

Project Completion Review - Top Sheet

This Top Sheet captures the headlines on the programme performances performance over the course of its lifetime.

Agencies should use Section M to provide a short summary from each Annual Review over the life of the programme (maximum 1 page per year).

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| Review Date: | <i>DFID to complete</i> |
|---------------------|-------------------------|

Title: WWF-UK Programme Partnership Arrangement

General PPA

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| Programme Code: <i>DFID to complete</i> | Start Date: 1 April 2011 | End Date: 31 March 2016 |
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Summary of Programme Performance

| Year | 2012 | 2013 | 2014 | 2015 | 2016 |
|-----------------|--------|--------|--------|--------|-------------------------|
| Programme Score | A+ | A++ | A+ | A+ | <i>DFID to complete</i> |
| Risk Rating | Medium | Medium | Medium | Medium | <i>DFID to complete</i> |

Financial Position

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| Original Programme Value <i>(total cost of the original PPA 2011-14)</i> | £9,271,068 |
| Extensions/ amendments <i>(total cost of the 2 year PPA extension 2014-16)</i> | £6,180,712 |
| Brief details of the 3 most recent log-frame revisions with dates | <p>October 2015: logframe targets (impacts, outcomes and outputs) were revised and submitted to DFID. Data verification led to some revisions of results for Milestone 4.</p> <p>August 2014: milestones and targets were slightly revised as part of the annual reporting process.</p> <p>December 2013: as part of the extension process, we revised the impact statement; merged our two policy outcomes (Outcomes 2 and 3) and outputs (Outputs 2 and 3) and their respective indicators.</p> |
| Total programme spend <i>(total cost of PPA 2011-16; not including 9 month extension)</i> | £15,451,780 |

Other DFID Funding

Details of other DFID funding are listed in Annex A.

Short Summary from each Annual Review over the life of the programme, 2011-15

Short summary of progress is presented in Section M.

A. Introduction and Context (maximum 2 pages)

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|-----------------------------------|-------------------------|
| DevTracker Link to Business Case: | <i>DFID to complete</i> |
| DevTracker Link to Log frame: | <i>DFID to complete</i> |

Outline of programme and what it has achieved at the end of the PPA period

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**.

In line with MDG7, the Convention on Biological Diversity, and the SDGs, we recognise that the challenges of tackling biodiversity loss and addressing persistent poverty are inextricably linked. Climate-smart, pro-poor conservation is a new and innovative approach pioneered by WWF under its PPA. It has the potential to deliver a triple win of securing ecosystem services, tackling climate change, and improving the wellbeing of poor women and men.^{Ref3}

WWF's PPA-funded programmes work at two levels to address social, political and economic drivers of poverty, environmental degradation and climate change:

- At local level, by supporting local communities – and focusing on the capacity, needs and priorities of poorer, vulnerable and/or marginalised groups and individuals – to strengthen livelihoods and improve wellbeing through managing their natural resources more sustainably and equitably, and thereby also securing sustainability of results (Output 1 > Outcome 1).
- At national, regional and international levels, engaging influential public and private sector actors to deliver strategically favourable change in policies and practices relating to climate change, investment in infrastructure and/or natural resource extraction/use. We use evidence-based advocacy strategies to promote the development of policies and practices that are climate-smart, environmentally sustainable and pro-poor (Output 2 > Outcome 2).

Our approach: Specific results are realised through eight programmes in East Africa, Asia and South America¹. We also support strategic components, including strengthening organisational and programmatic resilience, partnerships (critical to sustainability), and communications /advocacy (essential for scaling up/wider impact). We enhance organisational effectiveness through mainstreaming tools/approaches, pilots, scaling-up, and our 6 Learning Priorities².

In year 5 we supported communities to manage their natural resources by:

- establishing 15 initiatives to diversify and/or enhance livelihoods of local men and women;
- delivering 246 training sessions to community groups on: (i) pro-poor adaptive ecosystem management; (ii) advocacy and watchdog functions for pro-poor environmental sustainability.

In year 5 we influenced policy and practice by:

- developing and sharing 92 sets of lessons, tools, approaches and information relevant to climate change, investment in infrastructure and/or natural resource extraction/use;
- successfully engaging 98 civil society groups and decision-makers, including government, to advocate for climate-smart, equitable and environmentally sustainable policies and practices.

Over the past five years: we have seen considerable achievements towards our overall goal. Our results have contributed to MDGs 1,3 & 7 and through our holistic and integrated approach to tackling poverty and addressing biodiversity loss, demonstrated a potential contribution to all 17 of the SDGs (see Annex B). They include:

¹ (1) promoting good governance for 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.

- 843,784 poor women (423,930) and men (419,854) directly benefiting from initiatives that have improved ecosystems and ecosystem services;
- 51,084 sq km under improved management regimes and/or with reduced threats contributing to a reduction in the loss of biodiversity;
- 136 policies and practices adopted and/or strengthened to incorporate environmental sustainability, poverty reduction and/or climate resilience.

Highlights: As a result of our efforts, 891 civil society organisations (CSOs) are better able to manage natural resources and/or respond effectively to the impacts of climate change. The number of local groups implementing natural resource management plans has increased from 74 to 312. The number of policies and plans that specifically aim to improve community-level natural resource management has doubled (from 35 to 70). For example:

SWAUM, a multi-stakeholder catchment learning pilot has demonstrated that community members can be strategically involved in water access, use and management. *“SWAUM has amplified the voices and concerns of poorer and disadvantaged people, and facilitated much greater interaction between local people and formal stakeholders..Resulting in (i) Improved water and land management practices in some sub-catchment areas; and (ii) Better inclusion of the poor and marginalised through their increased participation in decision-making.”*^{Ref2}

In Colombia, our work with local farmers towards climate-smart farms has transformed both the landscape and attitudes (including WWF staff). Some farmers have adopted completely new productive systems and are no longer cattle farming at all. This, and improvements in cattle farming, has achieved healthier micro-catchments that increase the provision of clean water, healthier, more resilient ecosystems and an improvement in people’s wellbeing (increased income and diversification of production), reducing their vulnerability.^{Ref2}

Highlights: Our advocacy efforts have favourably influenced 699 decision-makers from government, financial institutions and private sector to better integrate climate, environmental and social considerations into policies, trade and investment strategies. For example:

In Coastal East Africa, engagement through national initiatives led to memorandums of understanding (MoUs) for improved cooperation on sustainable forest management and tackling illegal timber trade between: Tanzania and Mozambique; Tanzania and Kenya; and China and Mozambique (draft MoU). These MoUs and supporting activities culminated in the Zanzibar Declaration on Illegal Trade in Timber and Forest Products by Kenya, Mozambique, Tanzania (and Zanzibar), Uganda and Madagascar, subsequently endorsed by the Southern African Development Community (SADC).^{Ref4}

Our **China-Africa** programme supported the China Banking Regulatory Commission (CBRC) to develop its Green Credit Guidelines³ which recognise the essential role of the banking sector in promoting a green and sustainable economy, as well as the risks of activities detrimental to the environment and local communities. WWF developed/delivered Green Credit Training with CBRC to over 400 staff from 29 Chinese banks. Those 29 banks publicly committed to green lending policies. The green credit balance has increased annually since first tracked in 2013.^{Ref5}

We have also made **significant progress in building organisational capacity and systems**. Since introducing VFM concepts, guidance and tools five years ago, we are now seeing VFM methodologies being mainstreamed within partner offices and adopted by WWF-UK to guide a review of our operations. The development of approaches and tools to enable more participatory M&E and improved quality of evidence, including the use of a diverse range of beneficiary feedback mechanisms, has enabled greater adaptive management and greater accountability. Targeted initiatives to promote the role of women in our programmes, leveraging partner capacity in socio-economic expertise, and organisational gender reviews/studies have helped us better understand people-centred, gender-sensitive approaches to conservation.

³ These apply to national and, for the first time, overseas credit by Chinese financial institutions

B: PERFORMANCE AND CONCLUSIONS (6 pages maximum)

Overall Outcome Assessment

Two outcomes contribute to WWF's impact statement of "improving the wellbeing of women and men living in poverty through a climate-smart pro-poor approach to conservation". Outcome 1 captures the results of the work primarily at community level while outcome 2 aggregates the results of our policy work with public and private sectors.

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

We met one target and fell marginally short of the other two under this outcome. Yet significant results have been achieved over the past five years towards achieving our ambitions ^{Ref2}.

Under outcome indicator 1.1, 891 CSOs, Community-Based Organisations (CBOs) and multi-stakeholder management regimes have increased their capacity and are actively engaged in the sustainable use/management of natural resources (against a target of 908). In Colombia, through a highly collaborative process, 66 farmers have transformed their holdings into climate-smart farms, while community-led Beach Management Units (BMUs) along the coast of Tanzania are now supported by the ministry for local government (TAMISEMI), to raise their own funds and receive part of the fines collected within their jurisdiction to support co-management of fisheries resources. The shortfall is explained by our change in strategy in the mountainous regions of Nepal post-earthquake to support reconstruction as opposed to expansion. The economic blockade by India also impacted upon this programme's delivery (due to shortages in fuel and materials). In the RUMAKI programme, changes to administrative boundaries resulted in 59 BMUs being established instead of the original target of 67. In Kenya, the Boni-Dodori programme stopped working with a designated 'community forest association' when concerns were raised that it was run by an elite and was not representative of the community. However, work has begun with two other community conservancies instead.

Under outcome indicator 1.2, 312 effective natural resource management plans have been implemented and enforced against a target of 322. The main reason for this shortfall stems from WWF-Nepal's change in programme strategy as explained above. There have also been significant developments in Boni-Dodori, where large forest areas have recently been gazetted by the government in response to security concerns. The validity and implications of changes to the governance, and thus management regime, remain as yet unclear. Elsewhere, the RUMAKI programme reached its objective and the network of Collaborative Fisheries Management Areas (CFMAs) now oversees the fishing activities of 26% of the nearshore waters of Tanzania.

Under outcome indicator 1.3, overall progress has been good with 70 local and national policies and plans supporting community, collective or co-management of natural resources achieved, against a target of 69. In Nepal, WWF has been one of the pioneers of implementing climate change adaptation (CCA) activities on the ground. In 2011, WWF contributed to the development of the National Framework for Local Adaptation Plans of Action (LAPAs), and since then we have helped develop and implement 48 LAPAs and related Community Adaptation Plans of Action (CAPAs) across the country. The SWAUM programme, in the Great Ruaha River Catchment of the Rufiji Basin in Tanzania, premised on catchment complexity and governance shortfalls, has provided the underpinning evidence for the development of the Basin's integrated water resources management (IWRM) Development Plan – the key policy instrument – which now incorporates a governance strategy. Promotion of integrated working, within and between sectors, has also contributed to greater collaboration and co-development by district councils of Land-Use and Annual Development Plans.

Outcome 2: Policies and practices relating to climate change, investment in infrastructure and/or natural resource extraction/use become 'more' climate smart, 'more' environmentally sustainable and better designed to secure and/or improve the well-being of men and women living in poverty.

To track shifts over time in the 'hard to measure' area of policies/practices, WWF developed in 2011 a level of commitment and action (LCA) tool which breaks down commitment and action of the targeted stakeholders into five categories - from level '0' passive to level '5' impact.

