivers and Commercial Improvement
<p><i>i. How does your organisation define value for money and how does this feed into your decision making?</i></p> <p><i>ii. What are the key cost drivers for your organisation and how have you used their measurement to improve the cost-effectiveness of your activities?</i></p> <p><i>iii. Describe how competition and effective commercial improvement is undertaken to drive improved value for money by your organisation.</i></p> <p><i>iv. What VfM measures do you track in your programmes?</i></p> <p><i>a. Explain how you track these VfM measures.</i></p> <p><i>b. How have these measures helped you to achieve results at a reasonable cost?</i></p>
<p>(i) WWF defines value for money as the efficient use of the resources we have to support the best possible results for people and nature. VfM is presented around the 4E framework (economy, efficiency, effectiveness and equity). We use this to:</p> <ul style="list-style-type: none">• Drive economy and efficiency at the organisational level, both for WWF-UK and partner offices.• Drive effectiveness aspects at individual programme level, linking to the other 3 E's• Inform continuous improvement across the programmes• Take account of equity in our planning and decisions e.g. we distinguish products and services by their social and environmental performance as well as their cost
<p>ii) Cost Drivers and use of their measurement</p> <p>Internal drivers for WWF-UK (2013/14):</p> <ul style="list-style-type: none">• Staff Costs (24%) WWF-UK participated again in the XpertHR⁵¹ salary survey for our sector, enabling us to benchmark salaries. Given last year's restructuring, there was minimal need to adjust salaries this year.• Third Party Fees (10%) We continue to make savings, supported by our electronic procurement system (iii below)• Grants (primarily Programme) Costs (36%) We use the ratio of actual expenditure/planned expenditure as one indicator of programme efficiency (iv below). At the strategic level, we manage the results/expenditure ratio and we increase the proportion of expenditure going towards overseas grants.• Other staff related (2%) We've reduced environmental impact from business travel by 15% (516t carbon 2011/12 to 437t 2012/13), resulting in financial savings (air travel 2011/12 £205,000, 2012/13 £186,000).• Fundraising Costs (24%) Fundraising teams work to targets assessing the cost effectiveness of fundraising. As an outcome of the Operations Review we will appoint a Finance Business Partner to support Fundraising in this.• Office Running Costs (<2%) Office running costs changed as we moved into

our new headquarters in October 2013, which is also open to the public. The new building was certified “Outstanding”⁵² under the Building Research Establishment Environmental Assessment Method (BREEAM).

External cost drivers:

- **Exchange rates** – Most WWF-UK income is in GBP while most expenditure is in local currency. To minimise effects of exchange rate fluctuations on programmes, grants are issued in the functional currency of the office - usually local currency. We monitor foreign currency rates and enter into forward exchange contracts to hedge against exposure on certain currencies. Where relevant, implementing offices monitor the exchange rates from functional to local currency (in FY14 this led to a 10-12% Forex gain for WWF Nepal).
- **Inflation** – Implementing offices monitor local inflation rates, and where these could increase costs, they may hold funds in hard currency until required.

iii) Competition and effective commercial improvement

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

- a. WWF-UK accesses the pan-public sector purchasing power of Crown Commercial Framework Contracts.
- b. WWF-UK’s tendering policy and thresholds for competition are incorporated into the organisation’s purchase2pay system (shortlisted for 2014 Chartered Institute of Purchasing and Supply (CIPS) Supply Management Awards), minimising non-competitive spending unless authorised, drawing on objectivity and procurement expertise while tracking savings.
- c. Formal tender boards approve procurements over £100k on the basis of cost, environmental cost, ownership and VfM.

Some examples of the savings made through procurement:

- a. Approval of a business case to insource print management to produce **savings of £191,871** from July 2014 to June 2017⁵⁴.
- b. Collaborative Procurement of the lease and maintenance of Multi-Functional Devices through the Crown Commercial Framework will deliver **savings of £70,547** over 36 months⁵⁵.
- c. Rerun of procurement (July 2013) for supply of 300 laptops delivered **savings of £81,282**⁵⁶.
- d. Consolidation and co-termination of a large number of VMWare Software licences over the next 36 months will deliver **savings of £60,000**⁵⁷.

iv) What VfM measures do you track in your programmes?

