



WWF-UK Organisational Development Portfolio Mid-Term Review

Final Report

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Acronyms

MTR	Mid-Term Review
MYCP	Multi-Year Change Plan
OD	Organisation development
PPOW	Priority parts of the world
SMT	Senior Management Team
TG	Truly Global
ToC	Theory of Change

Executive Summary

The purpose of this Mid Term Review, (MTR) is to assess the effectiveness and efficiency of WWF-UK's investment in supporting OD processes in offices within priority parts of the world, (PPOW).

Overall the MTR concludes that the OD programme is making an important and valued contribution to the development of the offices in Brazil, China, India and Kenya and support should continue. It is seen as 'network best practice' and stronger than the Truly Global programme implemented across the WWF network. Central to this is the combination of it being flexible, with minimal restrictions on what funding can be used for, but with a structured process which ensures rigour, planning and accountability within the process.

It is difficult to robustly assess effectiveness and efficiency in a conventional way as **the programme had no clear measurable objectives or expected 'trajectory of change' when it was initiated. WWF-UK took a 'leap of faith' in investing 10% of its annual programme budget in the OD Portfolio** and there appears to have been little understanding of how to estimate the required financial resources or monitor or track an emergent 'process' based intervention. It is also unclear as to whether there was any agreed measure of overall success through which the portfolio could be held accountable. The Theory of Change, (ToC) that was developed was done so retrospectively and it is unclear what purpose it serves. Reporting generated to date does not systematically track whether expected organisational changes happen, or assess the contribution being made by the WWF-UK investment; it tends to primarily reflect achievements – or good news - within each partner country without documenting the input of WWF UK.

As the programme has developed it is clear that **a strong process methodology or 'theory of action' has been established and this is the basis of its success.** It follows clear OD principles and evidence with change being locally owned and support focusing on creating a 'critical mass' underpinned by an effective and honest partnership. **It involves the following stages:**

- 1. Develop a clear relationship with office leadership** based on: a common understanding of OD; an agreed facilitative role for the UK OD unit to support the Offices development of its own OD plan aligned with the office/country strategy.
- 2. Provide technical OD support to the office so the leadership team can develop this plan collaboratively** with their staff and partners.
- 3. Help support the implementation of the plan** by: funding identified activities/roles; providing technical OD support (e.g. facilitation, mentoring, business process design) and also facilitating functional support, (e.g. fundraising, systems, programme design support) either from within WWF-UK or from external agencies.
- 4. Help monitor and track the plan**, through both a clear 'proposal for expenditure process' which allows offices to review and explain any changes in course in the plan; and reporting processes which show what changes/achievements have occurred.
- 5. Capture learning and then use this evidence to advocate** and influence other members of the WWF network to follow this approach and support the office development in a coherent way

The MTR team feel the WWF-UK OD unit is strong in delivering the first three of these stages but more work is required in stages four and five if the process is to be completed effectively. The approach in general is stronger when it is applied in a bilateral

relationship or when additional support (from other WWF partners) is coherent and follows the same process.

The unit itself is viewed highly positively and their support is valued and perceived as effective. This is based on strong OD technical knowledge, good programme management skills and a willingness to engage collaboratively. There is some concern that as the unit is small the development of institutional memory may be limited. **The major concern over the programme is around communication and this applies to WWF-UK as a whole.** There is a lack of coherence in messaging about the OD programme from different parts of WWF-UK and the OD Unit and Management Team have not yet managed to create a clear shared understanding of what OD is and how you do it.

The four countries have all progressed or ‘delivered’ their OD programmes differently which is not surprising given the process approach taken and the differences in their circumstances and ‘starting points’.

Kenya is seen as having progressed significantly, in particular it is seen to have embraced the OD philosophy; developed a good OD plan and capacity to manage change processes; and developed its organisational systems and processes. Its development to becoming a National Office is a very public achievement. **A major challenge though for Kenya will be financial sustainability.** At present it appears unrealistic to think it will be able to raise sufficient funds from outside the WWF network to be a viable independent entity.

India is a well-established national office and has started from a strong base. There is a clear sense of a cultural shift with increased levels of confidence and institutional/network leadership. There are good examples of technical improvements through support to the Marine Programme and improvements in organisational systems and processes. There is a concern as to whether changes in culture have filtered down to state offices and further work required to develop fundraising and results based performance management systems; however there is a good base for sustainable organisational development.

Brazil has undergone a period of high turbulence with a high level of senior management turnover which has affected progress. The recent mid-term review highlighted the need to align all of the different OD plans into one. Staff turnover, plus a difficult political and economic operating context in the country has proved a challenge, but there is a sense that Brazil’s OD work to date has helped the office through this difficult period. Brazil might not be in the strategic position that had been planned, but has taken significant steps to strengthen itself as an institution.

China has taken a slightly different route and focused on developing a series of four complementary organisational structures. The recent registration as a Chinese NGO under the Chinese Charity Law, official recognition as a legal foreign NGO and creation of the China Advisory Board are highly significant changes from the offices past as a Programme Office. **China has been a recipient of ‘OD’ funding from many WWF offices and this support has not been provided coherently, with different donors having different expectations.**

The programme does use a scorecard approach to consolidate and synthesise activities undertaken based on the six dimensions of the Truly Global Programme. This provides a less positive view of achievements than annual reports and the MTRs done by the countries themselves. When looking across the dimensions, change is happening, but is limited so far: **there is some positive change in ‘foundations in local society’, ‘policy, advocacy and network expertise’ and strategy; but limited progress in accountability, mature leadership and organisation, and sustainable funding.** The MTR team’s professional view is that the degree of change is perhaps a little less than might have been expected. However, given no expected trajectory was outlined, this is a subjective opinion. It also reflects two things, (a) the need to develop a strong

foundation of plan change drivers, and resources before there is real movement, and (b) a lag between investment and change.

Given the OD process based approach it is difficult and potentially unhelpful to try and attribute change that has happened directly to the WWF-UK’s OD programme. To some degree if the Offices think change is theirs and down to their actions then it is more likely to be sustainable. The MTR has tried to make an assessment about which achievements do link to WWF-UK ‘s OD support. The documentary evidence currently produced regarding OD does not adequately capture the UK’s contribution to achievements in the countries.

All offices could identify clear ‘OD’ achievements and there is some commonality over what these are. They include: the hiring of new staff; improved strategy processes and outputs; improved external communication tools and processes; changes in organisational structure or business process; partnership development and leadership/management development. However, **the one central change that most offices aspired to was a change in culture to become more independent, participative and results focused.**

A large number of factors were identified by stakeholders as contributing to effective progress; less were identified that held back change, though they were more consistent. Table 1 below summarizes these.