Our collaborations with financial institutions (outcome indicator 2.1) are broadly in line with our targets. For example, following MoUs signed with the World Bank (WB) and the African Development Bank (AfDB) in 2013, these partnerships have been supporting Green Economy Initiatives in Kenya and Mozambique (target of LCA 3 achieved)^{Ref6}. WWF has also enjoyed a strong partnership with CBRC in developing green credit guidelines. CBRC now reports every 6 months on green credit balance of Chinese banks (target of LCA 3 achieved)^{Ref5}. Despite the good uptake of our trainings on green credit, influencing specific investment decisions with Chinese banks continues to be challenging (target = LCA 3; achieved = LCA 2).

WWF has been instrumental in influencing a number of national and international strategies, plans or agreements between governments (outcome indicator 2.2). For example, through WWF's work on forestry, MoUs were signed between the forest departments of Tanzania and Mozambique in 2012 and between those of Kenya and Tanzania in 2015. These initiatives later culminated in the signing of the Zanzibar Declaration on Illegal Trade in Timber and Forest Products between Kenya, Mozambique, Tanzania, Uganda and Madagascar in 2015^{Ref4}. Such achievements collectively provide a strong foundation towards promoting sustainable timber trade - curtailing illegal timber trade and related loss of revenues (target = LCA 3; achieved = LCA 3). WWF has played a key role in raising the profile and application of Strategic Environmental Assessments in Kenya, Tanzania and Nepal (target = LCA 3; achieved = LCA 3)^{Ref7}. In Brazil, WWF was a prominent and founding member of a number of civil society coalitions which worked with the government to create, inter alia, a national REDD+ strategy (target = LCA 3; achieved = LCA 3)^{Ref8}.

We met our targets for outcome indicator 2.3. In Tanzania, WWF has continued to engage with Finfund development finance and MCDI to further unlock the potential and opportunities to finance locally controlled forest enterprises (target = LCA 2; achieved = LCA 2). The Tanzania Chamber of Minerals and Energy (TCME) shows strong commitment to the environmental guidelines for the mining sector that they have helped develop^{Ref9}. We are also trying to strengthen our partnerships with the Chinese mining sector by developing business cases targeted at improving mining practices (target = LCA 3; achieved = LCA 3). Some large-scale farms in the Ruaha River catchment have actively collaborated in collective water resource management initiatives for river restoration (target = LCA 3; achieved = LCA 3). Despite these achievements we still need to identify better incentives for good practice by private sector companies in both the forestry and mining sectors where legislation and/or enforcement are/is weak. In Mozambique, piloting the implementation of China's State Forestry Administration guidelines with Chinese companies was delayed because of changes to the timber market.

Since 2014, an additional outcome indicator on 'beneficiary feedback' (outcome indicator 2.4) has been included to ensure more relevant interventions and promote the co-development of solutions with beneficiaries. Practically, it provides for and encourages better integration of beneficiary feedback into monitoring processes. It enables the triangulation of evidence on the adoption of policies and practices at different levels, according to programme context (local, national, regional/international).

Some 53% of stakeholders we engaged confirmed that they see some indication that the wellbeing of poor women and men is improving due to the respective policy/practice. A third (34%) of stakeholders confirmed the policy/practice will improve wellbeing, although the benefits of this have not yet been realised by those living in poverty. A further 13% of stakeholders responded that the policy/practice may improve wellbeing, but this was not the main reason for its development. No stakeholders responded that the policy/practice was not designed to improve the wellbeing of poor women and men.

Changes to capacities in relation to results

PPA funding has enabled us to deliver a series of initiatives that have promoted learning and built the capacity of WWF staff and partners. These areas of learning are aligned with the WWF Network's Truly Global Initiative, which aims to build influential WWF offices in priority countries in the global South and East. Hence PPA funding has allowed us to add value to Network processes. Aligned to the the Truly Global Initiative, we view capacity in terms of:

- 1) A clear conservation strategy: that better promotes people-centred approaches; integrates social and climate dimensions into programme design, planning, implementation, monitoring and learning; and maintains and improves a focus on results.
- 2) Mature leadership and organisation: that champions organisational resilience; builds and enhances technical capacities; improves organisational, programme and professional/personal learning; and promotes gender mainstreaming.
- 3) Accountability: that drives improvements in VFM and M&E; promotes transparency; and recognises and values multiple dimensions of accountability (e.g. to donors, to beneficiaries, to learning).

Preliminary findings from the WWF PPA portfolio evaluation⁴ have shown that all eight overseas programmes funded through the PPA have reported increased capacity in relation to several learning priorities identified and promoted by WWF's PPA throughout 2011-2016^{Ref 1}. The evaluation, which triangulates independent evaluations with self-assessments, indicates significant increases in capacity relating to monitoring and evaluation, learning and reflection and VFM, as well as improvements in understanding and application of climate-smart pro-poor principles.

Promoting integration of social and climate dimensions: situation and stakeholder analyses and vulnerability assessments have enabled improvements to the design of our programmes, leading to more appropriate designs and including more responsive targeting and priority setting. Over the course of the 5 years we dedicated funding in support of locally led climate-smart conservation (CSC), through programmes in Nepal and Colombia. We also supported knowledge development and capacity of our WWF partners on climate-smart approaches through, for example, the provision of technical advice and, more recently, through our Climate Smart Pro-Poor Learning Initiative, undertaken in partnership with IIED^{Ref3}. The latter has promoted extensive reflection and widened understanding across programme teams of the principles underpinning people-centred, climate-smart conservation.

Championing improved organisational and programme-level learning and gender mainstreaming: PPA funding has enabled us to build awareness of the importance of collective reflection and learning, which promotes better adaptive planning and management. This has translated to more reflective behaviour among our partners. For example, the development of reflective practices (structured reflection sessions among WWF staff every 6 months) has enabled the Boni-Dodori programme to adapt programme delivery. Furthermore, increased capacity around learning and reflection at the programme level has been transferred to other programmes – WWF Kenya's regional and national programmes are now adopting systematic reflection and learning in their work.

By contrast, we have seen less change in the capacity of the WWF Network to mainstream approaches to social inclusion within programmes, notwithstanding some notable improvements among programmes in Brazil, Colombia and coastal east Africa. Typically, the greatest change in capacity has occurred where we are operating at the community level, whereas partners working on policy programmes have found it more difficult to apply the concept of gender to their work.

⁴ WWF PPA Portfolio Evaluation is due to be finalised on 30 June 2016.

Driving improvements in VFM and M&E: Dedicated support in the design and adaptive management of programmes provided by WWF-UK staff working on the PPA; the recruitment of M&E specialists supporting PPA-funded work; and demands for information, reflection, and reporting characterised by DFID funding has resulted in notable changes in the M&E capacity of WWF-UK and our partners. With regard to capacity around demonstrating VFM, we now observe systematic uptake of VFM concepts and practices, particularly in the areas of effectiveness and articulating how our decisions are equitable, among nearly all our WWF partners. In the UK we have adopted and refined VFM tools piloted through PPA. We are currently exploring how to mainstream this practice across the organisation. Indeed, an independent evaluation of our PPA confirms that our capacity in VFM has developed to such an extent that we are now viewed by others in the UK development sector as a leader in this field.

Changes in technical capacity: PPA funding has provided significant opportunities for WWF to adapt its approach to conservation to take better account of the socio-political context. This has resulted in increased on-the-ground capacity to address the challenge of the governance of natural resources across multiple levels (local to international), and included more systematic participatory planning and implementation with greater engagement of diverse stakeholders in decision-making processes. For programmes in Nepal, Kenya and Tanzania, this has enabled a consolidation in local ownership of conservation objectives, and built stronger community-based governance structures functioning independently, recognised by local and higher level institutions, and with capacity to secure resources.

Preliminary findings from the PPA portfolio evaluation suggest that advancement of the learning priorities at the programme level has contributed to increases in organisational effectiveness within our WWF partner offices in Colombia, Brazil, Nepal, Tanzania, Kenya and China. There is particularly strong attribution to the PPA in relation to the uptake of VFM, evidence for results, and learning and reflection within WWF-UK and our offices overseas. Furthermore, self-assessments of PPA programmes suggest that our application of the learning priorities (notably 'improving evidence for results' and 'strengthening learning and reflection') as well as the adoption of climate-smart/pro-poor approaches, has resulted in stronger programme results.

Sustainability of capacity changes

There is increasing interest and momentum with respect to VFM, M&E and learning within WWF and a number of our WWF partner offices have stated aspirations to continue applying what has been learned through the PPA. Indeed, findings from the PPA portfolio evaluation indicate that with current programme staffing complement maintained, programmes that have received PPA funding to date will continue to provide strong capacity in demonstrating accountability to beneficiaries and evidence for results/improved M&E. But it is likely some form of ongoing support will be necessary to maintain our capacity around the integration of social and climate dimensions (including gender), VFM practices, and systematic learning and reflection.

Within WWF-UK (Design & Impact Unit; Programme Operations Unit; International Programme Support Team) there currently exist dedicated functions/positions for maintaining and further improving capacity around M&E, VFM, learning/reflection, climate-smart conservation and social development. In addition, WWF's network-wide programme management guidelines will act as a mechanism for us to continue to provide guidance on these themes. New guidance on 'accountability to beneficiaries' and 'gender and diversity' has recently been shared across the WWF Network. It is however unclear if changes in capacity will be sustained among WWF partner offices without dedicated resources to provide capacity building and technical support as well as the continuation of strong upward accountability mechanisms such as those provided by DFID. The WWF Network 'Social Development for Conservation' working group represents another important mechanism for mainstreaming of PPA learning investments. In addition, recent changes to WWF global goals will support ongoing efforts to respond to governance, socio-economic and climate change challenges.

We anticipate continued resourcing through WWF's existing and future funding strategies that

aim to strengthen WWF country offices and emphasise regional leadership (i.e. Truly Global Initiative), and a focus on organisational development and the formation of strong local civil society organisations (WWF-UK Organisational Development Strategy). Nevertheless, it will be critical that we continue to access funding from public sector donor institutions whose investment norms align with advancing our learning priorities.

Funding of partnerships

PPA funds have enabled WWF-UK to provide significant financial and technical support to six WWF offices - our partners - around the world. These partners have played a crucial role in the delivery of our conservation strategy over the past five years. Our relationship with them has enabled us to meet our environmental and social goals as well as enhance their organisational effectiveness.

It is worth noting that the PPA funding has provided a unique opportunity for us and our partners to test new approaches to conservation work, e.g. WWF-Tanzania has successfully piloted a multiple 'partner' social learning approach to address the 'wicked problems' of water catchment governance, and we have enabled many of our WWF partners to begin to institutionalise WWF's social policies and principles. The way in which we have utilised PPA funding, through the delivery of a portfolio of programmes, has enabled us to provide partners with a unique opportunity for learning (learning between partners), which has resulted in organisations improving the way they work: partners have demonstrated improved M&E processes, adaptive management and assessment of value for money.

Relationships with our WWF partners are critical to the ongoing delivery and sustainability of our mutual conservation objectives, and underpin WWF-UK's ambitions to build strong offices in the South and East. We fully expect to continue providing support to these partners in line with our organisational development strategies over the next few years. In the absence of PPA funding we will be seeking alternative sources of funding to ensure that we are able to maintain the level of support required by partners to build upon the organisational improvements made so far and to further institutionalise pro-poor, climate smart approaches to delivering conservation.

While it will be important for us to continue financial support to partners in the short term, we are promoting the development of their own fundraising capability and sustainable financing initiatives to ensure their viability in the longer term. We would therefore like to explore future opportunities for our partners to directly access support in-country, from DFID and other donors.