We monitor the achievement of desired goals, objectives and outputs against expenditure, considering whether this represents good VfM (including through evaluations), and using information for adaptive management.

Expenditure information by account code from the finance systems, allows tracking and management of cost drivers. Programmes aim to apply good procurement practice as per WWF Network Standards⁵³.

While it is often not practical to make simple comparative assessments between outcomes and costs (i.e. unit ratios) against defined standards, we have made significant progress in criteria-based VfM assessment. At the portfolio level we have started to use an assessment framework consisting of three VfM criteria for effectiveness (relevance/design, outcomes/leverage, and impact/sustainability), two for efficiency (productivity and risk analysis/mitigation), and two for economy (procurement and unit costs). This has informed decisions to prioritise certain programmes in the Global Programme Framework (GPF) portfolio and exit from others.

Some PPA programmes, such as Nepal, have unit costs for most goods and services. In each National Park, they use unit cost benchmarks when planning new activities like construction, electric fencing, biogas, living allowances.

5.2 Embedding VfM in day to day operations

- i. Describe the steps taken to improve the effectiveness of your organisation and the results these steps achieved. If PPA funding has directly resulted in organisational improvement please describe how, and to what extent.*
- ii. Have you experienced any significant VfM achievements in the last reporting year not already outlined in this section?(y/n)*

i) Since many of the VfM conversations are taking place within PPA funded programmes and the DFID VfM learning group, the PPA has helped us develop our position towards VfM. In 2013/14 we have focused on implementing VfM frameworks at the organisational level. For example:

- a) **Strategic focus.** Our FY14-18 Strategy aims for greater impact: we are focusing on fewer programmes with bigger potential impacts, while responsibly transitioning out from others. In February 2014 WWF-UK led a pan-NGO workshop on exiting processes and sustainability from which draft guidance has been developed⁵⁸.
- b) **Results Based Management (RBM) framework.** The WWF Network has adopted an RBM strategy to ensure delivery of results. This brings VfM into our decision making processes. The three pillars supporting RBM are:
 - Programme and Operations Network Standards¹⁹. Programmes are required to update and report on these plans: action, M&E, work and budgets. In 2013, under the PPA we developed VfM guidelines⁶⁰ which link the 4Es to the programme cycle. In 2014 the Programme Standards were updated to include VfM.
 - GPF Monitoring and Reporting: the review of the GPF incorporated VfM assessment (see 5.1iv). This framework⁶¹ was presented to the PPA VfM Learning Group in Feb 2014 and to the MANGO NGO Finance Directors in March 2014⁶².

¹ WWF Operational Network Standards & Recommended Best Practices v5.2 updated Jan 2013)

- Insight (IT database for knowledge management): In 2013/14 new features have been incorporated to improve the tracking of outcomes and impacts, and links between results and finances.

c) **Collaboration supporting the Programmes-Operations link.** VfM was the framing for the WWF-UK Operations Review January-May 2014⁶³, which led to 14 VfM-related projects to be delivered over the next 12 months. These have been fitted into the useful PPA learning group VfM framework, which has helped us to link programmes and operations, VfM culture, assess current status, benchmark our current performance, and plan future actions (see Appendix 1).

ii. Other Significant VfM achievements include:

- VfM learning events^{64 65}
- Our programmes continue to acquire leveraged funds - e.g. by demonstrating the added value of the intervention the VFM assessment in Putumayo and Caqueta leveraged a new grant with Patrimonio trust fund and USAID worth USD 2 million for smart production activities and a further USD250,000 to continue the climate vulnerability assessments.

Section 6: Beneficiary Feedback - MAY be read as a stand-alone section
(indicative word count 900)

6.1 How have you collected and used beneficiary feedback to inform your programming?

WWF’s commitment to engaging with the concerns, priorities and values of local women and men is enshrined within the WWF Network’s Poverty and Conservation Policy (2009)⁶⁶.