Table 1: Factors contributing to achievements and gaps

Most mentioned positive factors	Most mentioned negative factors
Clear engagement, ownership and drive from a leadership team	Different approaches to OD and strategy within WWF network
OD Strategy allowing expenditure on what is needed/non-prescriptive but significant OD funding	Insufficient skills and human resources to implement change and absorb available funding
Expert but flexible OD support – combination of: instrumental technical advice, facilitation, safe space, critical but friendly challenge	Lack of, or changes in leadership/staffing
OD expertise and increased capacity within country office	Wrong relationship: donor-recipient rather than collaborative partner
	Mixed messages/approaches to OD from UK staff

Sustainability is a major issue and needs to be seen as a WWF network system-wide challenge. It isn’t simply a case that offices in the South and East need to change and develop, but also those in the North as they adapt and collaborate with stronger partners close to and responsible for delivering conservation outcomes. WWF organisations in the North are going to have to give up some control over how ‘supported’ offices operate and may need to reduce the amount of programme work they do.

There is a need to review and expand the understanding of what is realistic for a strong sustainable office within a network context. It is clear that currently all four recipient offices are still highly reliant on funding from other WWF network partners and this is unlikely to change in the short term or even at all for some offices. WWF-UK is in a good position to start this conversation and also to help bring some coherence to how the network views OD and how you do it.

The MTR makes the following recommendations for going forward:

1. **The programme and philosophy of OD support should continue in the four countries that have been reviewed.** The MTR suggests all countries are on a positive trajectory and the process based OD approach can be effective. Even in countries where results are not as strong as anticipated, there should still be a return on investment and lessons learnt. The ‘intervention logic’ of taking a process approach would also suggest that WWF-UK is unlikely to be able to fully assess the impact and effectiveness of the support until a full cycle is complete. Furthermore, budget allocations should be reviewed to ensure they are still realistic and appropriate given OD plans and absorption capacity.
2. **Develop an enhanced Theory of Change where the primary focus is on, (a) the development of a clearer planning and monitoring tool, and (b) providing evidence for learning about how WWF Offices can be strengthened and the contribution OD support can make.** The WWF-UK OD unit should lead an inclusive process – in line with the current OD philosophy – and the outputs/products should inform a final programme evaluation. As part of that process the MTR team suggest that the ‘model of a Strong Office’ be reviewed and adapted to include an assessment of the enabling environment and also an offices ability to manage change. The potential for financial sustainability/self-sufficiency for WWF offices in the context of the ‘model of a Strong Office’ should also be considered and the UK’s expectations clarified.
3. **WWF-UK to more clearly articulate the anticipated/desired ‘end state’ of OD interventions and the trajectory of change required to meet this goal.** This could focus on identifying which changes they expect to happen first and how much external and internal factors shape this trajectory as they are likely to be different in different contexts.
4. **WWF-UK unit to increase focus on documenting interventions more systematically and more thoroughly.** Prior to work taking place they should outline what change (strong office dimension) they hope to influence and what key factors are likely to support or challenge expected outcomes. The main purpose of this is to increase learning and understanding about what works and how the OD process unfolds in different contexts. OD reporting processes should be reviewed to ensure they sufficiently capture the data required to track progress relating to the ToR.
5. **WWF-UK to enhance the OD support model.** The MTR team suggest the following elements should be a part of this:
 - a) Further developing its own OD strategy/plan and communicating it more extensively both internally and externally. One element of this should involve reflecting on how stronger offices in priority areas impact on how WWF-UK works, how it is structured, what its core capabilities need to be in the future and what change processes will be required.
 - b) Advocating for and leading a WWF review of the network and the roles and expectations of the network as a whole and of offices in the North as those in the South and East get stronger. The MTR also suggest this involves a review of what a strong office looks like and the expectations of National and Programme Offices in the future, in particular focusing on: who should manage programmes and how the network can optimise its fundraising and communication/advocacy function as a whole
 - c) Leverage its comparative advantage within the WWF network as an OD expert to better communicate its OD approach, build a commonly held understanding of OD, and develop a manual/toolbox other offices can use to implement it.
 - d) Develop clear guidelines as to how partner offices can access support from beyond the OD unit. This would help both recipient offices and other parts of WWF-UK who are keen to help, yet may not know how their help can be accessed. These guidelines should include expectations as to when face-to-face engagement is necessary and appropriate.

- 6. If WWF-UK is considering extending its OD support to other countries then it should ensure it does a thorough assessment of absorption capacity and the degree to which there is an enabling environment before investing.** The MTR team are aware that other countries (e.g. Columbia and Tanzania) are receiving support/being considered for it. Recognising that there may be opportunities and demand to support other offices before this programme is over; the MTR team do not think waiting for an end point evaluation is necessary. However, WWF UK may want to prioritise at this stage chances of success over conservation priorities in their decision making.
- 7. WWF-UK to review its OD Governance and Management structure.** External stakeholders are getting mixed messages as to the OD approach from different parts of the organisation. There is a lack of clarity over the role of the OD council and how it overlaps/links in to the executive group. This process may not lead to any fundamental change but should facilitate and/or reinforce a clear understanding of roles and responsibilities. In particular it should reinforce processes by which other units of WWF-UK engage and provide support to OD processes to ensure there is clarity of approach and that opportunities for greater synergies between units are utilised.
- 8. WWF-UK to undertake a light review of the make-up of the OD Unit.** The primary concern of the MTR team is that institutional memory and technical OD expertise is held by two staff members. It may be helpful in this review to consider whether the unit requires more staff, in particular to assist in learning processes, or whether succession planning processes need to be considered to ensure additional technical capability is being developed or is available.

A: Introduction

Since 2013 WWF-UK has been pursuing a strategy of investing significant levels of unrestricted funds in building strong offices in four key partner countries – Brazil, China, India and Kenya – known within WWF-UK as Priority Parts of the World (PPOW). This investment has established the WWF-UK Organisational Development Portfolio, implemented by the WWF OD Unit and overseen by an OD council, made up of WWF-UK senior leaders.

WWF-UK feels the OD portfolio has reached a stage of implementation which allows for meaningful reflection and learning. To this end IOD PARC were engaged to conduct a mid-term review (MTR) in order to strengthen the management of the WWF-UK OD portfolio, and to help WWF-UK make informed decisions regarding their immediate and longer term OD actions and strategy.

Each of the PPOW offices has developed its own OD programme. The focus of the MTR is not on assessing the performance of the OD programmes of the four portfolio recipients but on the contribution and effectiveness of WWF-UK's support to their office strengthening initiatives.

