Annual Review – Summary Sheet

This Summary Sheet captures the headlines on programme performance, agreed actions and learning over the course of the review period. It should be attached to all subsequent reviews to build a complete picture of actions and learning throughout the life of the programme.

Title: WWF-UK's Programme Partnership Arrangement (PPA)	
Programme Value: £3.09m per annum	**Review Date:** 1 July 2015
Programme Code:	**Start Date:** May 2011 **End Date:** April 2016

Summary of Programme Performance

Year	2012	2013	2014					
Programme Score	A+	A++	A+					
Risk Rating	Medium	Medium	Medium					

Summary of progress and lessons learnt since last review

With WWF support, an increasing number of CSOs, CBOs and multi-stakeholder management regimes have enhanced capacity and are more actively engaged in the sustainable use/ management of natural resources. This is endorsed by the increasing number of natural resource management (NRM) plans and policies being applied. These enable communities to find more equitable and adaptive ways of using and safeguarding ecosystems and ecosystem services that they and others depend on. The majority of the financial institutions, governments and private sector bodies that WWF is working with have continued to demonstrate a high level of commitment and action towards making their policies and practices more climate smart, socially responsive and/or environmentally sustainable. This is confirmed by the progress that has been made against milestones at the output level.

Key lessons:

The importance of **strategic partnerships** for the effective delivery of results:
- working with government (at national, state and/or municipal levels) to effect policy change and to promote and establish good practice among private sector companies;
- promoting and facilitating inclusive working with communities i.e. CBNRM, and/or collaborative ways of working with government to manage natural resources.

The need for continued **capacity building** (on climate smart, pro-poor approaches to conservation and adaptive management) among WWF offices (in line with our strategy to strengthen WWF offices in the global South and East) in conjunction with upgrades to WWF Network Standards (programme management guidelines) and tools, in order to achieve results and the sustainability of programme outcomes/impacts.

Summary of recommendations for the next year

- Continue to leverage partnerships in order to:
  - promote collaboration between WWF offices, to achieve mutual learning for organisational change;
  - strengthen participation in the DFID Learning Partnership;
  - work with government (various levels), the private sector and civil society in new and innovative ways;
  - facilitate the establishment of joint community–government NRM regimes;
  - engage community members as community facilitators, trainers, leaders and participants in NRM groups.
- Further improve our effectiveness in monitoring, evaluating and learning, developing our work on beneficiary feedback and mainstreaming reflective and adaptive approaches into programme management (through a series of evaluations, learning studies and improvements to WWF Network Standards).
- Increase our focus on translating policy into practice, specifically relating to our social policies and principles and climate change adaptation strategies.

A. Introduction and Context (1 page)

DevTracker Link to Business Case:	**DFID**
DevTracker Link to Log frame:	**DFID**

Recognising that:

    i. a growing human population, combined with resource-intensive, wasteful production and consumption patterns (in the context of the mounting effects of climate change) are exerting inexorable pressure on the natural environment and the services it provides;

    ii. many of the world's ecosystems and areas of high biodiversity that are under threat are also home to rural communities and indigenous peoples whose wellbeing and livelihoods depend directly on the natural environment;

the goal of our PPA is to contribute to improving the wellbeing of women and men living in poverty through climate-smart, pro-poor approaches to conservation. Expected results by 2016 include:

- 782,478 poor women and men directly benefiting from initiatives that have improved ecosystems and ecosystem services;
- 48,259 sq km under improved management regimes and/or with reduced threats contributing to a reduction in the loss of biodiversity;
- 137 policies and practices adopted and/or strengthened to incorporate concepts of (and/or instruments for delivering) environmental sustainability, poverty reduction and/or climate resilience as a result of WWF's engagement.

In line with MDG7 and the Convention on Biological Diversity, we believe the challenges of tackling biodiversity loss and addressing persistent poverty are inextricably linked. To achieve our goal we adopt the following strategies:

- At the local level, we believe that by supporting local communities – and focusing on the capacity, needs and priorities of poorer, vulnerable and/or marginalised groups and individuals – the management of local environmental resources/services will become more equitable and sustainability more assured (ref. Output 1 > Outcome 1).
- At national, regional and international levels, we believe targeted engagement with influential public and private actors delivers strategically favourable changes in the formulation and implementation of policies and practices relating to climate change, investment in infrastructure and/or natural resource extraction/use. If we are to achieve effective engagement, we believe we need evidence-based advocacy strategies to promote and guide the development of policies and complementary practices that are climate-smart, environmentally sustainable and pro-poor (ref. Output 2 > Outcome 2).

Our approach: Specific results are realised through support for eight programmes.[1] Resources also support key strategic components, including strengthening/building organisational and programmatic resilience, strategic partnerships (critical to ensuring sustainability), and communications/advocacy (essential for scaling up/wider impact). We aim to enhance organisational effectiveness through the smarter mainstreaming of tools and approaches, pilots, and scaling-up, including embedding of our PPA Learning Priorities.[2] The PPA extension seeks to capitalise on achievements made since 2011. Our aims are to: consolidate, extend and deepen programmatic results; further enhance organisational effectiveness; and turn learning into action at all levels (in WWF country offices and WWF-UK).