Decisions on engagement and soliciting feedback are taken at programme level, and depend on approach, design, implementation stage, the nature (ultimate, intermediate and proximate) and number of beneficiaries.

WWF’s PPA uses DFID’s typology for beneficiaries abbreviated as: proximate (PB), intermediate (IB) and ultimate (UB). The table below provides examples of how beneficiary engagement and feedback has been effected and used to improve programme decision-making.

a. Participatory situational analysis and external evaluation (IPR)

Example of Collection Mechanism	Example of use of feedback
A. Participatory Situational Analysis	
The Boni Dodori Forest Programme conducted a participatory situational analysis ⁶⁷ with 12 men and 17 women (UBs) – both old and young – from a community of 76 households, 5 (3m/2f) community ‘facilitators’ (PBs/UBs) and 11 representatives (PBs) from 13 other organisations.	Understanding of the circumstances and specific needs of disaggregated community members (UBs) served to advance the exploration of mutually agreed livelihood strategies, and develop relationships with – and between – new and existing organisations.
B. Participatory Evaluations	
In our Independent Progress Review (IPR) ⁶⁸ (2012) PBs, IBs and UBs from 4 programmes were selected for semi-structured interviews with independent evaluators.	The feedback was used to corroborate the data on which programmes base their reporting and contributed towards a number of recommendations that are being used to improve our programmes ⁶⁹ .

b. Real-time feedback as part of inclusive, open, transparent, participatory or collaborative working practices

Feedback Collection Mechanism	Use of feedback
C. Community Audits in Nepal	
In Nepal, Community Forestry User Groups carry out Public Hearing and Public Audits (PHPA). In the Terai Arc Landscape (TAL), for example, 22 audits have been completed in 2013/14 with participation from 3,579 UBs (1,820 men and 1,759 women) ³ .	Community feedback is used to promote inclusive, transparent and accountable decision making. It ensures that management and financial information is shared, giving community members the opportunity to scrutinise and contribute towards management decisions ³ .
D. Workshops and multi-stakeholder meetings	
Representatives of the indigenous Aweer community (UBs) and coalition organisations (PBs) participated in a workshop to develop progress indicators for the Monitoring, Evaluation & Learning (MEL) ⁷⁰ Framework in the Boni-Dodori Project.	Community representation ensured recognition of their priorities by the coalition partners (PBs) and that these would feature centrally in the MEL Framework – work now underway.
E. Unsolicited Feedback	
Critical feedback from WWF's strategic partner – the RBWO (PB) – in Tanzania (October 2013) highlighted communication issues and key differences in understanding.	The feedback ensured senior management's engagement in a planned strategic partners' meeting, helping to galvanise and upgrade communications and engagement at senior levels, a joint learning trip and renewed MoU ⁷¹ .
F. Activity Based Feedback	
In our China-Africa programme feedback from banks (PBs) has been collected in the form of evaluation sheets for the green credit training series, and through frequent communication.	Feedback has been used to evaluate the location, agenda and logistics of the training, and to improve the next session. Specific feedback has prompted additional training ²¹ .

c. Beneficiaries' (UBs') and partners' (PBs') perceptions Surveys

Example of Collection Mechanism	Example of use of feedback
G. Stories of Change in Ruaha	
Significant changes – positive, negative, intended, unintended – associated with local water access, use and management as volunteered by various beneficiaries (PBs: 2	After initial analysis and clustering into 'domains' (e.g. practice-related, stakeholder cooperation, decision-making), reflection on the collated stories is used to test programme