WWF is a global network with offices throughout the world. A network wide OD initiative, Truly Global, has been running over a similar timeframe (2015-2017) and involves the provision of funds to assist Programme Offices – which are managed by the network – to become independent National Offices. There are a number of overlaps between the WWF-UK OD portfolio and Truly Global. Firstly, WWF-UK is a financial contributor to Truly Global; secondly, China and Kenya are both Programme Offices and receiving Truly Global support; thirdly, Truly Global has developed a model of a 'strong office' based on six dimensions, these dimensions underpin WWF-UK's 'scorecard' which is the basis for tracking the improvements/achievements made by the recipients of OD support.

Review Methodology

The Terms of Reference, Annex 1, outline the following questions for the MTR:

Q1) Is OD delivery going to plan?

Q1a) Is WWF-UK's OD Unit delivering efficiently and effectively on the OD support commitments made in 2013: what are the key achievements and gaps?

Q1b) Are partner countries delivering on their committed OD work: what are the key achievements and gaps?

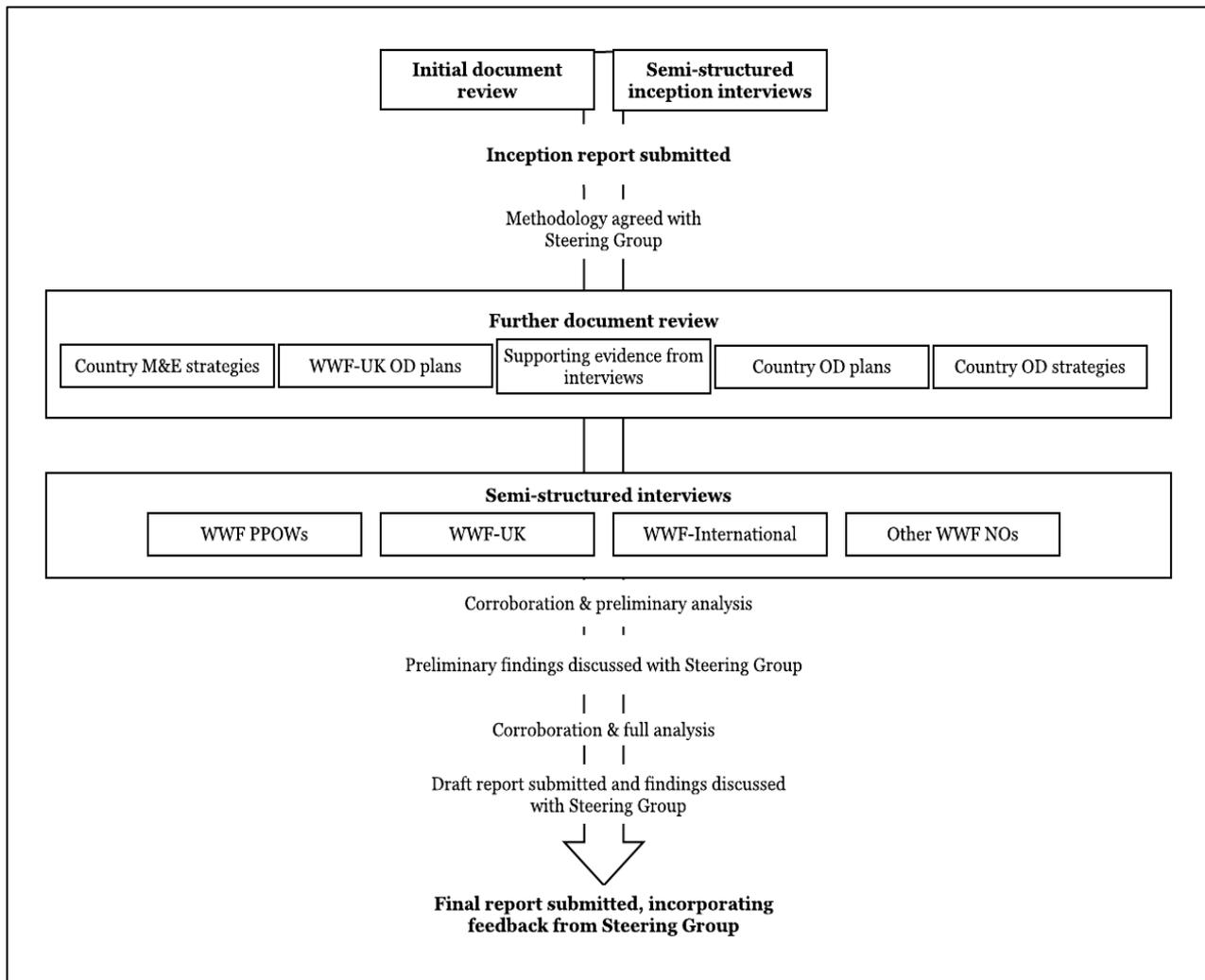
Q2) What factors contributed to the key achievements and gaps identified in questions 1a and 1b?

Q3) Does WWF-UK's current OD 'Theory of Change' reflect these factors (identified in Q2) and what needs to change?

Q4) How should the findings of this MTR change the design and implementation of the WWF-UK OD work going forward?

The primary inquiry processes used to address these questions have been a review of documentation and semi-structured interviews. Figure 1 below provides an outline of the process used, Annex 2 gives a list of documents reviewed, Annex 3 a list of the stakeholders interviewed and Annex 4, provides more detail on the methodology and specific data collection challenges.

Figure 1: MTR Methodology: A Consultative Process



Features of the MTR Approach

There are some fundamental elements of the methodology that require further explanation as they have helped refine the MTR approach. These relate to how the WWF-UK OD Portfolio has been designed; its underlying intervention logic and philosophy; and how these affect review and evaluation processes.

A recent think-piece commissioned by WWF-UK gives an overview of some of the features of evaluating OD.¹ The main challenge is that OD is often conceived of as a process based intervention and so is different than most linear, cause and effect project based models. This is the case with the WWF-UK OD Portfolio. The reason for this approach is that evidence suggests ‘change’ or organisational improvement, is most effectively facilitated when it is locally driven and collaborative. Therefore, expected ‘results’ are not set at the outset, they are expected to emerge from the process.

¹ Britton, B. and Lipson, B. and Cronin, O. (2015) ‘Exploring qualitative approaches to assessing change in Organisational Development (OD) Programmes’. Framework . Accessible at http://www.framework.org.uk/wp-content/uploads/Qualitative_Approaches_External_Document-COVERS-signed.pdf

It is important that this philosophy and intervention logic feeds in to any evaluative process. Furthermore, as outlined in Figure 1, the MTR team have tried to make the review a collaborative and interactive yet systematically planned process. It also makes answering question like “is OD delivery going to plan?” difficult as the original ‘WF-UK OD plan’ is not a linear one with clear start or finish points, or specific milestones. The Portfolio uses a scorecard based on the six dimensions of the Truly Global programme; however there is no predetermined trajectory of progress in those dimensions against which effectiveness might be judged.² Efficiency is also difficult to assess as there is limited data on activity costs (both in terms of finance and human resources) as well as limited links between activities and desired or actual monitored changes. There is a good rationale for this – the UK OD unit doesn’t want to impose a change plan on the recipients - but it does provide boundaries to the level of analysis possible.