Learning

Changes in the world's climate have required WWF to make greater efforts to understand and prepare for climate change-related risks and impacts by identifying and trialling approaches for building community and ecosystem resilience, and by championing low carbon development. Indeed the sustainability of our conservation work can only be assured if we seek to mitigate and adapt to the effects of climate change. Promoting climate-smart approaches across our PPA portfolio (for example through specialist guidance, vulnerability assessments and influencing local-national-international adaptation policy), has enabled us to build both our own and our partners' capacity to design and implement programmes that better take account of and address current and future climate risks. By opening up the space for our organisation to learn and reflect on these approaches we are continuously building understanding of and capacity to respond to climate change across all types of programmes. Mainstreaming this learning into our systems and processes is key for sustainability. Accordingly we are supporting the documentation and dissemination of our collective learning on climate-smart approaches across the wider WWF Network and beyond. For example, in 2011/2012 we supported the upgrading of our Network-wide '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) which will be reviewed again and further upgraded in light of what we have learned. It is widely recognised that climate adaptation is an ongoing process. The PPA has enabled us to take steps forward, towards building the resilience of people and ecosystems. But there is still much more to learn and the lessons we have learned through the PPA need to be shared to inform future work. Climate adaptation is still a relatively new concept for WWF, as well as many of our external partners and beneficiaries. A range of capacities, tools and approaches are needed to understand and meet the needs of different actors and to

help WWF characterise and clarify our approach towards building climate-resilient ecosystems and communities. We face continuing challenges such as navigating trade-offs, interpreting complex data and terminology, understanding interconnections between people, nature and climate, effective advocacy on both mitigation and adaptation, and ensuring effective and environmentally-sustainable adaptation planning at appropriate, and often multiple scales.

As we recognise the growing complexity of the external world, associated not only with climate change but also with globalisation, the emergence of new superpowers, radical changes in infrastructure development, territorial and resource conflicts, burgeoning middle classes and associated consumption patterns, we have needed to rethink conservation as it has been traditionally seen. In contexts characterised by conflict and disagreement, by knowledge gaps and uncertainties, and by poorly-distributed knowledge and capacity, the challenge is not confined to natural resource management, but is essentially that of governance: who makes the decisions, at what level, using what criteria, and who appoints and influences the decision-makers? While this doesn't remove the need for sound natural resource management, which depends predominantly on technical skill and practices, it has required WWF to think much more about advocacy approaches and strategic alliances (over and above bilateral partnerships), and about deliberative multi-stakeholder processes and subsidiarity, better accommodation of working across scales, whether bottom-up, top-down and middle-out, or regional and transboundary. While both WWF-UK and the Network have made progress in recognising this and in taking steps to develop our approaches in line with the evolving global context, we need both to continue this journey in the development of unfamiliar approaches and to review and revise the selection and distribution of skills and disciplines in the organisation.

Finding sustainable solutions to both environmental degradation and poverty is partly an issue of power. However, the socio-political context is typically much less understood in the context of natural resource management. Throughout the implementation of our PPA we have adapted our programmatic work to better take account of conflict and power issues. For example, our adoption of a social learning approach to conservation in SWAUM, bringing together multiple stakeholders to define, design and address environmental challenges, has enabled us to address governance challenges and give a voice to poor and marginalised people. Also, PPA funding has enabled us to undertake a variety of initiatives across our portfolio that have resulted in increased capacity in governance of natural resources by WWF partners, civil society organisations and government at multiple levels – local to international. We also recognise that space for civil society, both in the global North as well as the South and East, has become increasingly closed. We have attempted to address this by promoting approaches that involve a wide range of civil society organisations, both in delivering conservation and livelihoods initiatives and in advocating for policy change.

The adoption of the 2030 Agenda for Sustainable Development presents a new global framework through which we can respond to critical challenges that affect people, the planet and prosperity. This framework recognises that poverty eradication can only be achieved if we tackle climate change and stop environmental degradation. Our PPA was specifically designed to tackle poverty, climate change and the degradation of ecosystems in an integrated way and this is encapsulated in our climate-smart pro-poor approach to conservation. By using PPA funding in this way we have been able to build the capacity of partners to mainstream this integrated approach to conservation, preparing them to be able to advocate for national implementation of the SDGs and positioning them to deliver against the global goals over the coming years. Similarly, the new UNFCCC agreement and associated Intended Nationally Determined Contributions (INDCs) present an opportunity for leveraging urgent action to tackle climate change by limiting emissions and by supporting adaptation by building the resilience of ecosystems and through ecosystem-based adaptation.

Based on the findings of a recent evaluation of our PPA work, we recognise ways in which we would have used some PPA funding differently to build both organisational capability and capacity: with targeted initiatives to better institutionalise learning, particularly in relation to climate-smart pro-poor conservation and learning and reflection, in existing systems, processes and functions; and by creating more space for programme development through a structured and informed inception phase – this is critical for us to be able to formalise partnerships, and therefore ensure more effective, sustainable engagement of partners throughout and beyond the programme period.

Output Score and Description

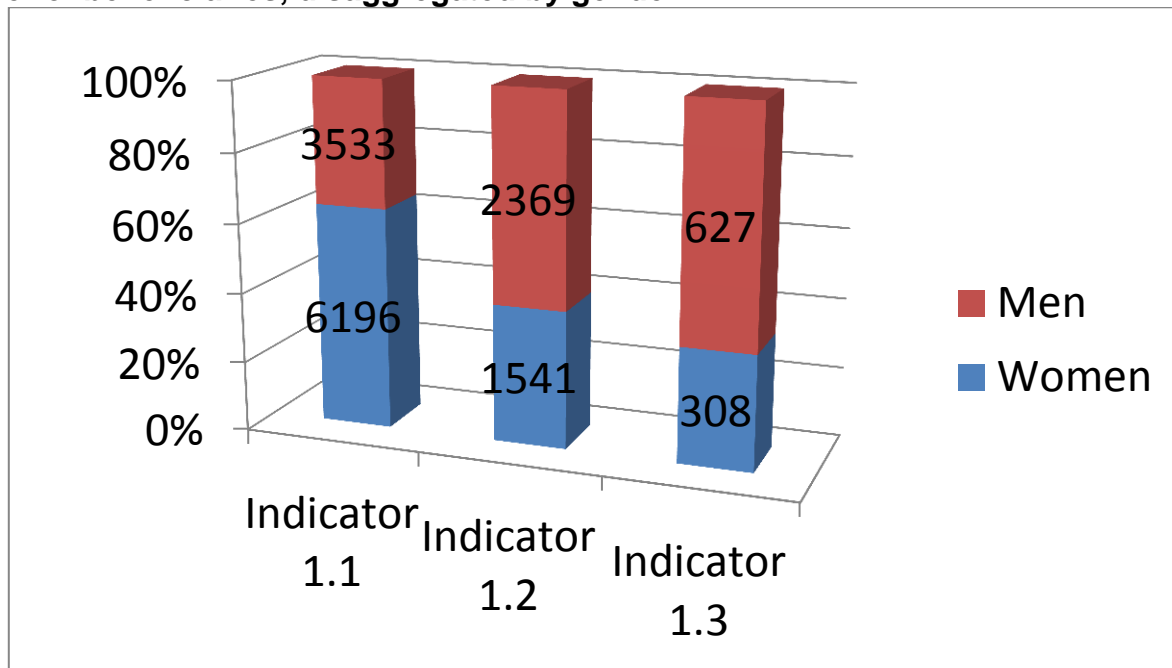
[DFID to complete]

C: DETAILED OUTPUT SCORING (1-2 pages for the table and 1 for the narrative). **This section should provide a summary of progress in Year 5 only, and should be repeated for each output.**

| | | | |
|-----------------------------|---|---|-----|
| 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: | Moderate | 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. | 219 | 220 (6,196 women & 3,533 men) |
| Number of trainings conducted and/or facilitated with CBOs/ CSOs, collaborative or joint management regimes on pro-poor adaptive ecosystem (or climate change) management. | 1,433 | 1,502 (1,541 women & 2,369 men) |
| Number of trainings conducted and/or facilitated with CBOs/CSOs to engage in advocacy and/or watchdog functions relating to pro-poor environmental sustainability. | 142 | 162 (308 women & 627 men) |

Number of beneficiaries, disaggregated by gender



Key Points - Summary of progress in Year 5

In Year 5, 8,045 women and 6,529 men benefited from Output 1. WWF has exceeded all 3 targets for this output. We marginally exceeded the target for livelihoods initiatives, and surpassed the targets for training in pro-poor adaptive ecosystem (or climate change) management and on advocacy and/or watchdog functions. The main reason for over-achievement is increased demand from local partners and communities:

- In Tanzania, the number of villages under the Mpingo Conservation & Development Initiative (MCDI) group FSC certification scheme increased from 11 to 13. Considerably more trainings on participatory forest management were delivered than planned due to demand from our partner MCDI, which was responding to the need of communities associated with Village Level Forest Reserves (e.g. Village Councils, Natural Resource Committees, etc).
- In Colombia, workshops, exchange visits and knowledge sharing sessions have been very successful in designing interventions on farms that contribute to the conservation of key microcatchments. Specific trainings are designed based on needs identified by local partners and communities. A greater number than planned were delivered this year in response.

Some Key Achievements

- Members of Village Cooperative Banks (VICOBA) supported by the RUMAKI programme, increased from 5,890 (June 2015) to 6,939 (70% women, 30% men) by March 2016. Data indicates total savings by VICOBA members of approx. £1,105,897. Total loans offered were approx. £1,599,770. Improved access to savings and credit has enabled more members to successfully venture into new business opportunities, including small-scale dairy production, juice making, mobile phone money transfer business, and mangrove honey production. Enterprises supported were selected according to interest from members, their experience and market potential. Over 35,000 VICOBA members and relatives directly benefited from funds generated to improve food security, health and education.
- In Colombia, 34 representatives from different communities participated in 3 workshops, with significant representation from both indigenous and farmers' leaders. The workshops enabled exchange of ideas and experiences between experts on indigenous rights and environmental legal frameworks, participatory conservation and land planning, and the local communities. To foster greater understanding of the links between conservation, governance and ecosystem services, training materials and tools were developed to bridge the knowledge gap of indigenous and peasant leaders with the potential to facilitate change.
- In Tanzania, SWAUM supported participatory land-use planning in the villages of Nyakadete and Miyombweni, with facilitation provided by Mbarali District Council, WWF and Rufiji Basin Water Office. The process and finalisation of the village land-use plans will contribute to reducing conflicts over access to natural resources, ensure better conservation of resources (e.g. water sources, springs) and enable community members to own title deeds to land.