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1 (1) promoting good governance to secure sustainable use of natural resources in Africa (China-Africa); (2) reducing poverty through sustainable natural resource management in coastal communities, east Africa (CEA GI); (3) supporting communities to co-manage sustainable fisheries, Tanzania (RUMAKI); (4) strengthening participatory natural resource management and enhancing livelihoods of indigenous people in northern Kenya (Boni Dodori); (5) improving sustainable water access, use and management to restore perennial flows in the Great Ruaha River catchment, Tanzania (SWAUM); (6) promoting low-carbon development, including adaptation, in key sectors, Brazil (LCD Brazil); (7) building resilience in forest ecosystems, Colombia (Forests Colombia); (8) strengthening the climate-resilience of communities and the natural resources on which they depend, Nepal (PIPAL). (Note: PPA supported work in Colombia and Brazil supports our 2013-18 strategy of focusing our work in four key parts of the global South and East, including Brazil and the Amazon).

2 Our PPA learning priorities are: accountability to beneficiaries; gender and diversity; climate-smart pro-poor conservation; value for money; strengthening learning and reflection; improving evidence for results.

Annual outcome assessment

Outcome 1: We moderately surpassed expectations for Outcome 1 in FY15. This year 63 CSOs, CBOs and multi-stakeholder management regimes have increased their capacity and are actively engaged in the sustainable use/management of natural resources. This brings the total number since programme start to 879 (FY15 milestone = 874). We have seen an increase in the number of NRM plans and policies being put into practice this year, bringing the total to 383 (FY15 milestone = 380). Increased capacity and action from communities across programmes is partly attributable to our conducting more CSO/CBO trainings than initially planned. Notable achievements have occurred in the context of two Tanzanian programmes – RUMAKI and SWAUM. Under RUMAKI, beach management units (BMUs) have demonstrated increased commitment to fisheries patrols. Increased BMU activity is partly explained by district authorities' support for fisheries-based revenue collection. For SWAUM, success is due in part to operational efficiencies but also to the more strategic alignment of community-level 'Collaborative Initiatives' with existing activities in district-level development plans in the Great Ruaha River Catchment. While we are on track to meet this outcome next year for the majority of our programmes, we are concerned about the extent to which we will be able to achieve outcomes in Nepal in the aftermath of the recent earthquakes affecting several project sites.

Outcome 2: Achievements against Outcome 2 are broadly in line with our milestones for FY15 and reflect good advances made under output 2. For example, the level of commitment and action (LCA) of key actors on REDD+, Low Carbon Development or Climate Change Adaptation is considered to be at a high level across Nepal, Colombia and Brazil, meeting our milestones for FY15 (FY15 milestone = LCA 3; achieved = LCA 3). WWF's work with Chinese financial regulatory institutions is progressing well. The statistical system, designed by China's Banking Regulatory Commission to monitor implementation by Chinese banks of the Green Credit Guidelines, has been tested and a first report on it has been published. WWF is recognised as a key partner in the development of the system (FY15 milestone = LCA 3; achieved = LCA 3). Yet it appears challenging for WWF to influence specific investment decisions of financial institutions (FY15 milestone = LCA 3; achieved = LCA 2). In east Africa, despite meeting our milestone, we still need to identify better incentives for good practice by companies where legislation and/or enforcement is weak in both the forestry and mining sectors (FY15 milestone = LCA 2; achieved = LCA 2). To address this, our approach includes engaging civil society more strongly to highlight unsustainable practice; calling for legislation to be respected; and/or advocating the adoption of international best practice. Where possible, we will build a business case especially around risk management, and encourage greater enforcement. Although certain assumptions remain, we are confident of meeting our targets for this Outcome next year.

Alongside programmatic work, our PPA supports strengthening the organisational effectiveness of parts of the WWF Network. This past year we have seen improvements in organisational systems and processes, notably in enhanced adoption of gender-sensitive programming; the development of our position on value for money (VfM) and the subsequent application of VfM tools across parts of the WWF Network; the further development and application of climate-smart conservation approaches; and improvements to the ways in which we collect evidence (through refinement of indicators and application of new monitoring tools for example). We have extended our understanding of the concept of resilience, including its relevance in addressing the 'complexity' – uncertainties, conflicts, limiting capacities – of natural resource governance.

Overall output score and description

The overall output score this year is an A+. We have exceeded 2 of the 3 milestones for Output 1 and both indicators for Output 2. Factoring in the weighting of these outputs we calculate a variance of progress against milestones equal to +9.4%. Our risk rating remains 'medium' across both output areas, although we recognise an increase in risk associated with the impact of the earthquakes in Nepal and insecurity in Kenya and Colombia.

Key lessons

The majority of our programmes have continued to stress the importance of *strategic partnerships* for the effective delivery of results. Indeed to date, the strategic engagement of key actors (government, private sector, civil society organisations or community groups) has ensured greater uptake of policies and practices in the short to medium term. This confirms our assumption that resilient partnerships are an important and necessary strategy for us to be able to deliver effective programming and enact real change (as stated in our Theory of Change).