Questions (1a) and (1b) ask the MTR team to identify key achievements and gaps. The main data sources for this were written documents as well as interviewee perceptions. A limitation to this, is that there is no protocol over what ‘counts’ as an achievement. In the intervention logic an ‘achievement’ should involve evidence of organisational change, however what is often reported is the achievement of an activity which may, or may not, lead to any significant improvement. At present there has been no clear approach which links ‘achievements’ to changes in scorecard assessments. There is also very little data or reporting on gaps and their significance.

To try and provide a useful analysis the MTR team have, where possible, made ‘inductive leaps’, or judgments by pulling together different evidence streams to address these issues. We have also made recommendations on how to take the ToR forward so it can provide the foundation for a robust monitoring framework in line with the portfolio philosophy.

² The degree to which the objectives of an activity have been/are going to be achieved

B: OD Portfolio Overview and Approach

In November 2012 the WWF-UK 2014-2018 strategy pledged to support work in four “priority parts of the world”; China, East Africa, India and the Eastern Himalayas, and Brazil and the Amazon. In December 2012 Glyn Davies (Executive Director, Global Programmes) and David Nussbaum (former CEO, WWF-UK) visited the WWF Eastern Southern African Regional Programme office in Nairobi, WWF-China and WWF-India to identify what these partners wanted from the UK under its new strategy. The feedback gathered was that these partners lacked unrestricted funding for crucial country needs and that this was not being provided by National Offices.

In January 2013 the WWF-UK OD Council and OD Unit were established to define what OD investment meant for WWF-UK, agree OD plans with PPOW offices and the UK’s role in implementing them. Also in January 2013 the UK’s five year strategy was put into action and £4m per year allocated for the investment in OD with network partners. In May 2013 the WWF-UK Executive Group received an OD Programme Briefing note and approved its definition of OD, how the OD budget could be spent, and roles and responsibilities for OD work. In 2013 the Truly Global initiative was launched, alongside the Strong Office Framework. The following year in March 2014 the WWF-UK Programme Committee requested OD reporting for each PPOW country based on the six Truly Global building blocks.

Within the portfolio OD was defined as “the strategic, transformational process which supports and enables a WWF organisation to clarify and achieve its organisational goals”. This definition, though accurate in terms of what OD aims to achieve, perhaps needs further unpacking. OD as a discipline has a long history and draws from many academic and practical disciplines. In essence, it has always been concerned with change and how it can be managed. At its centre is a view that change is both human and subjective as well as a rational process³. Change can be resisted or driven.

WWF-UK’s approach is to focus on the need for ownership and commitment to change – so the intended destination and process for getting there needs to be identified and led by those who are most affected by it. The process itself is not just a means to end. This is both a philosophical and practical position – OD achieves better results when it is owned. It also means support is facilitative and non-directive; with a clear balance between expert advice and process support.

There is also a question as to how much change can be fully planned, particularly in complex settings where it is difficult to predict all variables or future behaviours. WWF-UK’s approach has been to take a fundamentally emergent view of the OD process, which recognises that plans need to adapt where necessary.

It is not clear from documentation how country planning processes were translated into resource allocations, so how the allocated £4 million per year was split between the four countries. It is also difficult to accurately compare allocations as budgets are in local currencies (so subject to exchange rate fluctuations) and budget line definitions vary. From recent financial sustainability reports it seems that in 2015 approximately £2.2 million was spent and in 2016 £3.12 million. In 2017 budget expenditure is £3.46 million.

Proportionally China has spent the most funds with approximately 43% of total spend in 2015 and 45% in 2016. Brazil spent 27% in 2015 and 19% in 2016; Kenya 18% and 17% and India 12% and 16%⁴. India has been most off track spending roughly half of its expected budget in the first two years. The

³ Cummings, T. and Worley, C. (2014) *Organisation Development and Change*. 10th Edition, South-Western College Publishing.

⁴ These figures are approximate and have not been forensically verified; however the MTR do think they are useful in giving an overall picture of the portfolio and how it has been implemented against expectation. There may be errors of up to 5% given differences in accounting approaches.

other three countries underspent by approximately 20% in year 1 but are close to target in year 2. In discussions/interviews underspend has been attributed to three main reasons: (a) no clear resource plan or modelling prior to the global £4 million pound budget being set; (b) over-estimation of absorptive capacity; and (c) unexpected lags in the process either in finalising plans or translating plans into activities.

It is difficult to track precisely what money has been spent on as activities are recorded locally and the OD Portfolio uses an unrestricted funding modality. Some countries try to classify expenditure based on the Truly Global pillars but this is inconsistent and there is also overlap in terms of where activities are focused. Portfolio documentation outlines the following types of interventions which are likely to be undertaken, but again this is quite a loose list and doesn't track exactly what money is spent on in these categories. In essence, funds are being used to: (a) support the development of strategies and plans; (b) pay for activities within those, or other pre-existing plans that can't be funded from other available sources; (c) develop the human capabilities of the organisations – either through leadership development, training or recruitment; and (d) supporting the development of organisational systems, processes or programmes.

Of more importance is to understand the process which leads to interventions being initiated. This is not clearly outlined in documentation. However, the following OD 'theory of action' – verified through interviews – suggest that there is a reasonably generic and consistent process:

1. Develop a clear relationship with office leadership based on: a common understanding of OD and an agreed facilitative role for the UK OD unit in supporting the Offices own development of an OD plan in line with the office strategy.
2. Provide technical OD support to the office so that the leadership team can develop this plan collaboratively with their staff and partners.
3. Help support the implementation of the plan by: funding identified activities/roles; providing technical OD support, (e.g. facilitation, mentoring, business process design) and also facilitating functional support (e.g. fundraising, systems, and programme design support) either from within WWF-UK or from external agencies.
4. Help monitor and track the plan, through both a clear 'proposal for expenditure process' which allows offices to review and explain any changes in course in the plan; and reporting processes which show what changes/achievements have occurred.
5. Capture learning and then use this evidence to advocate and influence other members of the WWF network to follow this approach and support the office development in a coherent way.

At present, based on a review of documentation and interviews stages The MTR team feel that stages 1 to 3 are now reasonably embedded in WWF-UK's OD practice; stages 4 and 5 require further development. Annex 5 provides a more in-depth commentary of the OD 'journeys' and programme implementation in each of the four recipient countries.