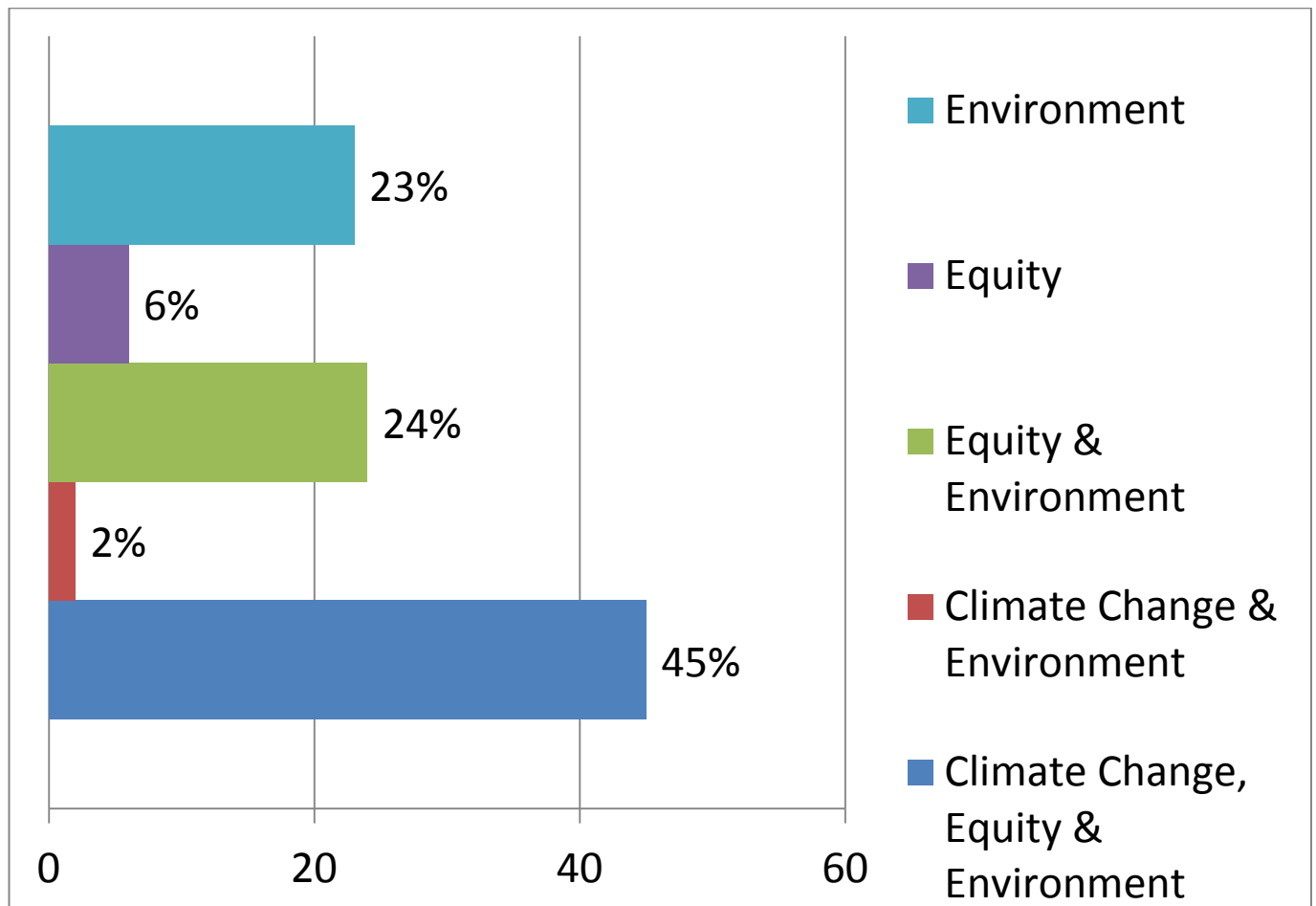
Summary of responses to issues raised in the previous Annual Review

- Security concerns in Colombia remain variable and unpredictable. Our decision last year to focus on expanding and consolidating our work in areas of current operation proved sensible. We helped increase protected areas and the number of families involved in these processes. Security conditions also allowed expansion to an additional new microcatchment this year.
- In Kenya, in response to high regional insecurity, WWF had begun to work through 4 voluntary Community Liaison Persons (CLPs) from within the Aweer community. While staff were able to visit the field earlier in the year, security later deteriorated again and has remained variable. Work through the CLPs has been strengthened: there are now 7 CLPs (3 women, 4 men).
- Nepal faces ongoing challenges following the earthquake and political instability. Communities and government agencies have been focused on reconstruction and humanitarian efforts. Political protests led to India's five-month economic blockade. Scarcity of fuel and materials affected project activities and limited staff mobility. Fewer trainings were carried out in affected areas, and we refocused efforts to support repair/reconstruction of community buildings.

| | | | |
|-----------------------------|--|---|-----|
| 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: | Moderate | 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 | 565 | 605 |
| Number of influential actors and/or other key decision-making bodies engaged with/by WWF | 621 | 699 |

Thematic Coverage of the Information, Lessons, Tools & Approaches Shared Under Output Indicator 2.1



Key Points - Summary of progress in Year 5

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

- Adding additional activities to those planned for at the start of the financial year. For example, the SWAUM programme organised a catchment governance symposium in Tanzania, including participants from key line ministries and from East and Southern African programmes.
- Reaching a greater number of stakeholders than expected through our partnerships, for example, through the Climate Observatory network or REDD+ Commission in Brazil.
- A greater number of publications (on which we collaborated) being released by external partners. For example, a number of publications were launched by government agencies related to our cooperation on forest, fisheries and natural resource governance in east Africa.

Some Key Achievements

- After supporting integration of green and blue economy goals and approaches into Mozambique's national 5-year economic plan, WWF has provided training on green economy thinking and natural capital valuation to the ministerial-level Natural Capital Coordination Team, formed to lead and coordinate implementation of the national green economy strategy.
- In Colombia, we engaged local and regional stakeholders in the Amazon Piedmont to include climate-smart frameworks across local, municipal and departmental development plans.
- In Kenya, WWF has continued to support the institutionalisation of Strategic Environmental Assessments (SEA) within the National Environment Management Authority by providing SEA training to its Compliance and Enforcement Department.
- During the Southern Agricultural Growth Corridor of Tanzania (SAGCOT) stakeholder forum in December 2015, WWF helped to coordinate a session to advance green growth with government, private sector and civil society stakeholders. We also supported the development of multi-stakeholder Green Reference Groups to oversee SAGCOT's Green Growth Framework;
- In Nepal, WWF's expertise has been called upon by the parliamentary committee on agriculture and water resources and the parliamentary committee on environmental conservation to support the drafting of their three-year strategies.
- To improve understanding and to encourage more lending to green forestry, WWF, the Chinese Academy of Forestry, China Banking Association, China Banking Regulatory Commission and State Forestry Administration of China led training in November 2015 on 'Green Forestry' as part of the Green Credit Guidelines training series. It was attended by over 50 senior staff from 12 Chinese banks, including China Development Bank, the Industrial and Commercial Bank of China, China Construction Bank, Bank of Communications, the Industrial Bank, Shanghai Pudong Development Bank and China Everbright Bank.

Summary of responses to issues raised in the previous Annual Review

- Political uncertainty will continue to punctuate our progress. In response, WWF has adapted to conditions while maintaining a long-term vision for our work. For example, in response to national level political uncertainty in Brazil, we opted to also work at state level on climate issues to, in turn, influence national developments. In many programmes we have deliberately chosen to work with a range of government ministries, enabling us to influence more broadly than the environmental sector.
- Our watchdog function varies according to the situation. WWF plays a crucial role in establishing and promoting standards (e.g. certification schemes, mining guidelines), and we also advocate for strong policy implementation - ensuring sufficient budget allocation, capacity for implementation and tracking compliance. We also work with communities and civil society to build their capacity to undertake advocacy or watchdog functions – for example, in Colombia we have convened and trained citizen watchdog groups who hold planners to account and ensure standards in the environmental and social management plan are met during construction of the Pasto Macoa Road.

D: VALUE FOR MONEY & FINANCIAL PERFORMANCE (4 pages maximum) **This section is focused on the lifetime of the programme – not just Year 5.**

Key cost drivers (maximum of 5 key cost drivers per key cost)

| <u>Key costs</u> | <u>% total budget (FY15/16)</u> | <u>Cost drivers</u> | <u>Actions to manage key costs</u> |
|---|---------------------------------|---|---|
| Procurement (third party costs) – primarily variable | 40% | Level of competition and market transparency/ knowledge in key sectors e.g. specialist consultants, public fundraising, ICT. Also quality of service procured. (Fundraising cost per member acquisition has increased - due to donor fatigue and competitive charity sector) | WWF has improved the processes for procurement and management of goods and services by: establishing a central procurement unit, sharing information between procurement colleagues, introducing an electronic contracting and procurement system, and training key staff. Efforts have been a success in terms of savings identified and increased proportion of competitive spend (see VFM performance below). Establishing competition is more difficult in some areas e.g. some consultancy work and some aspects of fundraising agencies. |
| Staff costs – fixed operating base with large variable element in programme, fundraising and communications | 25% | Market rates for salary (no significant change) Office relocation (has perhaps caused a slight increase to salaries) The need to travel for meetings (no significant change) | WWF's participation in the annual XpertHR salary survey for our sector provides information that enables us to benchmark our salaries as set out in our policy. All recruitment requests need to fall within our long-term headcount plan. Pay is linked to performance. Overall people strategy is considered effective. Reorganisation/restructuring processes led to appropriate salary adjustments (increases in some cases due to more senior people). Some advantages (and disadvantages) to being located just outside London Travel plans are managed tightly for environmental as well as cost reasons and savings have been achieved. Advanced planning for travel is encouraged. |
| Grants - variable | 35% | Strategic decision to increase the proportion of funds going towards overseas grants Project location and local costs. Exchange rates – The majority of WWF-UK income is in GBP while the majority of expenditure is in local currency (Sterling has probably strengthened over the 5 years) Inflation (e.g. 6-10% in India) but changes tend to be compensated by exchange rates. | Grants are issued in local currency to support efficient and effective local management of programmes and eliminate or minimise the effect of exchange rate fluctuations. In addition we monitor foreign currency rates and where appropriate we enter into forward exchange contracts to hedge against exposure on certain future foreign currency requirements e.g. Swiss Franc. Where significant changes in local inflation rates could increase costs, implementing offices are permitted to hold funds in hard currency until they are required in local currency. The approach is effective and manageable. |