- *Working with government* on policy issues at both the national and regional levels, or in tandem with the private sector, allows us more effectively to influence key decision-makers and therefore generate a greater impact from our advocacy work.
    - o In China we have found that companies are unlikely to adopt voluntary social and environmental guidelines without incentives. Actions have moved forward thanks to revising our approach to seek engagement and advocacy of government in conjunction with the private sector – for example, by developing legal structures.
    - o In Brazil, by working with state and municipal government in advocating for changes to energy policies, we have been more effective at advocating at the national level.
- To be most effective at empowering local people as custodians of nature (via CBNRM), we re-assert the need to *work directly with communities and ensure the active engagement of women and other disadvantaged groups*. We do this via innovative approaches such as piloting multi-stakeholder 'catchment learning'; promoting the concept of 'Investment in Locally Controlled Forestry'; and delegating NRM and conservation to local community groups.
    - o In Kenya, working with/through Community Liaison Persons (CLP) has enabled us to continue operating during times of insecurity; enhanced objectivity in some aspects of data collection; improved communication with community members, especially those with low literacy; and improved access to information for community members.

There remains a *need for capacity building* among WWF offices across all learning priorities. This is further enhanced when conducted in parallel with improvements to WWF Network Standards (programme management guidelines); further development of tools (2 VfM tools have been piloted this year), and by allocating resources and management support in country offices.

Key actions

- In the build-up to key events in FY16 we will continue to work in partnership with government, the private sector, civil society and communities to achieve tangible results in the short term and to ensure the sustainability of these strategic interventions post-2016. We will continue to pursue opportunities to engage various levels of government (e.g. working with states and municipalities in Brazil to advocate for alternative sources of energy generation); local institutions (e.g. through Collaborative Initiatives in Tanzania); private sector (e.g. at the 6th Forum on China Africa Cooperation planned for December 2015); and community members to work on policy development and/or issues around natural resource governance.
- We will continue to support programmes to increase their effectiveness in monitoring, evaluating and learning, through more systematic collection and use of beneficiary feedback as well as the incorporation of reflective and adaptive approaches into programme management processes (through a series of evaluations and a portfolio learning initiative focused on climate-smart pro-poor conservation in collaboration with IIED).
- Translating policy into practice – we will promote and support the application of WWF Network social policies and principles, including on poverty and conservation, gender, indigenous people and human rights, as well as climate-smart conservation approaches among the WWF constituencies. This will involve extending the capacity of WWF staff and local partners (including community members and government officials) and progressive development of approaches and tools for pro-poor, climate-smart conservation.
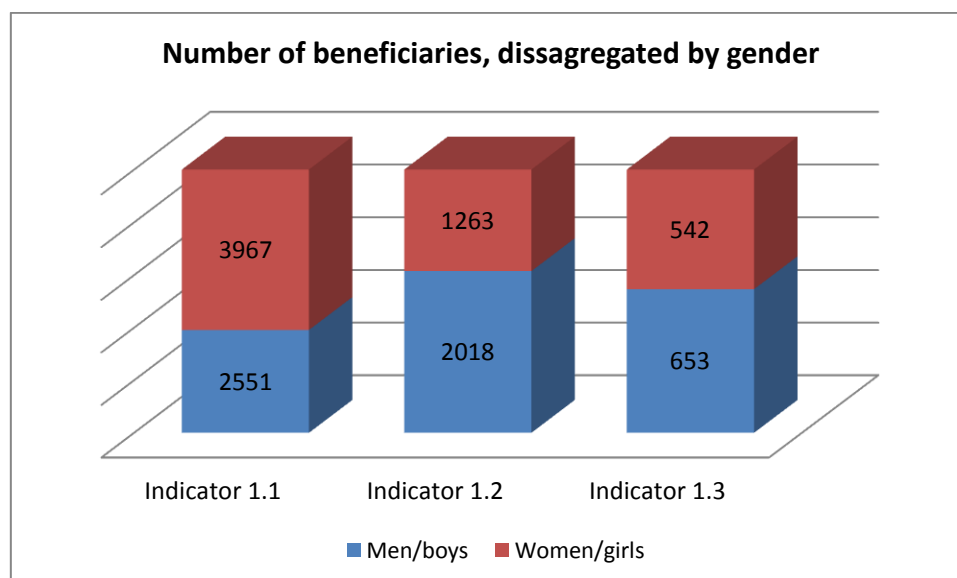
Has the logframe been updated since the last review?

No, we are presenting results against the logframe submitted to DFID in September 2014.

C: DETAILED OUTPUT SCORING (2 pages per output: 1 page narrative and 1 page for table)

Output Title	Communities have received WWF training and/or have participated in processes for the equitable and adaptive safeguarding of ecosystems.		
Output number per LF	1	**Output Score**	A+
Risk:	Medium	Impact weighting (%):	30%
Risk revised since last AR?	N	Impact weighting % revised since last AR?	N

Indicator(s)	Milestones	Progress
Number of initiatives that are designed to enhance and/or diversify people's livelihoods.	209	205 (2,551 men & 3,967 women)
Number of trainings conducted and/or facilitated with CBOs/ CSOs, collaborative or joint management regimes on pro-poor adaptive ecosystem (or climate change) management.	1,208	1212 (2,018 men & 1,263 women)
Number of trainings conducted and/or facilitated with CBOs/CSOs to engage in advocacy and/or watchdog functions relating to pro-poor environmental sustainability.	91	119 (653 men & 542 women)