women, 10 men; UBs: 4 women, 3 groups of women, 4 men) were collected and documented by the project team ⁷² .	decision-making, corroborate M&E or challenge plausibility of attribution. The process helps local and international staff to better appreciate the challenges of ordinary people's lives and livelihoods.
H. Most significant change interviews in Colombia	
These semi-structured interviews were used to collect feedback from 13 UBs in 10 households in the upper Putumayo ⁷³ .	Learning from the interviews is being used to enhance the programme team's understanding of if/how the programme has changed the lives (UBs) - positively or negatively - and to identify areas for improvement in the PPA extension period.
I. CSO Capacity Assessment Tool in Tanzania	
15 BMUs completed a facilitated self-assessment in 2012. In 2014, 2 BMUs have completed a repeat self-assessment ⁷⁴ .	The 2012 findings were used as a baseline and to enhance the programme design through the identification and prioritisation of the BMU's capacity development needs. The 2014 results have been used to monitor progress; assess the effectiveness of the programme's support and to inform adaptive management.
J. Beneficiaries' Surveys as part of our International Climate Adaption Programme.	
Feedback has been collected, again this year, from PBs and IBs through SurveyMonkey questionnaires and semi-structure interviews with an independent consultant ⁷⁵ .	The results have been used to assess where the programme has been most effective and how the work is valued by other stakeholders engaged in CCA policy.

The emphasis placed on beneficiary engagement at the outset of this PPA has helped to:

- i. Enhance learning (above, sections D, E & H); improve (downwards / sideways) accountability (sections B, C & D), upgrade design (sections A, B, E, F, I & F) and enrich the implementation (sections C, D & F) of our programmes.

Identify a number of areas for more systematic consideration (e.g. through the new logframe (Lf) indicator on beneficiary accountability for years 4 and 5) and investment. For example, Most Significant Change Interviews in Colombia identified the need for more robust sampling criteria (to minimise potential for staff-induced or beneficiary availability biases in beneficiary identification) and measures to minimise effusive praise (associated with, for example, cultural courtesies)⁷⁶.

Section 7: Gender - MAY be read as a stand-alone section

(indicative word count 900)

7.1 How is your PPA designed, implemented and monitored in a way to deliver and track improvements in the lives and well-being of girls and women and contribute to gender equality?

Programming:

While women are often environmental stewards, they also tend to be most vulnerable to impacts of resource scarcity, environmental degradation, natural disasters and climate change. It is vital to promote gender mainstreaming across our programmes. We have seen progress in many, yet we recognise that we have more to do. Work includes **promoting an enabling environment** (e.g. promoting representation of women in governance structures and community groups such as BMUs in Tanzania², and CFUGs, Buffer Zone Management Committees and User Committees³ in Nepal^{77&78} – to ensure women are able to occupy leadership roles and fully participate); as well as initiatives to promote **women's and girls' economic empowerment**.

Examples:

In **Nepal** a homestay programme was established in response to a CFUG proposal, which now generates around USD600 per household per year. Women run the programme and occupy decision-making positions. Income is also generated by enterprises supported by home-stay funds such as a turmeric production enterprise which involves 17 women's groups^{79&80}.

A gender audit was recently conducted in the TAL and qualitative 'reflections on change' have been collected. Data about women's participation and representation is collected using the LGCM tool⁸¹. For example, for the CFUG in the CBRP, key positions held by women increased from 48% in 2010 to 64% in July 2013⁴.

In **Tanzania**, the **RUMAKI programme** aims to increase the food security and wellbeing of women and men by diversifying livelihoods, securing fish stocks and protecting fishing livelihoods. It promotes inclusion, voice and decision-making powers of women in all activities within a context where men traditionally occupy leadership positions. Through awareness-raising on the need for greater representation of women, having male and female WWF staff and continual development of effective working relationships, it has been successful in encouraging women to gain positions on the Executive Committees of BMUs, and Village Community Banks (VICOBAs).

VICOBAs support members to develop SMEs to enhance and diversify livelihoods. Their establishment is built on community consultations and orientations. To date women have shown the greatest interest and led this work. Of 4,678 members

² 30% of executive committee members should be women

³ At least 33% of decision-making positions should be occupied by women

⁴ sample of 10% of 90,000hh

(December 2013), 3,089 are women and 1,589 are men. Women hold the majority of VICOBA leadership positions and several are VICOBA Trainer of Trainers.