VFM performance

| <u>VFM's 4Es</u> | <u>How have you assessed VFM in this area? What measures have you used? State whether this has been measured as part of the enhanced VFM offer or since the beginning of the programme.</u> | <u>Performance in this area (if possible, compare performance over the life cycle of the programme).</u> |
|---|---|--|
| Economy – whether organisation has bought inputs of the appropriate quality at the right price? | As above, a key approach is our procurement strategy , which is driven by the procurement unit and enabled by the e-procurement system (Panda Purchasing). The strategy has been in place since the start of the programme. Within the enhanced VFM offer we committed to improving the user experience with the electronic procurement system, and increase the proportion of purchasing that is subjected to a competitive process. | The implementation of Panda Purchasing has achieved at least the level of cost savings envisaged per the business case, of the order of £300k p.a. but savings identified in FY15/16 are higher (£627k), mainly because we found an alternative solution to enable the exit from our co-location (back-up server) site. |
| Efficiency-how well organisation is converting inputs into outputs? ('Spending well') | Cost control and cost analysis A priority is to measure expenditure in relation to strategic priorities in our organisational strategy. A key imperative has been to increase our overall strategic influence by continuing to increase the proportion of programme expenditure that goes towards overseas grants, including for Organisational Development. Correspondingly, and following on from the Operations Review, we further challenged our operational spend to ensure we deliver VFM. Both of these commitments have been measured as part of our enhanced VFM offer. | Spend on the strategic priority to build stronger WWF offices in the global South and East increased. OD budget FY12 £200K, FY13 £1M, FY14 £3M, FY15 £3.5M, FY16 £3.5M). WWF-UK's strategy aims to achieve greater impact by focusing on fewer, bigger, more efficient programmes. Overall budget of Operations Department has been kept flat in FY16 and FY17 compared to FY15 (a decrease in real terms). |
| Effectiveness-how well the outputs produced have had the intended effect/ achieved the outcome? ('Spending wisely') | Portfolio management and benchmarking. Our traffic light report tracks progress of all WWF programmes against programmatic results and spend. Over time we have made some significant improvements to this 'Traffic Lights' approach. We defined broad strategic outcomes and indicators to track the progress of our ambitions, these became known as Big Wins. We have also improved our assessments of the evidence which supports our results. | The enhanced approach to M&E and Learning and assessment of VFM across the portfolio has supported better reflections on progress and dialogue. This has led to more informed decisions on where to grow, hold, and reduce investments. Criteria for such decisions include an assessment of effectiveness and efficiency, as well as strategic alignment. We have avoided criteria that may risk shifting resources away from complex, transformational and innovative programmes to more quantifiable, easier to deliver work. Overall across the portfolio we are confident that 45% of our Big Win objectives will be achieved by FY18, so we are focusing our efforts on the 40% where we currently have less confidence of fully meeting our targets. |
| Equity | From before the start of the PPA, WWF recognised that equity applies across economy, efficiency and effectiveness; although we did not call it VFM. Thus our procurement procedure includes for example environmental criteria for our purchases. WWF programmes generally look beyond working where it is "cheapest" to do so, instead aiming to work where the needs (social and environmental) are greatest. Our social policies when applied to the WWF programme management standards (PPMS) support equitable practices during implementation and evaluation in both placed-based and policy work. | Within the UK office, Panda Purchasing has enabled more efficient inclusion of environmental considerations in procurement. Through the PPA, WWF-UK has come to understand that the guidance we already have represents the equity dimension of VFM. Not all of WWF programmes apply the social policies fully, but general practice is acceptable, even if it is not monitored. |

VFM Good practice over the lifetime of the PPA programme

| | |
|---|---|
| <p>Briefly - what are the top 3 VFM good practices that your organisation has implemented to maximise VFM? (this should cover the lifetime of the PPA)</p> | <p>Please give an example of this good practice being used and the impact it had. If there were any VFM savings please state what they were.</p> |
| <p>VFM Strategy and Leadership The impetus provided by the PPA, has driven us to sharpen our understanding and improve our overall capacity to achieve VFM in everything we do. WWF-UK's VFM strategy drives economy and efficiency at organisational level through our quality management system, procurement processes and the management of overhead costs; it drives performance at individual programme level through the 5 step programme cycle, and by applying deeper evaluative techniques; and supports a comparison of VFM across the programme portfolio and hence decision-making on where to focus resources (e.g. by using simple criteria for portfolio definition and performance overviews, such as Traffic Lights and Big Win reports)</p> | <p>We have formally monitored the implementation of our VFM strategy using the VFM checklist tool developed by the VFM Learning Group of the PPA Learning Partnership. We took 2011 as our assessment baseline, and have assessed the changes in its organisational capacity and capability for VFM over time. We can provide the supporting evidence for the changes, and continue to use VFM as a framing to drive economy and efficiency at the organisational level. For example, VFM was used a framing for the review of the Operations Department in 2014/15.</p> <p>Regarding wider impact, the coherent narrative has proved to be applicable in other WWF offices. By encouraging people to build on existing good practices, we have been able to manage any perception that VFM is an additional demand.</p> |
| <p>Application of tools to support VFM judgments – Benchmarking, triangulation and specialist approaches WWF-UK has worked hard to establish appropriate benchmarking approaches to support value for money assessment, despite the challenge of finding suitable comparators. For example at the organisational/portfolio level, see above (VFM performance – economy and effectiveness). Comparisons with norms provide some assurance that progress is not only in line with the team's expectations, but also the views of external stakeholders. And at the programme level, while we use relatively simple question-based and criteria-based tools to support programmes to consider VFM at each stage of the programme cycle, we also apply deeper, more specialist techniques to particular programmes where it is felt they could add value.</p> | <p>At the WWF-UK portfolio level we find that the robustness of the data has improved, and performance ratings are more realistic; there is less of a tendency for 'optimism bias'. In addition the quality of reflection, understanding and discussion about progress is now at a higher level. WWF-Nepal has used price or cost benchmarking to provide assurance on the budgets. This involved comparing input costs with standard data held by the Government of Nepal. Any discrepancies are examined for reasonableness. More specialist methods in Nepal include the use participatory tools to engage communities. Each Community Based Organisation (CBO) is obliged to hold an annual public hearing and public audit where they share and assess their activities. This has multiple benefits, such as supporting the effective and efficient use of resources. See also Reflection of VFM performance over the lifetime of the programme below</p> |
| <p>Systems to support VFM In 2011, although WWF-UK had a basic purchase order system in place, we had no means of reporting on or establishing to what extent value for money was being achieved from its annual spend on third party suppliers. From January 2013, an electronic source to pay system was implemented following an extensive tender process. A contract management system is integrated with the source to pay system. New suppliers are obliged to register, at which point they are asked to detail their environmental credentials which are reviewed by our environmental manager; this supports the equity principle and helps ensure that we don't use suppliers that would represent a reputational risk. Engaging staff was a crucial part of the implementation process.</p> | <p>It can sometimes be difficult to assess whether a cost saving would also have been achieved without the new system. However, even taking into account some uncertainty, it is clear that the implementation of Panda Purchasing has achieved at least the level of cost savings envisaged per the business case (identified saving through procurement amount to £300k p.a., rising in FY15/16 to £627k).</p> <p>In addition, we are now able to report quarterly to our audit committee on the extent to which value for money is being achieved from the procurement process. We have achieved a 50% increase in the value of 'green' rated spend, and spend under management (i.e. where a procurement professional is involved) is now approximately 40% of the total procurement spend whereas prior to implementation it was less than 10%.</p> |

VFM learning

The evolution of WWF-UK's approach to VFM over the period of the PPA has been informed by our own experience, that of our partner programmes and offices, and also the conversations that have taken place within the DFID learning group. Many of the improvements can be related to our enhanced VFM offer (see also the section overleaf). Important developments relating to the good practices noted above are as follows:

- On VFM strategy and leadership, the dialogue with our agencies and partners, along with feedback from DFID, has increased our level of confidence in our VFM strategy and encouraged us to pursue it more vigorously. WWF-UK has learned from, and contributed strongly to, the learning group.
- The 4E approach also supports organisational cohesion and collaboration since it requires an organisation wide-approach. For example, it encourages finance staff who might typically focus more strongly on economy measures to consider conservation outcomes. Meanwhile programme staff who are traditionally more focused on conservation outcomes seek savings by following good procurement procedures.
- On the e-procurement system, we have continuously improved the system based on thorough ongoing analysis of feedback from internal users and external suppliers. The user experience is now much more positive than at the initial implementation stage. This was essential in achieving an increase in the proportion of 'competitive' spend as well as a stronger and earlier engagement from procurement specialists.

Quality of financial management during programme

At organisational level and across the portfolio, a rolling three year outline budget is prepared annually and this informs a detailed annual budget process and quarterly forecasting. Monthly management accounts are presented to the Executive Group. Cumulative spend across the PPA programme is on track (all PPA income was spent by June 2016, the end of WWF's financial year). Over the 5 years there have been exchange rate gains and these have been reallocated to other programmatic priorities. All projects have adhered to narrative and financial reporting requirements. 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. 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 audit. WWF-UK received a clean audit report by Crowe Clark Whitehill, which was lodged with the Audit Committee in October 2015.

Assessment of whether programme represented good Value for Money

a) Reflection of VFM performance over the lifetime of the programme

The use of PPA funds was determined by 3 main factors: 1) WWF-UK's strategy; 2) alignment with DFID priorities; and 3) our learnings from past PPA portfolio management. These together shaped our PPA portfolio strategy which combined established approaches to conservation into a new, innovative and now replicable concept named Climate Smart, Pro-Poor Conservation^{Ref3}.

At the start of the PPA, we established an inception phase to do things right. Throughout the PPA, we promoted and encouraged learning; and WWF has learned a great deal over the course of this PPA about what it takes to advance learning for the purpose of improving organizational effectiveness, which is certain to have important and ongoing significance to WWF-UK, the PPA programmes, and the broader WWF Network^{Ref1}.

Overall, the delivery of our work has been good and results across the portfolio presented in this report highlight how we came very close to, or surpassed, our targets at impact/outcome and output level against the planned budget; meeting the efficiency and effectiveness criteria of maximising results for a given level of inputs. The quality of WWF's existing financial guidance has supported the integration of the economy criterion into these programmes of work too.

b) Assessment of progress against enhanced VFM offer

WWF-UK has delivered strongly against the enhanced ambition on VFM for the PPA extension period. Many notable improvements are already highlighted within this report. Important advances not noted elsewhere include the following:

- The WWF-UK position paper on VFM has been shared and endorsed by WWF-UK's Programme Committee and Executive Group, and distributed to WWF partner offices to inform their VFM strategies.
- The process for producing management information to inform high level decision-making has been streamlined, including for the overall programme portfolio;
- An integrated people strategy for Human Resources supporting VFM has been created that equips staff better and strengthens our performance management.
- A WWF Network procurement group has been established, led by WWF-UK, to share good practice and a Network Standard for procurement is now in place.
- A formalised Risk Policy came into force in 2016.
- The equity dimension has been incorporated more strongly in our programme VFM assessment tool.

The only commitments from the original list that have not been progressed as much as originally planned are the following:

- Efforts to establish a stronger project management discipline in all Departments have led to the development of organisation-wide tools and guidance and good application in Operations (as well as Programmes), but stronger implementation is needed in some areas of the Communications and Fundraising Department.
- The use of the WWF Network Insight project database remains largely at the 'minimum standard' of information presented. While this is largely outside of WWF-UK's control, we continue to influence and strongly support the use of this system. Improvements are planned to the user interface and this should enable more effective use.

The main area of challenge still relates to M&E and use of indicators for VFM. The use of qualitative scales continues to be the most practical starting point. Whilst the utility of quantitative VFM indicators and assessments has been actively explored and piloted, and this has led to some new insights and evidence for certain programmes, their use cannot be considered as mainstreamed.

Also, under WWF-UK's lead, a first global finance conference was held in the UK in December 2015 which has led to the establishment of a global WWF community of practice for finance.

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

E: RISK (1 page)

Quality of risk management over the life of the programme

Risk management of the programme has been carried out in the context of our wider approach to risk, which is applied across the whole organisation. 'Risk' is used to describe an event or cause leading to uncertainty that may have a significant impact, either enhancing or inhibiting any area of WWF-UK's operations.

WWF-UK has had a risk reporting system since before the first PPA started in 2002. The last major review of risk reporting in WWF-UK took place in 2010 in response to [Charity Commission Guidance CC26](#). This led to the current system of risk marking and format of risk registers that has been applied through the lifetime of this programme.

Our Audit Committee, the Trustee body responsible for reviewing and reporting on WWF-UK's overall framework for risk management, emphasises risk management rather than risk reporting. Its main area of review is 'top 10' risks rather than operational risks. The reports to the Audit Committee on risk and the underlying processes supporting this reporting reflect the emphasis on embedding a risk management culture. In early 2016, a formalised Risk Policy was developed and approved by the Audit Committee.

WWF-UK is required to make a management statement in the Trustees Annual Report confirming that "the charity trustees have given consideration to the major risks to which the charity is exposed and satisfied themselves that systems or procedures are established in order to manage those risks". The risk management policy forms part of WWF-UK's internal control and governance arrangements.