Number of beneficiaries, dissagregated by gender

	Indicator 1.1	Indicator 1.2	Indicator 1.3
Women/girls	3967	1263	542
Men/boys	2551	2018	653

■ Men/boys ■ Women/girls

Key points

WWF has exceeded 2 of the 3 milestones for Output 1 this year. While we have exceeded expectations in terms of training delivery, our ability to deliver livelihoods initiatives has been marginally affected by security concerns in Upper Putumayo, Colombia. The main reasons for this over-achievement are:

- Increased staff capacity. New staff have joined programme teams this year, providing additional capacity to the delivery of training activities in particular. Intensive support has been provided to existing programme staff.
- Greater need for training. Additional training was required where community groups demonstrated lower than expected levels of literacy and where governments introduced policy changes that created a need for sensitisation to the changes and their implications.

Data shows that more than 5,772 women and 5,222 men directly benefited from the activities associated with Output 1 this year (note: we have been unable to verify data from Nepal).

Some key achievements:

- The RUMAKI programme provided technical training on food processing; livestock and honey production; customer care; marketing; and business management to 72 members of village cooperative banks. Some members have increased productivity by 96% and revenue by 177%.
- In Kenya, the Boni-Dodori Programme delivered 14 training events (including exchange visits) covering community conservancy management, forest management by indigenous conservation groups, the Wildlife Conservation and Management Act 2013, and watchdog functions. We have exceeded expectations here owing to an increased demand for training following policy changes associated with the decentralisation of power to county-level governance and in response to lower than expected literacy levels among community stakeholders.
- In Colombia WWF implemented 48 training events, far exceeding expectations. Training focused on climate-smart farming, citizen rights and political capacities for example. Successful delivery of training in Colombia this year was in part due to increased capacity (2 additional staff members) within the WWF-Colombia team.

Summary of responses to issues raised in previous annual reviews

- In June 2014 a series of attacks on local towns (>60 killed) in the area adjacent to the Boni-Dodori programme, close to the Somalian border, resulted in highly restricted movement and delays to activities. Despite no access to the programme site for 3 months, we were able to implement some activities by working through CLPs. Following deployment of government security forces staff, security in the area improved but the situation remains unstable.
- In FY13/14 WWF-Tanzania recruited a large number of new staff, which resulted in higher than usual levels of staff training and orientation. Most roles were filled, and only a few gaps in senior management remain. While this has not directly impacted on the delivery of PPA programmes this year, we acknowledge that the RUMAKI programme team has been stretched to capacity. As a result of changes to finance and procurement procedures and changes in staff, there have been slight delays in contractual processes and fund disbursements.

Recommendations

- In response to security concerns in Fraguita microcatchment, Upper Putumayo, Colombia, we recommend extending support to conversion of degraded land for new community farms in the more secure microcatchments of Upper Putumayo and Upper Caqueta.
- We propose to continue our work with CLPs in Kenya as a way to maintain community contact during times of high insecurity and to improve our engagement with the community.
- In Nepal, we anticipate changes to the delivery of training and/or other initiatives in Sacred Himalayas Landscape (SHL) and Terai Arc Landscape (TAL). Wherever possible, we are/will be re-engaging and working with partners and communities to evaluate short- to medium-term needs and priorities. We will design and begin to implement strategies accordingly.

Output Title	WWF/partners identify and advocate and/or support more climate-smart, equitable and environmentally sustainable policies and practices		
Output number per LF	2	**Output Score**	A+
Risk:	Medium	Impact weighting (%):	70
Risk revised since last AR?	N	Impact weighting % revised since last AR?	N

Indicator(s)	Milestones	Progress
Amount (quantitative and qualitative) of information and lessons shared, and pro-poor tools and approaches developed and promoted.	448	515
Number of influential actors and/or other key decision-making bodies engaged with/by WWF.	536	600

Thematic coverage of the information and lessons shared under output indicator 2.1

All three themes covered   37%
Environment & Climate change   12%
Environment & Equity   10%
Equity and Climate change   0%
Environment only   38%
Climate change only 1%
Equity only 1%
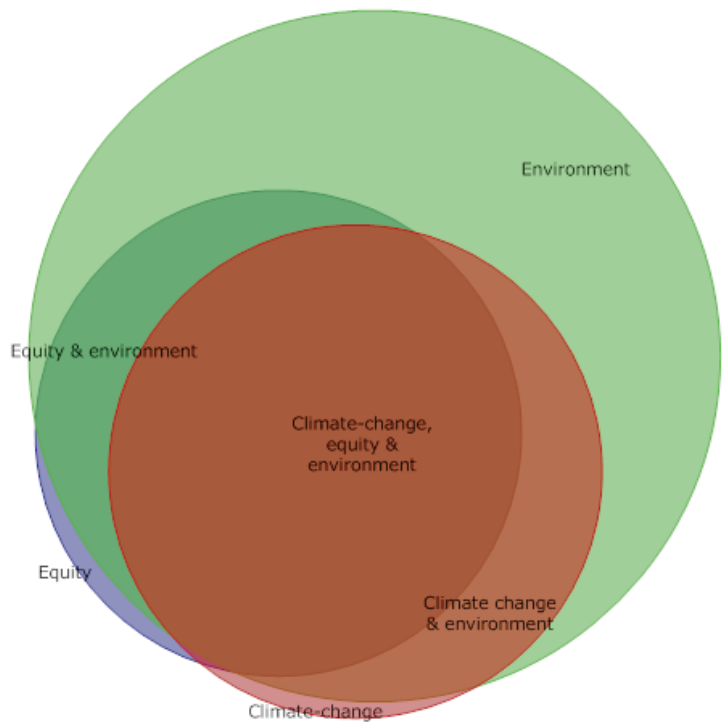
Key points