All VICOBA information is disaggregated by gender. As well as tracking amounts saved/loaned per member, individual testimonies are collected to help gauge the impact on women's lives of being a VICOBA member. Additional benefits cited include increased confidence, pride, independence (particularly for women), friendships and support from other members in times of need⁸². A detailed study is underway to examine the overall impact of VICOBA on members.

In the **GRRC, Tanzania**, WWF is piloting a 'social learning' process which emphasises amplifying women's voices in decision-making and setting priorities, and promoting their active participation in collaborative working to improve water access, use and management. Gender mainstreaming, a *working principle* of the programme, was endorsed by participants at our first multi-stakeholder learning workshop⁸³.

We seek equal representation of local women in all processes and typically work with gendered groups to ensure we identify and hear their respective perspectives and needs.

Another working principle is 'addressing conflict'. So when women identified conflicts around water access and water quality, these became the focus for collaborative initiatives⁵. A 'tracking' tool monitors progress with tailored indicators⁸⁴. In addition to numbers of women actively involved, results will also be measured (e.g. benefits such as improved water quality, improved self-esteem).

We also promote gender equality in **climate adaptation policies**, with an agenda to support vulnerable men, women, children and ecosystems. Internationally, our joint report on L&D highlights the need for a gender-sensitive approach to building adaptive capacities of vulnerable groups. It also calls for gender-sensitive International Mechanisms and gender balance of board members⁸⁵.

Nationally we promote mainstreaming gender and social inclusion in the development of NAPs. In Madagascar, the Groupe Thématique Changement Climatique (GTCC) agreed to include supporting participation of vulnerable groups (including women) in the NAP process in its Terms of Reference (ToR).⁸⁶ The identification of vulnerable groups and lobbying activities are all led by women,⁸⁷ and a majority of women represented vulnerable groups during consultation meetings.^{88&89}

Policies:

WWF-UK: In response to a gender mapping completed in 2013,⁹⁰ we developed a Diversity Action Plan,⁹¹ and a Diversity Task Force. Progress:

- Update of WWF-UK's diversity policy
- Changes in recruitment processes to ensure a more diverse pool of applicants, especially for senior posts
- All new employees and managers will receive training on equality, diversity and

⁵ i.e. Livestock Troughs to benefit women; Water Quality and Quantity

inclusiveness

- Diversity Awareness Training started in June

We continue to attend meetings of the Gender and Development Network (GADN) Gender Mainstreaming Group and the PPA Gender Learning Partnership, sharing resources with these groups and our programmes.

WWF-Network: A recruitment policy aimed at promoting diversity has been applicable to all WWF International offices since 2013. In 2013, 83% of recruitments were from the South or the East, with 45% of these being women. In 2014 women from the region have been appointed as Country Directors of Burma, Gabon, Madagascar and Thailand (following Mozambique last year)⁹².

Section 8: Partnership working

(indicative word count 500)

8.1 Detail the role of your project partners and the partnerships you have, including their role in improving accountability between partners and sustaining your work.

Effective partnerships with local, national and international civil society, as well as private sector entities, national government institutions and international governmental structures remain critical to the delivery and sustainability of all our PPA funded programmes.

Our partners, who include proximate, intermediate and ultimate beneficiaries, play a fundamental role in assuring and improving downwards and sideways accountability as illustrated - for example, in the open, transparent, participatory or collaborative ways of working outlined in section 6.

Moreover we encourage active management of partnerships throughout the programme management lifecycle in order to ensure accountability (section 3.4 of the Network Standards: Partnerships and Partnership Management⁵⁹). This includes formal reporting mechanisms (both technical and financial), maintaining frequent communication between partners, and formally or informally checking in with one another to evaluate whether all parties are satisfied with the partnership. A relationships audit tool is provided to aid this process.

The nature and purpose of our partnerships vary in accordance with programme specific theories of change. But they may be broadly categorised as follows:

‘Strategic’ Partnerships: to achieve significant change at a scale that WWF alone is not able to secure. These are typified (but not exclusive to) collaboration (i) national government institutions and (2) international governmental structures.