C: Review Findings

The MTR findings are primarily structured around the review questions. The overall purpose though, is to build and communicate an understanding of whether the OD portfolio is, “moving in the right direction” and helping to support the development of stronger offices who can deliver improved conservation impact.

Q1: Is OD delivery going to plan?

Q1a) Is WWF-UK’s OD Unit delivering efficiently and effectively on the OD support commitments made in 2013: what are the key achievements and gaps?

As outlined in the methodology section it is difficult to robustly assess effectiveness and efficiency in a conventional way as the programme had no clear measurable objectives or expected ‘trajectory of change’ when it was initiated. WWF-UK has in effect taken a ‘leap of faith’ in investing 10% of its annual programme budget in the OD Portfolio and there appears to have been little understanding of how to estimate the required financial resources or monitor or track an emergent ‘process’ based intervention. It is also unclear as to whether there was any agreed measure of overall success through which the portfolio could be held accountable. Reporting data at present does not systematically track whether expected organisational changes happen, or assess the contribution being made by WWF-UK investments or support; it tends to primarily reflect achievements – activities, or good news - within each partner country without documenting the input of WWF UK. There is also limited reporting of ‘gaps’.

The primary sources of data for this question has been interview responses, these have been triangulated as far as possible with documentary evidence.

Effectiveness and Efficiency

Overall the WWF-UK unit is seen as effective in that it is demonstrably supporting organisational change in the four country offices, and the OD programme is seen as current ‘network best practice’ in OD. Its key areas of strength are seen as:

- Provision of high quality technical OD support .Underpinning this view of quality is a collaborative structured process approach based on strong appropriate partnerships. Staff are seen as experienced; they understand the realities of working in the field and have a strong background in OD. Good support is seen as flexible, context specific and involves a combination of: advice, facilitation, technical input, critical challenge and coaching/mentoring.
- Support to the development of strong, locally driven OD plans in line with country strategies is seen as extremely helpful both in creating a ‘critical mass’ of support within the organisation, developing a shared understanding of OD at the national level and providing the basis for developing identified areas for support and funding.
- The programme is seen as well managed, and the process for releasing funds is seen as helpful and efficient. The willingness to fund a range of activities including staffing gaps, based on locally developed and owned plans is highly valued. Reporting is seen as important, though sometimes there is a sense that it is driven by the needs of the UK rather than partner needs. This approach in general is seen as far stronger than the ‘blank cheque’ approach of Truly Global as it provides more guidance and support to a difficult process.

Areas of weakness are:

- A lack of coherence in messaging from different parts of WWF-UK. At times it is not clear if WWF-UK staff are all on the same page and have a shared understanding of the OD process and what it is trying to achieve. It is important that organisational improvements feed into improved conservation outcomes, though it is unclear how this should be assessed or when ‘results’ are expected, and how important they are.
- The ‘process model’ is not complete. At present a lot of work has been done based on an emergent process. It is unclear what WWF-UK’s exit strategy is and how sustainable change will be institutionalised. From recipient partners perspective one element of this is that WWF-UK and other network members in the North will also need to change. As they get stronger and do more fundraising or programme management their expectation is that WWF-UK is likely to need to do less. It would be helpful if WWF-UK’s OD process was clearer and illustrated that they ‘practiced what they preach’. Overall strengthening of local offices should be seen from a network wide perspective and the implications of these shifts addressed across the network
- It would be helpful to have more face-to-face engagement as OD is a sensitive and highly context specific process which relies on strong relationships. Technical input in particular has been clearly enhanced by providers spending time in-country and getting to know the particular challenges. There is recognition of the importance of the carbon budget; however it would improve the likelihood of successful outcomes. insufficient face-to face relationship building and technical input (communications, fundraising, systems development).

It is difficult to assess efficiency as no clear measures have been set out. One measure is level of expenditure against target. Table 2 below illustrates that on this measure the OD programme has not been very efficient. However, it is clear that original budgets were very much ‘guesstimates’ and were over ambitious. They did however clearly indicate intent and showed both internally in WWF-UK and externally to partners that WWF-UK was serious about its level of investment and confidence in the OD process.

Table 2: OD Expenditure against target.⁵

	FY15			FY16			FY17	
	Budget	Actual	Variance	Budget	Actual	Variance	Budget	Actual
Brazil	790,203	596,110	25%	688,892	585,184	15%	734,063	-
China	1,233,728	950,359	23%	1,500,621	1,491,364	1%	819,085	-
India	673,333	271,368	59%	932,208	509,939	45%	1,165,714	-
Kenya	482,667	379,493	21%	531,073	528,530	0%	737,119	-

⁵ This table draws together data from programme documentation and the financial sustainability reports undertaken by WWF-UK. Differences in accounting processes and currency exchanges will impact on the accuracy of the figures. However they should still give a sufficiently accurate picture to show expenditure trends.

Achievements and Gaps

To answer this question, it is important to be clear on what is meant by an achievement. In looking at the WWF-UK OD programme one of the MTR team’s criticism is that there is rather a limited monitoring framework. Though we accept and understand the ‘process’ based philosophy which underpins the programme, it is important that success is based on the influence that the programme has on changes in the relative strengths of the recipient partner offices and not just on the completion of activities or production of outputs.

At present the main reporting mechanism – the OD scorecard – is based on the Truly Global model of ‘Strong Offices’. This framework has six dimensions but the WWF-UK OD approach is relatively flexible within that framework. Each country identifies its own set of indicators within each of the dimensions and reports on progress against these.⁶ These are then colour coded to show progress. Figure 2 below gives a summary synthesis of the degree to which change has occurred across the 6 dimensions.

What this shows is that progress has varied though there is more positive change in ‘foundations in local society’ and ‘policy, advocacy and network expertise’. There has been limited progress in ‘clear strategy’, ‘accountability and sustainable funding’ and ‘mature leadership and organisation’.