All eight programmes reporting against this output are making good progress with their planned activities. The milestones for both indicators were exceeded this year. The reasons for these over-achievements include:

- An increase in staff capacity. We benefited from additional staff joining our teams and from the experience gained over the past years of our already established staff.
- Approaches that have become more systematic in identifying and thereafter engaging with key stakeholders.
- Opportunism, as we have been able to promote additional analysis through our strategic partners.
- Some activities were completed faster than anticipated.

Some key achievements:

- WWF-Brazil compiled past data on extreme weather events in Brazil since 1980 into interactive ArcGiS maps to inform a national analysis of different scenarios. This provided insights into possible impacts of future extreme weather events in Brazil.
- WWF and China-ASEAN Environmental Cooperation Center organised a training workshop for Chinese banks on Environmental Social and Governance Framework (ESG), part of the Green Credit Guidelines which require banks to better manage ESG risks.
- Lessons from the multi-stakeholder catchment learning pilot in the first focal area of the Great Ruaha River catchment, Tanzania, enabled improvements to the design and implementation of work in the second pilot area.
- The Langtang National Park and buffer zone project, which WWF supports in Nepal, published its annual progress report (for FY14) that encompasses key achievements, programme progress/results in terms of statistics, financial details and articles on contemporary conservation issues. Some of the key achievements are: 20 forest operational plans revised, 3 Local Adaptation Plans of Action prepared, biogas plants installed in 194 households, etc. Copies were distributed to buffer zone user committees/user groups, local CBOs, district line agencies, cooperatives and the people engaged in conservation. We await reassessment of this work following the recent earthquakes.

Summary of responses to issues raised in previous annual reviews (where relevant)

Political uncertainty generated by elections, changes within governments or the status quo (as in Nepal where no local elections have been held in the past 12 years) continue to punctuate progress with our policy development work. Adapting to every situation accordingly, WWF continues its watchdog function, to act as an invited expert on legislature-parliamentary committees, to build relations with old and new politicians.

WWF has responded to last year's criticism about our engagement with certain forestry companies in Mozambique by holding a meeting with CSOs in the forestry sector (CSOs Forestry Forum) to raise awareness about the best way to break down barriers and provide the CSOs with necessary information and knowledge. We also continue to undertake clear due diligence of companies to better understand what we are engaging with.

Recommendations

- A number of programmes need to prioritise better engagement and work with the private sector to support the improvement of current practices, and in Tanzania to improve villagers' access to markets for forest products from participatory forest management schemes. In the case of the China-Africa programme, this includes (1) making persuasive business cases for good practice, and (2) reaching beyond voluntary guidelines to ensure appropriate incentives are in place.
- There is a need for a continued emphasis to share information/lessons/pro-poor tools resulting from programmes with local community members. Within the Boni-Dodori programme, we will seek further advice and support to better engage with illiterate people.

D: VALUE FOR MONEY & FINANCIAL PERFORMANCE (1 page)

Key cost drivers and performance

The primary cost drivers for WWF-UK (FY14/15) can be summarised as procurement (40%), staff costs (25%) and grants (35%). Further strong progress has been made on procurement. Savings made in FY15 include: IT Service Management £90,000, Database Cleansing £24,000, Postage £69,000, Print £100,000. By further streamlining our processes and building staff capacity, we have also increased the proportion of verified competitive spend, which is reported quarterly to our Audit Committee. WWF-UK continues to benchmark salary figures using the XpertHR salary. In addition, we now have a long-term headcount plan. All recruitment requests need to fall within this plan. Pay is linked to performance. On grants (primarily programme) costs we have maintained the increase on the proportion of expenditure going towards overseas grants, and we have further increased our Organisational Development budget to strengthen WWF offices in the South and East (FY14/15 £3m → FY15/16 £3.5m).

VfM performance compared to the original VfM proposition in the business case

In FY14/15, WWF has focused on progressing the commitments detailed in the FY13/14 PPA report Appendix 1, with an emphasis on WWF-UK's operations review and VfM improvement in partner offices. Key progress and results include the following:

- Progressed all 15 improvement projects identified under the operations review in 2014.
- Implemented a streamlined process for producing management information to inform decision-making, including for the overall programme portfolio.
- Continued collaboration in the PPA VfM learning group, and with other key networks, with a view to developing some sector-wide VfM guidance materials in FY15/16.
- Established a WWF Network procurement group and carried out a Network procurement survey to share good practice and identify opportunities for collaborative savings.
- Developed capacity for VfM management in PPA partner offices. This has included training and outreach activities through office 'champions' (especially in Tanzania), and the use of VfM self-assessment tools across the PPA portfolio.