WWF-UK's approach to risk management helps ensure that

- Significant risks are known and monitored, enabling management and Trustees to make informed decisions and take timely action.
- WWF-UK is able to make the most of opportunities and able to develop them with the confidence that any risks will be managed.
- Forward planning and strategic planning are improved.
- WWF-UK is able to successfully achieve its objectives.

Risk needs to be routinely considered when decisions are made and then continuously monitored to ensure that the initial assessment of risk remains current and that any actions taken to reduce risk are still working effectively. WWF-UK measures, records and reports on risk using a standardised risk register – a standardised risk scoring scheme based on an assessment of both the likelihood and impact of the risk occurring.

Risks are scored initially on the assumption that WWF takes no action to limit the risk (gross risk) and then again once the actions and controls documented on the register have been implemented (net or residual risk). A target risk score is also included that indicates the level of risk that is considered acceptable (also known as the risk appetite).

In addition to the formal risk reporting system, WWF-UK has implemented a number of systems to control and/or reduce risk. These include the sign-off process for external communications; the Red Alert process for managing acute risks; the processes for programme design and management incorporated into the Programme Management Manual; and the due diligence process built into the procurement procedures.

The policy also outlines the risk management responsibilities of key bodies and individuals - Trustees, Audit Committee, Executive Group, Executive Director of Operations, Departmental Risk Managers, Departmental Directors' Groups, Internal Audit and All Managers. Experience shows that WWF-UK's approach to risk and risk management is robust, effective and efficient.

F: COMMERCIAL CONSIDERATIONS (1 page)

Delivery against planned timeframe

We have allocated all PPA funds and successfully delivered activities within the period April 2011 to March 2016.

Performance of partnerships

Strategic approaches to the engagement of key actors have ensured greater uptake of socially and environmentally sustainable policies and practices over the lifetime of the PPA. Our partnerships vary according to programme-specific theories of change. Broadly classified as:

Catalytic: to achieve change at scale – e.g. collaboration with national governments and international governmental structures.

Transformative: to change the outlook of partners themselves – e.g. working with private sector to ensure trade and investment agreements between China and Africa incorporate social and environmental standards.

Coalition-building: to amplify the voice of civil society for greater influence – e.g. working with almost 80 CSOs in Brazil to influence national and international climate negotiations.

Social learning: deliberative multi-stakeholder engagement and dialogue allowing formal and informal stakeholders to reframe and address catchment governance challenges.

Knowledge-based: to develop, share and enhance understanding around complex subject areas – e.g. green economy analysis in Mozambique.

Capacity-building: to enhance the capacity of local government and/or CBOs to safeguard natural resources in an equitable and adaptive manner – e.g. collaborative management of fisheries in Tanzania.

Lessons: Feedback from partners strongly endorses our analysis that we have successfully adapted approaches to incorporate important lessons on working in partnership. For example:

In Brazil, to strengthen national-level advocacy, we added two important components: (i) working with the private sector, state and municipal governments to generate support for a low carbon resilient future and (ii) subnational and scalable pilot renewable energy initiatives. These made us more effective in advocating for a fair transition to a low carbon future at national level.

In Kenya, responding to the emerging challenges of unclear, contested and conflicted policies and legislation affecting Indigenous People's ancestral land rights, WWF identified and established new partnerships with representatives of pan-African Indigenous People's Organisations and other experts to better understand and promote the rights of these people.

Sustainability: At community level, collaborative working with CBOs in Nepal has increased their capacity to equitably manage their natural resources, reaching a point in some cases where community institutions are self-sustaining and function independently.

By working in partnership with government we have been able to increase local capacity to support joint and community-based natural resource management over the longer term. In Kenya, our work with the Ministry of Agriculture has resulted in their taking greater responsibility in this regard and for monitoring human-wildlife conflict mitigation measures.

Our approach has also enabled us to elicit strong commitment and create champions for the policies we advocate for. The Tanzania Chamber of Mining and Energy is strongly advocating for the application of environmental guidelines for mining. This should ensure that future extractive sector investments are more compliant with social and environmental standards.

Asset monitoring and control

We define our primary assets as our people, information, brand, finances and building. For each, we have contractual relationships and policies that meet current legislation, standards and established good practice (e.g. Charity Commission guidance, employment law, data protection, health & safety). We adopt clear principles to ensure the integrity of our logo. The relevant teams oversee asset monitoring and control, and there are no outstanding issues.

G: CONDITIONALITY

Partnership principles assessment

Not relevant to PPA funding.

H: MONITORING & EVALUATION (1 page)

Evidence and evaluation

Evaluations have been a key tool to improve and adapt programme approaches and activities throughout this PPA. In previous years, for example, an external evaluation of our work in Colombia highlighted gender as a weaker area of our work. To address this, we undertook a gender audit of WWF-Colombia and its programmes, trained staff across the organisation, and incorporated gender responsive approaches into three programmes (as a starting point). An evaluation of Nepal's work concluded it needed to better coordinate its strategic visioning. Recent work to build capacity in WWF-Nepal to better integrate socio-economic concepts and analysis into programme planning and implementation is helping to support progress in this.

To mark the end of the PPA funding, WWF organised in 2015/16 an evaluation of its entire PPA portfolio^{Ref1}. It looked at the two main elements of our theory of change – the realisation of our results and the uptake of our six learning priorities. The final report for this evaluation is due to WWF in July 2016. The initial results suggest that 4 out of 8 programmes contributing to the portfolio attained very good outcomes, 3 attained good outcomes and 1 fair outcomes. In nearly all cases, these attainments were attributable in good or large part to the PPA programmes.

While the factors that most influenced whether outcomes were delivered as planned varied significantly by programme, we have observed a few common enabling factors. These include: WWF being seen as a trusted adviser by government agencies, from local (e.g. in SWAUM and RUMAKI) to national (e.g. in Brazil and China-Africa); WWF's role in catalysing collaboration and partnership among stakeholders; and WWF's advances in adopting participatory planning and implementation approaches. Factors that challenged the attainment of the outcomes included: dependency upon the actions of external stakeholders; critical changes to the external environment (e.g. conflict in Boni-Dodori or the earthquake in Nepal); programmes setting aims that surpassed available time and resources; staff turnover; difficulties for policy programmes in attaining the feedback needed to inform changes to programming; and some weakness in programme monitoring and evaluation approaches limiting quality assessments of some results.

All PPA programmes reported increased uptake of at least some of the six learning priorities during 2011-2016. Nearly all the learning priorities advanced from being "sometimes considered but not applied" to being "often considered and sometimes/frequently applied". The most notable increases occurred in 'strengthening evidence for results' and 'learning & reflection'. Key factors contributing to their uptake included: significant capacity and dedicated support of WWF-UK's Design & Impact team and PPA Unit; design and adaptive management guidance provided by WWF-UK regional managers; hiring of M&E specialists within programmes; and the demand for information, reflection and reporting characterised by DFID funding.

Once finalised, this report and WWF's management response will be posted on our website. WWF-UK tracks management responses to evaluations to ensure that commitments are kept.

Monitoring progress throughout the programme

As noted in the 2016 evaluation and the 2012 PPA mid-term review, significant efforts have been made by WWF to improve monitoring, evaluation and learning.

Capacity has been enhanced through staff training and the appointment of M&E and Learning staff. Focus has also shifted more from output to outcome monitoring. New M&E and Learning tools have been developed, tested and applied. Current piloting of a wellbeing assessment tool (Boni-Dodori) and uptake of the PPA Level of Commitment and Action tool by non-PPA programmes (and other WWF offices) are good examples.

All programmes have sought beneficiary feedback to improve programming using various methodologies (participatory situational analysis, stories of change, surveys etc). The PPA has also supported the development of M&E systems and depositories for evidence using software (e.g. GoogleDocs, Basecamp). Reflection sessions have been readily promoted and are more systematically incorporated as part of the annual reporting process and during team meetings.

Assessment of progress against enhanced Transparency offer

In line with our enhanced transparency offer, WWF-UK participated in the 2014 BOND and NIDOS review ^{Ref 10b} of UK NGO transparency. WWF-UK scored well when compared with the other 48 participating organisations. In summary, using their criteria:

- IATI (<http://www.iatiregistry.org/about>) ^{Ref 10a}: we publish our PPA related information on IATI; our Directors have recently reviewed this and determined that they are happy with our current approach. We recognise the limitations of the IATI information and consider that we publish better information in other places (see below).
- We have an [open information policy](#) from which a link to IATI is provided and this includes information about what is subject to exclusions. Similarly we have reviewed this recently and management is happy with the current approach.
- We will publish our portfolio level PPA evaluation on our website when it is complete.
- Our directors recently considered the publication of a broader set of evaluation reports, but decided that the reports are for our benefit, informing our decisions about adaptive management, and are not designed to be resources for use by the general public. Therefore the focus continues to be on ensuring that evaluation reports are shared and used across the WWF Network.

Note that in our annual report and financial statements, published on our website ^{Ref 10c}:

- we provide good information about our organisation
- we are clear about our governance and finance, including naming our public and private sector donors
- we publish our results against a set of annual objectives, being ready to speak to both achievements and challenges in relation to stated plans.

In addition to these areas of transparency, we also publish an environmental report ^{Ref 10b} about the way we work as an organisation. It has been noted by other NGOs that we are a leader on this both in within WWF and the sector.

Regarding the WWF Network and our WWF PPA partners, offices are not obliged to have an Open Information Policy except when this is required by donors (e.g. DFID, GEF). However in some cases they make explicit statements about transparency, and in most cases, the key transparency information is readily available on websites, for example:

- long-term vision for change, strategy, affiliations and memberships
- how to contact the organisation using a variety of channels
- Audited/independently examined annual accounts
- Major projects and objectives.

The WWF Network continues to use its Insight database as the primary repository for detailed project information and results.

J: Disability (1 page) **This section is focused on the lifetime of the programme, with particular emphasis on addressing any issues raised in the 2014-15 Annual Review feedback and on answering the questions outlined in the accompanying PCR guidance document.**

Disaggregating data by disability: WWF-UK has reviewed DFID's disability data guidance to determine what and where we can incorporate aspects into our programme design and monitoring processes.

As a result, a newly-developed Social Indicator Tool (developed to capture the impact of natural resource management approaches on community members), now provides the opportunity to note if there is anyone affected by a disability (physical or mental limitations) within each household. The pilot tool did not include this opportunity and the updated tool, while in use, has not yet been reported on.

WWF-UK is leading, for the wider WWF Network, the updating of guidance that underpins our project and programme management standards. The new documentation on gender and diversity incorporates guidance about disaggregation of community data in ways that are appropriate to the project, including disability.

In July 2015, WWF-UK's HR department changed the way we collect data on applicants and recruit for new roles: we now know how many people with a disability apply for work in our office and how many people with a disability have been recruited. This information is being used to refine the places where we advertise for new staff, as it was noted that the proportion of applicants disclosing a disability fell significantly below the proportion of the UK population registered with a disability.

Engagement with people with disabilities in our work: We have not specifically targeted people with a disability in the general work of our organisation. However, in terms of our programmatic work specifically, new protocols developed to support the implementation of our project and programme standards include guidance on 'beneficiary' accountability. This notes the importance of involving diverse community representatives in project design, implementation and monitoring. In defining the diversity within communities, we note specifically those who are vulnerable or marginalised, including those with a disability.