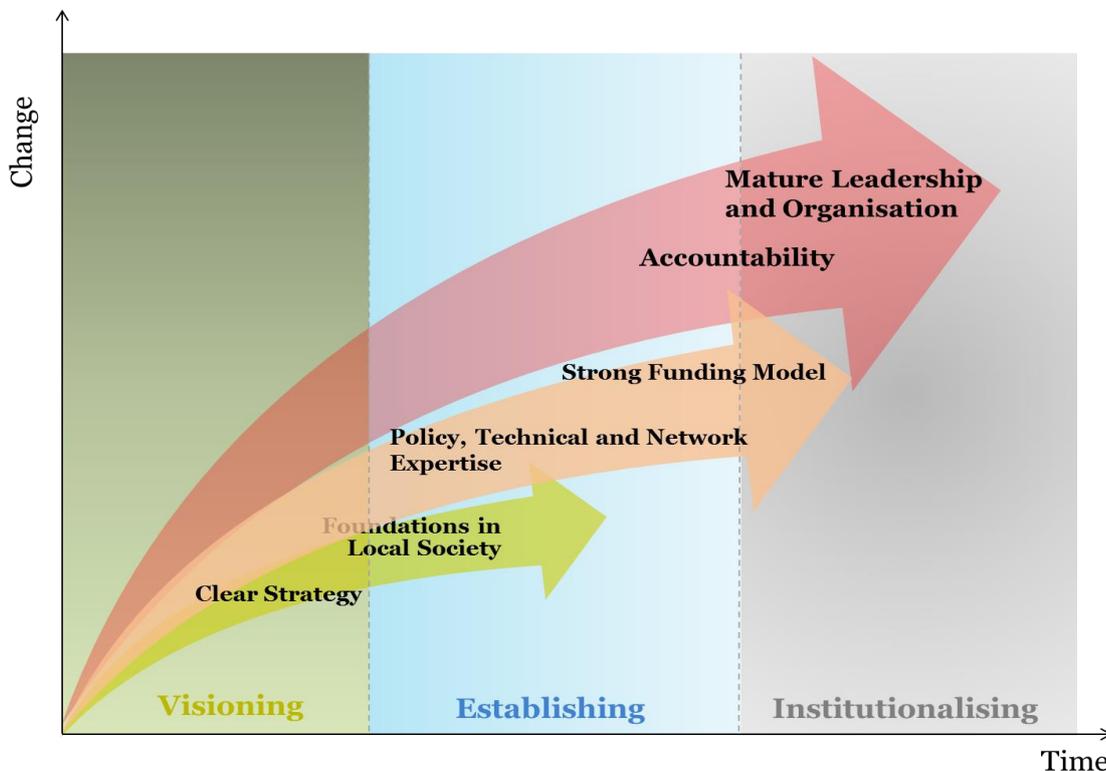
Figure 2: Summary of national scorecard reporting (September 2016)

	Brazil	China	India	Kenya
Foundations in local society	●	●●●●	●●	●●●●
Clear strategy	●	●	●●	●
Sustainable funding model	●	●●●	●	●
Policy, advocacy and network expertise	●	●●●	●●	●
Mature leadership and organisation	●●●	●	●●●●	●
Accountability	●●	●	●	●

Figure 3 below, is the MTR teams attempt to roughly illustrate, from what we have seen, a pattern as to how offices are currently developing or might continue to develop. The ‘results’ from the scorecard analysis suggest there might be a sequence in terms of how change is being facilitated.

⁶ When selecting indicators across the dimensions each country might have a different number in each dimension, this is why the ‘number of dots per country in each area varies.

Figure 3: Illustrative model of how change happens in WWF supported offices



This model suggests a three phase approach of visioning, establishing and then institutionalising change. This could inform the monitoring of the programme, where changes in these areas are tracked and then the contribution of OD support to those changes assessed. OD support would focus in the early part of the programme in seeing ‘results’ in the clear strategy and foundations in local society dimensions. Work would need to be underway to contribute to changes in the other areas but ‘results’ should expect to take longer and may rely on those early dimensions being achieved first. This approach may also help resource planning, in particular, in this type of model you would probably expect an early ‘spike’ in expenditure to address change management capacity gaps at the beginning and to organise visioning workshops for instance; and then a later ‘spike’ as you look to build/support local technical expertise and knowledge in fundraising, programme support etc.

It is important to note that this model is not and will not be the same for all WWF offices. China is perhaps a good example of where there is a perceived need to get some of the ‘mature organisation’ and accountability structures in place first, before developing in some of the other dimensions.

Q1b) Are partner countries delivering on their committed OD work: what are the key achievements and gaps?

It is clear that progress has been different in the various partner countries, though all have seen positive change. The MTR have drawn together a detailed table, drawn from documentation outlining the key achievements in each of the recipient WWF offices. This is included in Annex 6. These are a mix of activities, outputs and processes. Therefore, not all of them are evidence of sustainable organisational change. What is difficult to do is to attribute or identify the level of contribution WWF-UK OD support has had on these achievements. In Annex 6 we have made an attempt to assess how significant WWF-UK OD support has been, though in some instances we have insufficient evidence to make a clear judgment. There is little documentation of where there are clear gaps.

Interviews provide an interesting collective subjective view as to the progress countries have made. One common feature is all countries feel that the OD support programme has illustrated and legitimised the importance of effective ‘backroom’ organisational functions. The following paragraphs describe briefly the progress made in each country so far.

Kenya is seen as having progressed significantly. In particular it has been seen to have embraced the OD philosophy; developed a good OD plan and capacity to manage change processes; and developed its organisational systems and processes. Its development to becoming a National Office is seen as a very public achievement.

India is a well-established national office and is viewed as starting from a strong base. The major change observed is primarily attitudinal. There is a clear sense of a cultural shift with increased levels of confidence and institutional/network leadership. There is a good example of technical improvements through support to the Marine Programme and improvements in organisational systems and processes. There is a concern as to whether changes in culture have filtered down to state offices and also further work to be done to further develop fundraising and results based performance management systems. However, there does seem to be the basis for sustainable organisational development.

Brazil has undergone a period of high turbulence with a high level of senior management turnover which has affected progress. The recent mid-term review highlighted the need to align all of the different OD plans into one. This turnover, plus a difficult political and economic operating context in the country, has proved a challenge. That said, there is a sense that Brazil’s OD work to date has helped the office through this difficult period. Brazil might not be in the strategic position that had been planned, but has taken significant steps to strengthen itself as an institution.

China has taken a slightly different route and focused on developing a series of four complementary organisational structures. The recent registration as a Chinese NGO under the Chinese Charity Law, official recognition as a legal foreign NGO and creation of the China Advisory Board are highly significant changes from the offices past as a Programme Office.

Achievements and Gaps across the countries can be roughly categorised as observed in table 3 below. These are in order of how often they are mentioned and in general more achievements than gaps were reported. There is no consistent pattern which would suggest WWF-UK OD significantly supports any category more than any other.

Table 3: Synthesis of Achievements and Gaps

	Achievement	Gap
1.	Hiring new staff	Developing a ‘results’ culture and effective M&E/performance management
2.	Improved strategy processes and outputs	Internal communications processes
3.	Improved external communication tools and processes	Fundraising capability
4.	Changes in Organisational structure or business function/process	Capacity to manage change and ‘still do the day job’
5.	Facilitated consultation/partnership development processes	
6.	Leadership/Management development	

Q2: What factors contributed to the key achievements and gaps identified in questions 1a and 1b?