Assessment of whether the programme continues to represent value for money

Over the past 12 months, we have developed and encouraged the use of VfM assessment tools across the PPA portfolio. In consultation with the programme offices we developed two VfM self-assessment tools: an organisational one based on the tool developed by the PPA VfM working group and a programmatic one based on a range of other VfM tools. The Kenyan and Tanzanian programmes tested the tools, suggested refinements and on the basis of their self-assessments have identified actions to take forward in the coming year. Overall the programmes scored themselves an average of 4 (top score = 5) in the areas of equity, economy and efficiency, and 2.6 for effectiveness. Two non-PPA programmes also used the self-assessment tool, scoring similarly for equity, economy and efficiency and slightly better (3.5) for effectiveness. Therefore, on the basis of self-assessments, we can say the WWF PPA portfolio generally represents value for money, but requires improvements in the area of effectiveness.

Quality of financial management

A rolling three-year outline budget is prepared annually. This informs a detailed annual budget process and quarterly forecasting. Executive Group and Trustees review all reports. In addition, monthly management accounts are presented to the Executive Group. The financial controller produces a detailed review of the balance sheet on a quarterly basis and drafts the annual report and accounts (which are subject to annual external audit), reconciling these to the management accounts. The internal audit unit is responsible for the regular audit of financial controls and processes with audit reports being presented to the Audit Committee. Close attention is also paid to the performance management of grants and the quality of management in partner offices, and these offices are also subject to an audit. WWF received a clean audit report by Crowe Clark Whitehill, which was lodged with the Audit Committee on 9 October 2014.

Date of last narrative financial report	DFID
Date of last audited annual statement	DFID

E: RISK (½ page)

Outstanding actions from risk assessment
Following the PPA due diligence update (March 2014) and the amendment to the Programme Partnership Arrangement MOU amendment (May 2014), WWF-UK's anti-corruption and counter fraud policy was updated on 7 November 2014 and submitted to DFID on 25 November 2014. WWF-UK's anti-bribery policy (June 2011) was reviewed but not amended as the organisation's position on bribery had not changed.

As a result of a major operations review in WWF-UK undertaken in 2014 with support from KPMG, WWF-UK identified 15 improvement areas that have been delivered or substantially progressed during FY15. This includes taking a risk-based management approach to prioritising tasks and resources. The holistic approach has involved incorporating key operational as well as strategic risks into the 'top' organisational risks that are given management attention, streamlining our risk register, and identifying our 'risk tolerance' for individual risks so that the priorities for additional action are clear.

Every quarter, WWF-UK Executive Group and Audit Committee undertake an internal review of strategic and operational risks. A public update on the main risks we face can be found in our annual report, on our website.

F: COMMERCIAL CONSIDERATIONS (½ page)

Delivery against planned timeframe
We anticipate a timely delivery of logframe results for all but one of our programmes: in Nepal we are yet to determine the extent to which recent earthquakes have affected programme sites and therefore the extent to which we will need to adapt our activities over the next year. With regard to organisational effectiveness, most programmes are on track to deliver initiatives relating to the learning priorities, with the exception of 2 (LCD Brazil and China-Africa) and we expect changes to planned activities in some programme sites in Nepal.

Performance of partnership(s)
Strategic partnerships are integral to the delivery of our PPA. Partnerships with WWF country offices have enabled us to deliver against our logframe milestones and foster improved ways of working (notably in VfM, gender, M&E practices). We achieve this through inter-partner collaboration (demonstrated by the 2014 PPA Learning Workshop and establishment of working groups). WWF offices have developed strong partnerships with CSOs and CBOs (e.g. Community Forest User Groups in Nepal; Water User Associations and BMUs in Tanzania); government, at national, state and municipal levels; private sector entities; financial insitutions; and international structures (e.g. UNFCCC, World Bank). However, partnerships with forestry and mining companies operating in east Africa have performed less well. We have also benefited from working in partnership with government and CSOs, through the DFID PPA Learning Partnership, engagement on the future of UK aid, and through involvement in post-2015 Sustainable Development Goals advocacy coalitions and campaigns. Our participation in VfM, M&E and Interagency Resilience learning groups has enabled us to develop network-wide tools to measure VfM and aggregate big data, and has advanced our understanding of addressing the complexity of water governance in east Africa.

Asset monitoring and control
At WWF-UK we define our primary assets as our people, information, brand, finances and building (the Living Planet Centre). For each of these we have contractual relationships and policies in place. These have been developed in the context of current legislation, expected standards and established good practice, including for example Charity Commission guidance, employment law, data protection and health & safety. With respect to our brand we adopt clear principles around usage to ensure the integrity of our logo that is globally recognised. Asset monitoring and control are overseen by the relevant teams, mainly within the Operations Department, and there are no outstanding issues. The new building achieved BREEAM's 'Outstanding' environmental standard and is open to the public.

G: CONDITIONALITY (½ page)
No reporting requirements.