- i. For example, our MoU¹⁹ with the WB reflects the understanding that there are mutual benefits to be gained from collaboration on Extractive Industry issues in Africa by fostering knowledge sharing, awareness raising, capacity building, and improving the governance of the Extractive Industry, including the management of environmental and social impacts.
- ii. Our partnership in Tanzania is designed to support the RBWB to promote the findings of the SWAUM programme, replicate the deliberative social learning process throughout the catchment, and in due course throughout the basin, and champion the process within the Ministry of Water (MoW).

‘Change Inducing’ Partnerships: to secure change in the outlook of partners themselves. This is critical - for example in our China-Africa programme where our sustainability depends on our partners (mostly private sector) adhering to the policies jointly developed and advocated by the programme.

Coalition Partnerships: to amplify the voice of civil society and achieve greater influence on a specific problem or issue of common interest. The Climate Observatory in Brazil helps to amplify the voice of civil society and maintain broad social pressure on the discussions of climate change. WWF participates in the steering committee and provides modest core support for its operations, matching the contributions of several other participating organisations.

Knowledge-based Partnerships: to develop, share and enhance understanding around complex subject areas, such as green economy analysis. In Mozambique WWF has partnered with Eduardo Mondlane University to determine revenue loss from illegal logging and illegal trade from domestic markets (this revealed that about USD11 million is lost annually). And, in support of implementation of the Government of Mozambique's Green Economy Action Plan (GEAP), WWF signed an MoU with the University of Eduardo Mondlane⁹³ to support the GEAP through natural capital assessments.

Capacity Building Partnerships: to enhance the capacity of one or more of the partners to achieve specific goals. Typified by WWF's relationship with CFUGs in Nepal and BMUs in Tanzania, the objective of the partnership is to enhance the capacity of the organisations to sustainably safeguard the ecosystems and ecosystem services upon which they and others depend in an equitable and adaptive manner.

Section 9: Anti-corruption and Fraud - MAY be read as a stand-alone section) (indicative word count 500)

9.1 Anti-corruption and Fraud reporting period 2013/14

- i. During reporting period 01 April 2013 – 31 March 2014, has there been any loss or misappropriation from unrestricted funds which could involve PPA funds? (Y/N)*
- ii. In accordance with paragraph 16 of the PPA funding agreement, can you confirm if you have notified DFID of any unrestricted losses?*
- iii. If not, please provide details and the action taken to recover/resolve this issue (as a separate confidential Annex E which is not included in the word count).*
- iv. How are you taking anti-corruption and counter-fraud measures forward?*

- i. No
- ii. Not applicable
- iii. Not applicable

- iv. WWF-UK has an anti-bribery policy that complements its Fraud Prevention and Investigation Policy and policy on gifts, hospitality and entertaining. All new employees are made aware of WWF-UK's anti-corruption policies and all new managers receive specific fraud and corruption training. All WWF-UK employees complete an Interest Declaration Form (reviewed regularly), detailing outside activities that might conflict with their WWF-UK role. We will update our anti-corruption and fraud policy in the next six months, and will consider revising our Anti-Bribery policy – as per our PPA MoU (27.05.14).

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

Section 10: Climate and Environment - MAY be read as a standalone section (indicative word count 900)

10.1 Addressing Climate and Environment issues as an Organisation

- i. *Does your organisation have an institutional strategy to address climate and environment issues?*
- ii. *Describe your organisation's efforts to mainstream climate and/or environment issues into its operations or those of your intervention partners.*
- iii. *Are you investing PPA resources from DFID to improve your organisation's operational effectiveness in relation to climate and/or environment issues?*

i. Climate and environmental issues are embedded in WWF's core purpose, as expressed in **our mission**: 'to stop the degradation of the planet's natural environment and build a future in which humans live in harmony with nature'. This mission underpins all our conservation work and is the foundation for our strategy - the **GPF 2008-2020**. The GPF is the strategic guide for what WWF offices collectively aim to achieve through our programming, and the tool to measure progress against medium- and long-term biodiversity and footprint goals. Our PPA programmes contribute to these goals.