There is a relatively high level of consistency in the key factors identified as having contributed to the current level of progress. The most common is strong senior management leadership at a country level with a clear vision and commitment to develop their organisation. OD support has been seen as important, in particular because of its flexibility and the willingness of the UK OD unit to allow it to be used to fund a variety of activities, posts and interventions based on a collaboratively developed plan. Available OD expertise/leadership in country has also been seen as important, though the degree to which this needs to be in the form of an OD manager post has varied. The quality of the OD support provided by WWF-UK is also important. ‘Good’ is perceived as being flexible and broad so includes a mix of effective facilitation, technical advice and critical, but friendly challenge. It also requires a clear understanding and willingness to develop an appropriate relationship and work within the specific national context and so not be overly prescriptive. A structured managed OD process is seen as helpful in developing an appropriate plan and keeping it on track, though if reporting becomes too onerous this value is undermined.

There are a number of key factors that are seen as barriers to progress. The most commonly mentioned was the lack of consistency towards OD/supporting office growth amongst different parts of the WWF network. Where countries had ‘different masters’ with their own approaches, aims and expectations this became a significant obstacle to a coherent approach to growth. A lack of capacity, be this skills and, or people to implement planned changes was also seen as highly significant. As was changes in leadership and/or turnover in key staff. External support is highly valued, though all countries felt that if there were significant ‘positive drivers’, a ‘critical mass’ and an enabling environment then change would happen without additional funding, though at a slower pace. Another common comment was the lack of consistency in the messaging and communication from the WWF-UK team which sometimes confused and delayed action/progress.

Table 4 below tries to synthesis the identified factors based on the consistency of responses. It is important to note that in both the literature and in the interviews that were conducted, there were more positive factors identified than negative. However, the level of consistency on the negative factors was higher. There are also differences depending on who the respondents were. Country respondents’ in particular highlighted access to flexible funding, appropriate relationships and limited absorption capacity very highly; UK/International respondents focused more on leadership and the importance of strategy and plans.

A number of factors that were talked about were implicit and harder to clarify. The importance and value of face-to-face interaction was a constant theme but always within the context of a concern for WWF’s carbon footprint. There were also concerns about what will happen next and how the WWF-UK process/support will end and what sustainability will look like.

A number of interviewees mentioned the overlap between the MTR and the development of the case study noting that a lot of the questions were the same/similar.⁷ The ‘results’ of the two inquiry processes do in general seem to be similar; one point made in the case study though and not captured in the MTR interviews, was the importance of the drive/initiative of the UK Board to fund the WWF-UK OD Programme. From the evidence we have, this seems to have been primarily an intuitive ‘leap of faith’ rather than based on any specific evidence.

Table 4: Identification and analysis of key Performance Factors

⁷ The WWF UK OD Portfolio: A Case Study’ (2017), Bruce Britten, commissioned by WWF-UK OD Unit

Consistency of Identification	Factors Contributing to Achievements	Factors Contributing to Gaps
High	<ul style="list-style-type: none"> ● Clear engagement, ownership and drive from leadership team ● OD Strategy allows expenditure on what is needed/Non-prescriptive but significant OD funding ● Expert but flexible OD support – combination of instrumental technical advice, facilitation, safe space, critical but friendly challenge ● OD expertise and increased capacity within country office 	<ul style="list-style-type: none"> ● Different approaches to OD and strategy within WWF network ● Insufficient skills and human resources to implement change and absorb available funding ● Lack of, or changes in Leadership/staffing ● Wrong relationship: donor-recipient rather than collaborative partner ● Mixed messages/approaches to OD from UK staff ● Overly onerous monitoring and reporting, can undermine partnership
Medium	<ul style="list-style-type: none"> ● Real cultural/attitudinal shift – more important than reporting numbers ● Structured process/programme management including review and monitoring – much more effective than just funding ● Collaborative approach leading to the right power dynamics ● Identification of clear vision of where office wants to go and strategy and plan to get there ● Access to non OD technical advice support when needed 	<ul style="list-style-type: none"> ● Limited engagement beyond capital or management team ● Difficulties in accessing the right technical support at the right time (e.g. communications, fundraising, operations) ● Lack of shared understanding of OD ● Lack of understanding by UK of specific context/degree to which there is an enabling environment ● Non- strategic use of funding, just filling budget wholes
Low	<ul style="list-style-type: none"> ● Understanding of context – plan fits culture of country and WWF office ● Clear plans to address specific issues including effective technical support ● Sense of an exit strategy 	<ul style="list-style-type: none"> ● Lack of clear exit strategy ● No clear model of sustainability in WWF context. No discussion about whether one size fits all ● Insufficient selling /confidence of UK approach to rest of network ● Lack of knowledge and understanding of what strategies and structures are possible or appropriate

Q3: Does WWF-UK’s current OD theory of change reflect these factors (identified in Q2) and what needs to change?

The ToC for WWF-UK Organisation Development support is presented graphically and shown in Figure 3 on the next page. It uses a ‘tree’ metaphor with strategic foundations at the roots; WWF outputs as the trunk; OD practice as the main foliage with a range of identified short-term ‘process’ outcomes leading to the long term outcome of ‘Strong Offices in the global south and East’ at the top of the tree.

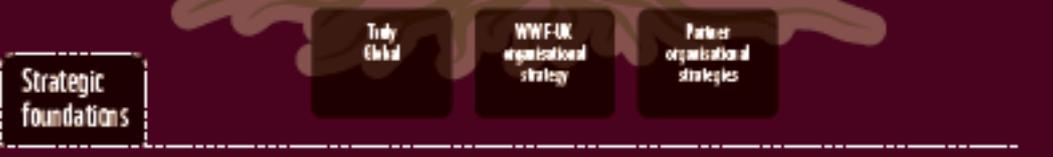
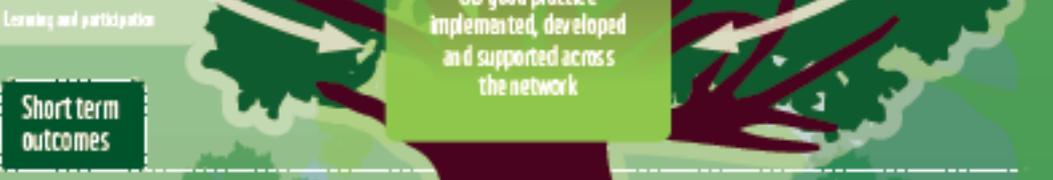
Figure 4: WWF-UK’s Theory of Change



SUPPORTING ORGANISATIONAL DEVELOPMENT IN THE NETWORK - WWF UK'S THEORY OF CHANGE

Conservation goals of WWF-UK and partners are achieved

Impacts



Above in a detached cloud are ‘Impacts’, the conservation goals of WWF-UK and partners. The OD unit have been clear throughout the MTR process that this theory of change was not developed prior to the OD programme being initiated and is to some degree a post hoc rationalisation of what the OD programme is trying to achieve.