Changes to our approach to match DFID's level of ambition for disability inclusion: We have adapted our organisation's approach to disability in the UK in the following ways: when we designed our new WWF-UK office, we made sure that there is easy access to all areas of the building; as an organisation we are Two Ticks accredited (Job Centre Plus) and are actively looking for ways to strengthen our application of the Two Ticks principles; and the area of disability and inclusion is regularly on the agenda of our Diversity Task Force (mandated to support every department to include diversity into our work).

Opportunities to engage more people with disabilities: As noted above, we will change our recruiting practices to seek to encourage more people with disabilities to apply for roles within WWF-UK. Also, we will promote the updated guidance for the project and programme standards to the WWF Network to improve the broader WWF practices in terms of work with people with disabilities.

WWF & 'Leave No One Behind'

WWF's vision is for a future where people and nature thrive. Ecosystems provide the necessary services for human wellbeing and prosperity. *Provisioning* services provide food and water; *regulating* services control climate and disease; *supporting* services include nutrient cycles and crop pollination; cultural services cover spiritual and recreational benefits. While we all need healthy natural systems, poorer people in rural areas depend directly on these services for their livelihoods, and are impacted most when they fail.

Building the resilience of communities to withstand shocks, climate-related or otherwise, is critical to leaving no one behind. Governance mechanisms for ecosystem services at all levels need to be open, inclusive and accountable to poor people, to ensure effective institutions and sustainable solutions for local livelihoods, climate change adaptation and mitigation, and biodiversity conservation.

WWF's PPA has helped us work closely with communities, civil society, businesses and governments to tackle critical environmental and poverty issues.

Understand for Action

Throughout the period of the PPA, WWF has progressively and systematically taken steps to more rigorously assess the context in which we work, better understand the needs, priorities and capabilities of poor and marginalised groups, and draw on this to support the design of more relevant interventions. Some examples include:

- Instituting a six-month inception phase to allow space for the development of better understanding, partnership formation and design.
- Assessing the 'voice' that different groups have in the key decisions about natural resources that affect their lives to better ensure equitable procedures and outcomes.
- Improving the collection and use of disaggregated data to track and report progress, namely through a gendered approach to MEL.
- Placing much more emphasis on reflection and learning to improve design and planning.
- Collective mapping of our 'climate-smart, pro-poor conservation' approaches – a learning initiative to inform future programming.
- Understanding and preparing communities for climate change through vulnerability assessments – in Colombia, Nepal and Kenya.

Empower for Change

Building capacity of and 'empowering' civil society organisations to develop advocacy strategies and engage in political processes has been a central element to WWF's approach to governance.

- WWF has supported the National Environmental Civil Society Alliance in Kenya to engage in the constitutional review process as well as revisions of over 20 sectoral laws and policies.
- WWF in Brazil has enabled youth groups to engage in climate change policy processes all the way to the Paris COP in December 2015 and the implementation of the Paris Agreement.
- WWF and its partners in Tanzania and Nepal have provided local communities with technical assistance on forest management, governance and advocacy to bring an increasing area of forests under community stewardship.

Include for Opportunity

From community to policy work, WWF has been promoting fair and inclusive, far-sighted and ecologically informed decision-making processes at local, national, regional and global levels. For example:

- Piloting of innovative forestry investment models, such as locally-controlled forestry, which gives communities opportunities to engage with and benefit from forestry investments in east Africa.
- In Tanzania, a fisheries programme has been promoting the voice and decision-making power of women in all activities, in contexts that are traditionally patriarchal.
- Also in Tanzania, WWF has been successfully piloting a multi-stakeholder 'social learning' approach to address the complexity of catchment governance.
- In Nepal, WWF piloted and rolled out a 'reaching poorest of the poor (RePOP)' initiative across its programme to provide affordable microfinance to the poor and ultra-poor groups who were previously excluded from access to microfinance institutions.

L: Evidence Table (1 page)

| | |
|-----|--|
| 1. | <p><u>Final Evaluation Report of WWF's PPA Portfolio</u> (to be published on website shortly): http://www.wwf.org.uk/about_wwf/working_with_government_and_parliament/wwf_and_dfid_natural_partners/</p> |
| 2. | <p><u>Final Evaluation Reports for our 8 PPA-funded programmes</u> (available on request):</p> <ol style="list-style-type: none"> Promoting good governance for sustainable use of natural resources in Africa (China-Africa); Reducing poverty through sustainable natural resource management in coastal communities, east Africa (CEA GI); Supporting communities to co-manage sustainable fisheries, Tanzania (RUMAKI); Strengthening participatory natural resource management and enhancing livelihoods of indigenous people in northern Kenya (Boni Dodori); Improving sustainable water access, use and management to restore perennial flows in the Great Ruaha River catchment, Tanzania (SWAUM); Promoting low-carbon development, including adaptation, in key sectors, Brazil (LCD Brazil); Building resilience in forest ecosystems, Colombia (Forests Colombia); Strengthening the climate-resilience of communities and the natural resources on which they depend, Nepal (PIPAL). |
| 3. | <p><u>Climate-Smart Pro-Poor Conservation</u>: An evolving framework for exploring conservation programmes: http://pubs.iied.org/G04049.html</p> |
| 4. | <p><u>Zanzibar Declaration on Illegal Trade in Timber and Other Forest Products</u>: http://www.wwf.org.uk/about_wwf/press_centre/?unewsid=7669 http://www.trafficj.org/publication/15_Zanzibar-Declaration.pdf</p> |
| 5. | <p><u>CBRC Green Credit Statistics Report</u> (report in Chinese available on request):</p> <p>"Notice of CBRC on Submission of Green Credit Statistics Form" http://www.cbrc.gov.cn/EngdocView.do?docID=4D4378ED00434E41BF454226FAE08B9A</p> |
| 6. | <p><u>Memorandums of Understanding with multilateral development institutions</u>:</p> <p>MoUs with World Bank and African Development Bank (available on request)</p> |
| 7. | <p><u>Strategic Environmental Assessments</u>:</p> <ol style="list-style-type: none"> Kenya – available on request Tanzania – available on request Nepal - available on request |
| 8. | <p><u>Brazil REDD+ Strategy</u>: http://redd.mma.gov.br/index.php/en/2015-12-02-13-11-32/brazilian-strategy</p> |
| 9. | <p><u>Integrating Environment into Investment Decisions: Introductory Guidance for Tanzania's Mining Sector, 2014</u>: https://drive.google.com/file/d/0Bzuet5-6Uyt-dzUxX3VjZGV6Tk/view</p> |
| 10. | <p><u>Transparency Resources</u>:</p> <ol style="list-style-type: none"> IATI: http://www.iatiregistry.org/publisher/wwf-uk BOND Transparency Review: https://www.bond.org.uk/data/files/publications/Transparency_Review_250215.pdf WWF-UK Annual Report 2014-15: http://www.wwf.org.uk/about_wwf/annual_report/ WWF-UK Environmental Report 2014-15: http://www.wwf.org.uk/about_wwf/other_publications/environmental_report/ |

M: Summary Sheet of each Annual Review (FY 2011-12)

Programmatic results: Our portfolio of programmes achieved strong results at the output level, with a rating of A/A+ for each output indicator. We fell moderately short of the milestone for Outcome 1 and met or moderately exceeded milestones for Outcomes 2 and 3.

Output 1: Community training and/or participation in processes for equitable and adaptive ecosystem safeguarding (A rating). Initiatives strengthened community capacity to secure rights to manage and benefit from vulnerable ecosystems and increase both community and ecosystem resilience to shocks and negative trends, including climate change.

1.1 Initiatives established to diversify and/or enhance livelihoods

| | |
|----------------|---------------|
| Milestone: 167 | Achieved: 169 |
|----------------|---------------|

1.2 Training events held with CBOs/CSOs on pro-poor, adaptive natural resource management

| | |
|----------------|---------------|
| Milestone: 376 | Achieved: 467 |
|----------------|---------------|

1.3 Training events held with CBOs/CSOs on advocacy and watchdog functions relating to pro-poor environmental sustainability

| | |
|---------------|--------------|
| Milestone: 34 | Achieved: 32 |
|---------------|--------------|

A slight underachievement in output 1.3 was due to external factors (government delays, in Colombia) or strategy alterations (assessment of CSO capabilities led to redirection from CSO training to public awareness and village-level engagement in Mozambique).

Output 2: Policy frameworks/practices (for adaptation, REDD+ and Low Carbon Development) that are climate-smart, environmentally sustainable and pro-poor identified, advocated and/or supported (A+ rating). This output focused on climate change as a key driver of ecosystem degradation and poverty.

2.1 Information, lessons, tools, approaches relevant to climate policy developed and shared

| | |
|---------------|--------------|
| Milestone: 30 | Achieved: 57 |
|---------------|--------------|

2.2 CSOs, CSO networks and influential actors engaged on climate policy

| | |
|----------------|--------------|
| Milestone: 117 | Achieved: 93 |
|----------------|--------------|

Underachievement in output 2.2 was due to external limitations on one core activity (in Colombia, indigenous groups representatives paused consultations with indigenous groups).

Output 3: Climate-smart, socially and environmentally sustainable investment policies/practices for public/private actors identified, advocated and/or supported (A+ rating). This output focused on investment policy/practice (infrastructure development; extractive industries; key commodity trading) as a major driver of unsustainable development and over-extraction of natural resources, which often leads to irreversible ecosystem degradation/collapse and subsequently high costs for local ecosystem-dependent communities.

3.1 Information, lessons, tools, approaches relevant to responsible investment developed/shared

| | |
|---------------|--------------|
| Milestone: 30 | Achieved: 54 |
|---------------|--------------|

3.2 Influential actors or decision-making bodies engaged regarding investment policy/practice

| | |
|---------------|--------------|
| Milestone: 42 | Achieved: 70 |
|---------------|--------------|

Overachievement was due to higher than anticipated opportunities for engagement at the South Africa Mining Investment Indaba, attended by senior government and private sector actors.

Organisational results:

Progressing M&E, programme design, social analysis and monitoring (e.g. participatory tools and guidance developed to measure policy-related outcomes).

Climate-smart guidance rolled-out on climate-smart programme design and implementation.

Space for innovation, in developing and testing new conservation approaches (e.g. design and implementation of a multi-stakeholder social learning process, Ruaha, Tanzania).

Advancing VFM: 1) developed a common understanding of VFM (inc. equity and ecosystems) 2) established VFM monitoring process 3) inclusion of VFM in WWF Network Standards.

A range of learning exhibited, mainly via a 'learning-by-doing' approach (e.g. the importance of investing in coalitions for policy influencing (Brazil), and the importance of reflection/analysis alongside data collection (Nepal)).

M: Summary Sheet of each Annual Review (FY 2012-13)

Programmatic results: Our portfolio of programmes again achieved strong results at the output level, with a rating of A+/A++ for each output indicator. Outcome level results moderately or substantially exceeded expectations.

Output 1 (A+ rating)

1.1 Initiatives established to diversify and/or enhance livelihoods

| | |
|----------------|---------------|
| Milestone: 182 | Achieved: 173 |
|----------------|---------------|

1.2 Training events held with CBOs/CSOs on pro-poor, adaptive natural resource management

| | |
|----------------|---------------|
| Milestone: 717 | Achieved: 829 |
|----------------|---------------|

1.3 Training events held with CBOs/CSOs on advocacy and watchdog functions relating to pro-poor environmental sustainability

| | |
|---------------|--------------|
| Milestone: 52 | Achieved: 58 |
|---------------|--------------|

A slight underachievement in output 1.1 was due to organisational difficulties in Tanzania and changes to activities following feedback from beneficiaries in Colombia. Overachievement was due to the 'multiplier' effect of partnership in Colombia, and identification of additional CSO/CBO training needs.