H: MONITORING & EVALUATION (1 page)
Evidence and evaluation
This past year, four out of the eight programmes receiving PPA funds have been evaluated:
- The China component and the CEA forestry component of the China-Africa programme were evaluated by DFID-China, which also funds this programme, in March 2015. The final evaluation report is not available yet. Nevertheless, WWF-China revisited its assumptions with regards to the Banking & Investment component of its programme and found them to still hold true. By contrast, the CEA programme discovered that some of its assumptions needed to be revisited. As a result it redesigned components of its approach with regards to, for example, the application of voluntary guidelines by the private sector.
- Using DANIDA funds the CEA programme undertook an external review of gender, livelihoods and human rights (GLHR) as applied across programmes and offices. PPA funds are helping the programme move forward on the recommendations from the evaluation and WWF's action plan over the next 12 months (e.g. integration of GLHR aspects into the next CEA Strategic Plan – 2015-20).
- WWF-Colombia had an external evaluation of its programme, based mostly on our approach and results towards WWF's PPA learning priorities. The evaluation highlighted evidence-based, downward accountability and climate-smart conservation as the strongest learning areas; VfM, learning and gender & diversity were the weakest. Subsequently the programme initiated activities to improve in these areas, i.e. a gender audit and staff training and mainstreaming reflection into daily operations.
- WWF-Nepal commissioned an external evaluation of its PPA-funded programme in Aug 2014. It concluded that the programme was making significant progress towards its goals and objectives and has been very effective at engaging with government and communities, which bodes well for long-term sustainability. But the programme needs to improve reporting at the outcome and impact levels and better coordinate visioning work. This will be doubly important as WWF-Nepal re-strategises in the period after the earthquake.

Findings and lessons from evaluations have enabled us to adapt programme approaches and activities; modify ways of working (better mainstreaming of gender, VFM, learning and improved quality of evidence); and to plan for future evaluation work (a series of evaluations are being planned for late 2015/early 2016 and will inform the 2016 DFID-led evaluation). While some programmes have modified their theories of change to account for changes in assumptions, and/or internal/external environments, the portfolio level theory of change remains current.

Monitoring progress throughout the review period
WWF's PPA M&E processes are guided by our Network Standards, which we are also upgrading to better reflect our Network social policies and complementary requirements of the PPA. As such, we monitor the progress of programmes through six-monthly technical programme reports. During the annual reporting period, programmes reflect on progress, challenges and risks and have updated their logframes to accommodate changes in targets (with the exception of Nepal). This year we encouraged integration of beneficiary feedback into monitoring processes through the addition of an outcome indicator that seeks to triangulate data on the adoption of policies and practices by higher order, institutional decision makers. Programmes have gathered feedback through key informant interviews and storytelling techniques (including video stories) and are now reflecting on this to inform the development of FY16 workplans. To monitor progress towards improved organisational effectiveness of our WWF partners we facilitated a portfolio learning workshop (November 2014), and have subsequently reviewed the organisational change activities of programmes and the portfolio through thematic working groups (gender & diversity; VfM) and through the WWF east Africa's MEL Community of Practice, set up in March 2015.

I: DISABILITY (½ page)

Does your organisation consider disability in its policies and programmes: Y
If yes, please outline your approach

WWF-UK considers disability within the broader context of social inclusion and diversity. We are committed to ensuring equality of opportunity, diversity and inclusion, not just in the workplace, but also for our partners, supporters and others we work with. In line with the UK Equality Act, 2010, WWF-UK's Diversity policy (2014) recognises that it is unlawful to discriminate, directly or indirectly, bully or harass, in recruitment or employment, because of age, disability, sex, sexual orientation, religion/belief, race, gender reassignment, maternity/pregnancy, marital status/civil partnership or caste. Moreover, we encourage and celebrate the different qualities that our colleagues, and others we work with, bring to our work. Our HR processes and policies are designed to ensure that we do not discriminate unfairly.

To ensure that WWF-UK is adopting best practice and complying with legislation on disability we have established a Diversity Task Force which oversees the implementation of various measures: engagement of Trustees and Ambassadors from diverse backgrounds; recruitment that targets diverse groups; clear communication of our Diversity policy (externally and internally); development of guidance on diversity for inclusion in Network Standard manuals (guidelines on programme management standards); and review diversity awareness in programme practice. In July 2014 WWF-UK was awarded a two tick accreditation by Job Centre Plus recognising the organisation's commitment to employing disabled people. This award is based on our commitment to undertake positive action towards the employment of disabled people during the recruitment and selection process, employee lifecycle and in the context of career development, and seek to build awareness of disability issues among all staff.

Smart Guide

The Annual Review is part of a continuous process of review and improvement throughout the programme cycle. At each formal review, the performance and ongoing relevance of the programme are assessed with decisions taken by the spending team as to whether the programme should continue, be reset or stopped.

The Annual Review includes specific, time-bound recommendations for action, consistent with the key findings. These actions – which in the case of poor performance will include improvement measures – are elaborated in further detail in delivery plans. Teams should refer to the Smart Rules quality standards for annual reviews.

The Annual Review assesses and rates outputs using the following rating scale. ARIES and the separate programme scoring calculation sheet will calculate the overall output score taking account of the weightings and individual outputs scores

Description	Scale
Outputs substantially exceeded expectation	A++
Outputs moderately exceeded expectation	A+
Outputs met expectation	A
Outputs moderately did not meet expectation	B
Outputs substantially did not meet expectation	C

Teams should refer to the considerations below as a guide to completing the annual review template.