We use **WWF Standards for Conservation Project and Programme Management**. A set of guidelines for designing, implementing and monitoring conservation projects and programmes in the WWF Network, developed in conjunction with other international environmental NGOs. They lend consistency to planning, implementing and monitoring our projects and programmes worldwide.

In **WWF-UK**, July 2013 marked the start of our new five-year organisational strategy (2013-2018). This, framed in the context of our mission and the GPF, drives our programming. Other WWF offices, including those delivering our PPA, have their own strategies for addressing climate and environment issues, each one, framed in the context of our mission and the GPF. Several of these offices are in the process of developing new strategies including WWF-Kenya, WWF-Tanzania, WWF-Brazil and WWF-Colombia.

ii. WWF remains committed to managing the negative environmental impacts arising from our operations. This is enshrined in our **international code of practice**^v. During 2013/2014, offices delivering WWF's PPA reported a range of processes and practices that help them do this. For example:

- We seek to **minimise, track, report and offset our carbon footprint arising from air travel**. For example, carbon emissions from air travel by CEA Global Initiative (GI), between July 2012 and June 2013, were 173.77 tonnes. To offset these emissions, we purchased Gold Carbon Credits from projects in Turkey and Ghana.
- We seek to **minimise emissions from other travel**, including between satellite and head offices. For example, in Tanzania, there is a 1,070km round-trip from

the Iringa office to the head office in Dar. Trips are therefore planned to enable the delivery of multiple tasks, maximising the efficiency of the journey, limiting fuel use and associated emissions.

- Wherever possible we **use communications technology**, such as Webex and Skype. When face-to-face meetings are required, such as for planning and strategic meetings, we try to make sure they take place before or after key external meetings.
- We **adopt energy efficient technology and practices**, including energy-efficient light bulbs; energy -efficient temperature settings; using less paper and using FSC certified paper.
- We **mainstream environmental sustainability into our procurement process**. For example, WWF Nepal's tendering process states that "*organisations adopting eco-friendly practices are highly encouraged to apply*".

WWF-UK's Environmental Policy⁹⁴ includes management commitments on compliance with environmental legislation, ethical investment, managing environmental impacts of our offices and employees (including events), procurement, and ISO 14001 certification. Other relevant policies and processes include **eco-procurement approval process, Sustainable Travel Policy** and **Timber, Paper and Board Policy**.

WWF-UK measures and reports on the impact of our offices and our employees through our **environmental management system** (EMS). Our latest annual Environmental Report⁹⁵ outlines our performance from July 2012 - June 2013. Notably:

- WWF-UK moved into our new building - the 'Living Planet Centre' - in October 2013. The building has recently been awarded BREEAM Outstanding rating.
- This year, we introduced a new online procurement system through which all new suppliers are asked about their environmental awareness when registering. Over the next year we plan to gather this information from existing suppliers.
- We continue to track and report our energy use, as well as the ways in which we strive to cut our carbon emissions. During 2012/2013, we reduced our carbon emissions from energy and business travel by 9% compared with the previous year. For the last eight years at WWF-UK we've offset carbon emissions from our electricity and gas use and from our road, rail and air travel.

WWF works with a breadth of partners. We engage with businesses, investors, consumers, governments and other civil society organisations to mainstream environmental sustainability through their operations, policies and outreach. For example we:

- Promote and advocate a global deal, through the **UNFCCC**, on climate change that includes a fair, effective and legally-binding agreement for climate change adaptation and loss and damage.
- Promote international best practices and rigorous environmental standards for **Chinese companies operating overseas**; and work with **Chinese banks** to apply green lending policies that consider the environmental and social effects of their domestic and overseas operations.
- Work with the **Colombian National Parks Agency** to mainstream climate adaptation and risk measures into all their protected area management plans.