Output 2 (A++ rating)

2.1 Information, lessons, tools, approaches relevant to climate policy developed and shared

| | |
|---------------|---------------|
| Milestone: 71 | Achieved: 144 |
|---------------|---------------|

2.2 CSOs, CSO networks and influential actors engaged on climate policy

| | |
|----------------|---------------|
| Milestone: 155 | Achieved: 227 |
|----------------|---------------|

Overachievement was partly due to the challenge of predicting both the impact of engagement/influencing activities and changes in external policy environments (which impede or drive progress). Some unanticipated outputs followed identification of additional stakeholder needs at workshops during the year (e.g. climate adaptation learning tool, Nepal).

Output 3 (A+ rating)

3.1 Information, lessons, tools, approaches relevant to responsible investment developed/shared

| | |
|---------------|---------------|
| Milestone: 74 | Achieved: 122 |
|---------------|---------------|

3.2 Influential actors or decision-making bodies engaged regarding investment policy/practice

| | |
|---------------|---------------|
| Milestone: 80 | Achieved: 187 |
|---------------|---------------|

Overachievement was due to the emergence of new opportunities/increased demand for information; changes in programme strategies enhancing achievement; and additional outputs in Nepal were enabled via leveraging additional funds.

Organisational results

Further improvements on M&E and improved results focus. For example, developing further capacity in M&E of policy/advocacy work (e.g. testing stakeholder survey approaches; prioritisation of stakeholder needs identified through participatory PPA tools leading to changes in strategy); and an increased evidence focus (e.g. training on DFID/BOND Evidence Tool).

Enhanced integration of social/poverty/equity dimensions in conservation programming, including completion of a gender mapping for WWF-UK and WWF-Colombia; and establishment of partnerships with organisations with strong socio-economic expertise.

VFM frameworks/tools: production of guidance, frameworks and tools for management and measurement of VFM; three VFM approaches piloted by WWF-Nepal (e.g. Cost-Benefit Analysis of community biogas projects). Strong partnerships led to significant leverage of funds, demonstrating the value of partnerships in amplifying our work and impact.

Strengthening of transparency. WWF-UK became IATI-compliant and further developed its Open Information Policy.

Development of capacity/mechanisms to improve internal and external learning. E.g. Portfolio Learning Workshop (including mapping of climate-smart programmatic experiences and lessons; participation in the BOND Resilience Learning Group; continued development of an extensive learning system in Colombia (e.g. learning histories on Climate Adaptation).

M: Summary Sheet of each Annual Review (FY 2013-14)

Programmatic results: Our portfolio of programmes continued to produce strong results at the Output Level, exceeding expectations (A+/A++) against each indicator. The milestone for Outcome 1 was met, Outcome 2 was exceeded and we fell slightly short for Outcome 3.

Output 1 (A+ rating)

1.1 Initiatives established to diversify and/or enhance livelihoods

| | |
|----------------|---------------|
| Milestone: 192 | Achieved: 188 |
|----------------|---------------|

1.2 Training events held with CBOs/CSOs on pro-poor, adaptive natural resource management

| | |
|-----------------|----------------|
| Milestone: 1013 | Achieved: 1124 |
|-----------------|----------------|

1.3 Training events held with CBOs/CSOs on advocacy and watchdog functions relating to pro-poor environmental sustainability

| | |
|---------------|--------------|
| Milestone: 72 | Achieved: 80 |
|---------------|--------------|

Underachievement of output 1.1 was due to slower than expected recovery from shortfall in 2012-13. Overachievements were due to strategy changes (e.g. from unanticipated funding in Tanzania, decision to focus work with an additional 30 existing CBOs in Nepal - with higher levels of capacity); and conservative milestones (following challenges in Colombia in 2013).

Output 2 (A++ rating)

2.1 Information, lessons, tools, approaches relevant to climate policy developed and shared

| | |
|----------------|---------------|
| Milestone: 173 | Achieved: 196 |
|----------------|---------------|

2.2 CSOs, CSO networks and influential actors engaged on climate policy

| | |
|----------------|---------------|
| Milestone: 247 | Achieved: 274 |
|----------------|---------------|

Overachievement here resulted from a greater opportunity to engage stakeholders (e.g. appointment of climate change focal points in each Ministry of the Government of Nepal).

Output 3 (A++ rating)

3.1 Information, lessons, tools, approaches relevant to responsible investment developed/shared

| | |
|----------------|---------------|
| Milestone: 153 | Achieved: 228 |
|----------------|---------------|

3.2 Influential actors or decision-making bodies engaged regarding investment policy/practice

| | |
|----------------|---------------|
| Milestone: 196 | Achieved: 225 |
|----------------|---------------|

Overachievement here was attributed to outputs being more widely promoted through partnerships with influential actors; additional outputs for emerging initiatives; engagement of a greater number of influential actors than anticipated (e.g. working with TCME on mining investment guidelines enabled us to target more companies and better influence government).

Organisational results

Improved beneficiary feedback: Use of a range of approaches to improve collection, analysis and use: participatory situational analysis (Kenya); participatory evaluations (4 programmes for IPR); 'real-time' feedback (e.g. community audits, Nepal); beneficiary/partner perception surveys (e.g. Stories of Change, Tanzania); new logframe indicator on beneficiary feedback.

VFM: Implementation of new guidelines, frameworks & tools; significant progress in criteria-based VFM assessment (e.g. leveraging funds in Colombia); portfolio-level VFM Assessment Framework informed decisions; some programmes utilising unit costing; WWF Programme Standards updated, linking VFM to the programme cycle; review of WWF Global Programme Framework included a VFM Assessment; new features on Insight (IT database) link results and finances; VFM framework used for WWF-UK Operations Review; VFM learning events.

Progress in gender mainstreaming: Included promoting representation of women in governance structures and community groups (Tanzania and Nepal), and initiatives to promote women's/girls' empowerment. WWF-UK Diversity Action Plan and Task Force were established as recommended by the 2013 gender mapping exercise.

Partnerships: Established relationships increase quantity and quality of results. Partnership types include: strategic (SWAUM & Basin Water Board); change-inducing (China-Africa & private sector); coalition (Brazil & Climate Observatory); knowledge-based (Coastal East Africa & Eduardo Mondlane University); capacity-building (Nepal & Community Forest Groups).

M: Summary Sheet of each Annual Review (FY14-15)

Programmatic results: Our portfolio of programmes continued to achieve strong results, with an overall output score of A+. Outcome-level attainment moderately exceeded expectations.

From 2014, we merged our policy outcomes (Outcomes 2 & 3). We also merged Outputs 2 & 3 which were identical but sat under their respective Outcomes. Outcome 1 and Output 1 remained the same.

Output 1 (A+ rating)

1.1 Initiatives established to diversify and/or enhance livelihoods

| | |
|----------------|---------------|
| Milestone: 209 | Achieved: 205 |
|----------------|---------------|

1.2 Training events held with CBOs/CSOs on pro-poor, adaptive natural resource management

| | |
|-----------------|----------------|
| Milestone: 1208 | Achieved: 1212 |
|-----------------|----------------|

1.3 Training events held with CBOs/CSOs on advocacy and watchdog functions relating to pro-poor environmental sustainability

| | |
|---------------|---------------|
| Milestone: 91 | Achieved: 119 |
|---------------|---------------|

Security concerns marginally affecting our ability to deliver livelihood initiatives in one micro-catchment (Colombia) resulted in a slight underachievement of output 1.1. Overachievement in 1.2 and 1.3 was due to an increase in staff capacity and greater demand for community training (e.g. changes in Kenyan national policy created a need for additional community sensitisation).

Output 2: WWF/partners identify and advocate and/or support more climate-smart, equitable and environmentally sustainable policies and practices (A++rating)

2.1 Information, lessons, tools relevant to climate/investment policy developed/shared

| | |
|----------------|---------------|
| Milestone: 448 | Achieved: 515 |
|----------------|---------------|

2.2 CSOs, CSO networks and influential actors engaged on climate/investment policy

| | |
|----------------|---------------|
| Milestone: 536 | Achieved: 600 |
|----------------|---------------|

Overachievement was due to increased staff capacity and accumulated experience of existing staff; adoption of more systematic approaches to engaging key stakeholders; use of strategic partnerships to promote additional analysis; and increased efficiency in programme delivery.

Organisational results

Delivery of outcome/impact level evaluations: Four of our eight programmes were independently evaluated in 2014/15. Conclusions included: the Coastal East Africa (CEA) Programme required to revisit some of their original assumptions, leading to redesign of components of the programme's approach; CEA Programme is also taking forward recommendations regarding better integration of gender, livelihoods and human rights issues, following an external review; WWF-Colombia is initiating activities to improve in VFM, gender & diversity, and learning (e.g. gender audit and staff training); WWF-Nepal was found to require better coordination of visioning work - timely given the need to re-strategise post-earthquake.

Improved monitoring & reporting of beneficiary feedback, through better triangulation of data on the adoption of policies/practices by higher order, institutional decision-makers. Feedback was gathered via key informants and storytelling techniques (including video stories).

Further advancements in VFM at the organisational and programmatic level: Increases in the organisational development budget to support strengthening of WWF Offices in the South and East; 15 VFM projects identified under the WWF-UK Operations Review have been progressed; continued collaboration in the PPA VFM Learning Group (with a view to developing sector-wide guidance materials in 2015/16); developing VFM capacity in partner offices (e.g. training and outreach via office 'champions'); VFM self-assessment tools - both programmatic and organisational - tested and used across PPA portfolio).

Further investment in learning from PPA progress and partners: A Portfolio Learning Workshop was held in November 2014. The workshop resulted in the creation of several working groups (e.g. VFM; gender & diversity), and an East Africa 'MEL Community of Practice', and sparked multiple partner-led learning initiatives. The working groups have enabled us to better monitor and provide guidance on programmatic and portfolio-level organisational change.

Smart Guide

The Programme Completion Report is the opportunity to reflect on the entire programme, its performance, achievements, lessons and how learning will be shared to inform future programming.

The Programme Completion Report 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 headline information on the programme and any follow up actions

Introduction and Context

Briefly outline the programme, results achieved and contribution to the overall Operational Plan and DFID's international development objectives. 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

Outcome Assessment

Brief assessment of whether the programme achieved the Outcome

Overall Output Score and Description

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

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

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 issues raised in previous annual reviews (where relevant)

Recommendations for future programmes

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 represented value for money?

Overall view on whether the programme was good value for money

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

Quality of risk management over the life of the programme. How were risks managed, the degree to which they were realised and/or mitigated.

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

Could DFID be a more effective partner

Asset disposal and value obtained by DFID

How were assets managed throughout the programme? How have they been (or will they be) disposed to get maximum value?

G: Conditionality

Partnership principles assessment

For programmes where we have decided to use the PPs for management and monitoring, PCRs should generally include an assessment of commitment to the PPs, including any concerns that have occurred over the year, the partner government's response, and details of any response by us. Teams should refer to the DFID guidance on reviewing projects.

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 is 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 programme

Direct feedback you have had from stakeholders, including beneficiaries

Monitoring activities throughout review period (field visits, reviews, engagement etc)

The Annual Review process