Summary Sheet

Complete the summary sheet with highlights of progress, lessons learnt and action on previous recommendations

Introduction and Context

Briefly outline the programme, expected results and contribution to the overall Operational Plan and DFID's international development objectives (including corporate results targets). Where the context supporting the intervention has changed from that outlined in the original programme documents explain what this will mean for UK support

B: Performance and conclusions

Annual Outcome Assessment
Brief assessment of whether we expect to achieve the outcome by the end of the programme

Overall Output Score and Description
Progress against the milestones and results achieved that were expected as at the time of this review.

Key lessons
Any key lessons you and your partners have learned from this programme
Have assumptions changed since design? Would you do differently if re-designing this programme?
How will you and your partners share the lessons learned more widely in your team, across DFID and externally?

Key actions
Any further information on actions (not covered in Summary Sheet) including timelines for completion and team member responsible

Has the logframe been updated since the last review? What (if any) are the key changes and what does this mean for the programme?

C: Detailed Output Scoring

Output
Set out the Output, Output Score

Score
Enter a rating using the rating scale A++ to C.

Impact Weighting (%)
Enter the %age number which cannot be less than 10%.
The figure here should match the Impact Weight currently shown on the logframe (and which will need to be entered on ARIES as part of loading the Annual Review for approval).
Revised since last Annual Review (Y/N).

Risk Rating
Risk Rating: Low/Medium/High
Enter Low, Medium or High
The Risk Rating here should match the Risk currently shown on the logframe (and which will need to be entered on ARIES as part of loading the Annual Review for approval).
Where the Risk for this Output been revised since the last review (or since inception, if this is the first review) or if the review identifies that it needs revision explain why, referring to section B Risk Assessment.

Key points

Summary of response to programme issues raised in previous annual reviews (where relevant)

Recommendations

Repeat above for each Output.

D Value for Money and Financial Performance

Key cost drivers and performance
Consider the specific costs and cost drivers identified in the Business Case.
Have there been changes from those identified in previous reviews or at programme approval. If so, why?
VfM performance compared to the original VfM proposition in the business case? Performance against VfM measures and any trigger points that were identified to track through the programme.
Assessment of whether the programme continues to represent value for money?
Overall view on whether the programme is good value for money. If not, why, and what actions need to be taken?
Quality of Financial Management
Consider our best estimate of future costs against the current approved budget and forecasting profile.
Have narrative and financial reporting requirements been adhered to? Include details of last report.
Have auditing requirements been met? Include details of last report.

E Risk

Output Risk Rating: L/M/H
Enter Low, Medium or High, taken from the overall Output risk score calculated in ARIES

Overview of Programme Risk
What are the changes to the overall risk environment/context and why?
Review the key risks that affect the successful delivery of the expected results.
Are there any different or new mitigating actions that will be required to address these risks and whether the existing mitigating actions are directly addressing the identifiable risks?
Any additional checks and controls are required to ensure that UK funds are not lost, for example to fraud or corruption.

Outstanding actions from risk assessment
Describe outstanding actions from Due Diligence/Fiduciary Risk Assessment/Programme risk matrix.
Describe follow up actions from departmental anti-corruption strategies to which Business Case assumptions and risk tolerances stand.

F: Commercial Considerations

Delivery against planned timeframe. Y/N
Compare actual progress against the approved timescales in the Business Case. If timescales are off track, provide an explanation including what this means for the cost of the programme and any remedial action.

Performance of partnership
How well are formal partnerships/contracts working?
Are we learning and applying lessons from partner experience?
How could DFID be a more effective partner?

Asset monitoring and control
Level of confidence in the management of programme assets, including information any monitoring or spot checks.

G: Conditionality (not applicable to PPAs – report on partnerships only)

Update on Partnership Principles and specific conditions.

For programmes for where it has been decided (when the programme was approved or at the last Annual Review) to use the PPs for management and monitoring, provide details on:
  a. Were there any concerns about the four Partnership Principles over the past year, including on human rights?
  b. If yes, what were they?
  c. Did you notify the government of our concerns?
  d. If Yes, what was the government response? Did it take remedial actions? If yes, explain how.
  e. If No, was disbursement suspended during the review period? Date suspended (dd/mm/yyyy).
  f. What were the consequences?

For all programmes, you should make a judgement on what role, if any, the Partnership Principles should play in the management and monitoring of the programme going forward. This applies even if when the BC was approved for this programme the PPs were not intended to play a role. Your decision may depend on the extent to which the delivery mechanism used by the programme works with the partner government and uses their systems.

H: Monitoring and Evaluation

Evidence and evaluation
Changes in evidence and implications for the programme.
Where an evaluation is planned what progress has been made?
How are the Theory of Change and the assumptions used in the programme design working out in practice in this programme? Are modifications to the programme design required?
Is there any new evidence available which challenges the programme design or rationale? How does the evidence from the implementation of this programme contribute to the wider evidence base? How is evidence disaggregated by sex and age, and by other variables?
Where an evaluation is planned, set out what progress has been made.

Monitoring process throughout the review period.
Direct feedback you have had from stakeholders, including beneficiaries.
Monitoring activities throughout review period (field visits, reviews, engagement etc).
The Annual Review process.