- Support and build the capacity of **local CSOs in Nepal**, such as community forest user groups in Kalyanpur Buffer Zone and Buffer Zone User Committee in Madi to mainstream climate change and environmental sustainability into their forest operational plans.

iii. No. We have interpreted this question as being focused on strengthening our capability/introducing measures which mitigate the environmental footprint associated with our operations (i.e. from our offices, staff travel etc.). However, as noted in the sections above, WWF's PPA is focussed on addressing climate and environment issues, to benefit the wellbeing of women and men living in poverty. Therefore, arguably, WWF's entire PPA budget is invested towards improving our operational effectiveness in relation to climate and/or environment issues.

The following sections are optional and present opportunities to discuss aspects of your work that you have not been able to represent in previous sections:

***Section 11: Further Information
Annex F: Changing Lives case study***

Section 11: Further Information

Note:

- a. *This is optional. The information you give in this section is extremely useful as it can help to develop DFID policy work. This section does not form any part of your annual assessment.*
- b. *This should be **no more** than 400 words.*

11.1 Organisations are invited to use this section to tell us more about work which may not be covered elsewhere in the report.

The wellbeing of all human beings is dependent on the planet's ecosystems and the multiple services they provide, and humanity's future depends on the resilience of those systems. Yet, very few people have the knowledge and/or are in a position to play a significant role in sustaining that resilience. The work supported by WWF's PPA focuses on the interface/interactions between social and ecological systems, much of it with local and/or indigenous communities whose lives are prescribed by, and cultures often co-evolved with, the natural environment. They are well placed – if not historically alienated – to safeguard such environments. Our work predominantly focuses on supporting community-led (or joint) natural resources management, typically for common-pool resources (e.g. forests, fisheries, water).

These include the Inkal Awa people in the Southern Choco of Colombia, the Aweer hunter-gatherers in Kenya's coastal Boni-Dodori forests, indigenous communities in the Kangchenjunga Conservation Area, Nepal, and coastal fishing communities in southern Tanzania.

These days, nowhere is untouched by global pressures or climate change. So these communities, their lives and well-being, are inevitably 'squeezed' by external forces – together with some linked to 'conservation' e.g. HWC and poaching. Disruptive commercial incentives for exploiting natural resources – legal and illegal – mean that engagement and building trust can be challenging. WWF's policy promotes 'Free, Prior and Informed' (FPIC) consent, as exemplified by PPA forest programmes in Colombia and Brazil. HWC – damage to property and livelihoods, injury and death of stock and people – is widespread. In Kenya WWF works with the marginalised Aweer to identify HWC 'hotspots', promote mitigation measures, and ease bureaucratic compensation processes. In Nepal work focusing on promoting nature-based livelihoods, includes quotas and subsidies for groups 'excluded' by caste, culture, gender and location, but also ecotourism and snow leopard conservation initiatives for communities.

WWF-Nepal is piloting innovative work with people forced into poaching, through the 'Women in Conservation and Social Transformation' project. Dependence on forest and wetland resources, sustained marginalisation and absence of opportunities have forced the indigenous Machi-Bote into illegal activities. WWF is combining social development initiatives with promoting legal awareness.

To counter the impacts of state institutionalisation and bureaucratisation, and growing pressures of transnational corporations on the natural resource base, WWF is piloting inclusive social learning approaches among stakeholders in Tanzania's GRR, Tanzania, while in Kenya civil society has been mobilised to fulfil watchdog functions at the national level. At international and national levels WWF's work on climate change has also effectively engaged with youth and faith (national only) groups.

This now concludes Part 1- Annual Report 2013-14.

Please proceed to Part 2 – Strategic Funding for period 2011-2014.

ⁱ Excludes exceptional donations for the Living Planet Centre

ⁱⁱ Excludes exceptional donations for the Living Planet Centre

ⁱⁱⁱ Forecast (on 30 April 2014) of Annual Income of Organisation for year ending 30 June 2014, Excludes exceptional donations for Living Planet Centre