The ToRs ask the MTR to assess if the theory of change accurately reflects the factors seen to contribute to OD successes and failures; and whether it requires any adaptation. For the MTR team it is important to first understand or explore what the theory of change is for and what role it plays within the OD portfolio.

Although theories of change are now a prominent feature, there is little clarity as to what they actually are. A recent article by Paul Valters⁸ has reviewed current practice and suggests they are used in a number of different but often overlapping ways:

1. **Theory of Change as discourse** – a way of challenging or reviewing an organisation or programmes assumptions about how change happens. In effect a ToC is the lens through which organisations are starting to legitimate and process new levels of complexity and uncertainty in their operating environments. This involves recognising that change may not happen in a fixed pre-planned linear fashion or involves planning within a closed system.
2. **Theory of Change as a planning and monitoring tool** – a framework which allows organisations to map out a complex route and navigate towards achieving desired outcomes. A number of approaches and templates have been developed which aim to capture the different stages of change and show how different and multiple, often parallel activities contribute to a range of interim and long term outcomes. They also emphasise how the timing and order of the activities might need to be adjusted based on changes in circumstances. The major criticism of ToC tools and frameworks is that in effect they are just slightly more complex logframes. They retain an underlying logic of control so being able to identify desired end state and then logically move backwards through outcomes, outputs and activities to required resources.
3. **Theory of Change as an approach to change existing organisational practice** – This use of ToR is more explicitly focused on challenging current underpinning organisational norms, structures and processes that are prevalent in development (and conservation). Proponents of this approach suggest current practice is still rooted in conventional ‘functionalist’ organisation theory where environments are stable and predictable, so projects can be planned and then implemented based on ‘top-down’ analysis and strategy. Because environments are now more complex, organisations need to be more adaptable with ‘bottom-up’ planning, greater levels of feedback, and structures and processes that can change course when conditions alter or assumptions about the environment don’t hold true.

The WWF-UK OD ToR seems to fit most closely with the first of these approaches. The clearest message in the graphic is that at the short-term outcome level there are a series of possible different elements, but how these come together will be determined by a structured process. What seems to be less clear are some of the underpinning features of this process, so: it’s collaborative, context specific and emergent. This graphic is also a revised version. In the original there was less explanation/focus on the detail at the short-term outcome level.

The ‘levels’ on the left-hand side of the graphic: outputs, short-term outcomes, long term outcomes and impact do suggest the basis for a planning and monitoring tool and the adapted Truly Global framework used in the scorecard, does provide a set of ‘measures’ than can be used to track progress at the long-term outcome level. At present there is no specific link made between stronger offices and

⁸ “Theories of Change: Time for a radical approach to learning in development” Valters, C. (2015) ODI

changes in conservation delivery, or explicit ‘measures’/expectations set (at a country level) of any pattern of short term ‘outcomes’ that will contribute to the development of stronger offices. How useful or valid an approach this might be could be a source of debate. However, it is helpful to note that WWF-India have developed a ‘theory of change’ which does try to do this. The short-term outcomes are also conceptually not very precise: outcomes, outputs, activities and processes are all a bit jumbled up. There is also little mention of ‘non-technical OD’ interventions/activities.

When reviewing other documentation and in interviews, it was clear that the ToC as illustrated by the graphic, is not embedded within the programme. Though it is visually attractive, there is no clear evidence that it is helping shape activities/approaches or really providing a mechanism to track progress.

In table 5 on the next page we have tried to map the ToC ‘factors’ against the factors identified in the MTR inquiry process. We have assumed and taken the ‘short-term outcomes’ as a proxy for, ‘factors’. This process does require a degree of subjective judgement as there aren’t always exact ‘matches’.

What the table shows is that overlap is significant. This suggests that the WWF-UK OD team has a consistent view to its partners and other members of the organisation/network as to what is required for effective OD programming.

What is missing though is a clear sense of what the ToC is for and also more explicit linkages between the levels. Using the Truly Global framework and the scorecard approach it is possible to assess the degree to which there is progress in longer term outcomes. However, at present there is limited systematic tracking of the ‘interventions’ or ‘factors’ at the short-term outcome level to see which ones contribute and to what degree, to progress achieved in the truly global dimensions. If this was done it should be possible to start developing models of how offices develop and at what pace change happens. This might be different in different contexts/circumstances, and to understand how to order/prioritise different OD interventions/expenditure to meet this trajectory.⁹

⁹ As in figure 4

Table 5: Mapping Theory of Change factors to MTR inquiry findings

Theory of Change 'short term' outcomes	Factors Contributing to Achievements	Factors Contributing to Gaps
Leadership engagement	<ul style="list-style-type: none"> ● Clear engagement, ownership and drive from leadership team 	<ul style="list-style-type: none"> ● Lack of, or changes in leadership
Consistency of leadership team		
Active change team	<ul style="list-style-type: none"> ● Expert but flexible OD support – combination of instrumental technical advice, facilitation, safe space, critical but friendly challenge ● Access to non OD technical advice support when needed ● OD expertise and capacity within country office ● Non-prescriptive but significant OD funding ● Collaborative approach leading to the right power dynamics 	<ul style="list-style-type: none"> ● Insufficient skills and human resources to implement change and absorb available funding ● Mixed messages/approaches to OD from UK staff ● Difficulties in accessing the right technical support at the right time (e.g. communications, fundraising, operations) ● Wrong relationship: donor-recipient rather than collaborative partner
Dedicated OD resource		
Cohesive and coherent strategy	<ul style="list-style-type: none"> ● Identification of clear vision of where office wants to go and strategy and plan to get there ● Understanding of context – plan fits culture of country and WWF office ● OD Strategy allows expenditure on what is needed ● Structured process/programme management including review and monitoring – much more effective than just funding ● Clear plans to address specific issues including effective technical support 	<ul style="list-style-type: none"> ● Lack of shared understanding of OD ● Different approaches to OD and strategy within WWF network (most commented on) ● Insufficient selling /confidence of UK approach to rest of network ● Lack of knowledge and understanding of what strategies and structures are possible or appropriate ● Lack of understanding by UK of specific context/degree to which there is an enabling environment ● Overly onerous monitoring and reporting, can undermine partnership
Clear sub-strategies		
Analysis – challenges and opportunities		
Strategy monitoring		
OD Plan		
OD monitoring		
Clear OD governance processes		
Whole organisational engagement	<ul style="list-style-type: none"> ● Real cultural/attitudinal shift – more important than reporting numbers 	<ul style="list-style-type: none"> ● Limited engagement beyond capital or management team
Sustainability planning	<ul style="list-style-type: none"> ● Sense of an exit strategy 	<ul style="list-style-type: none"> ● Lack of clear exit strategy ● No clear model of sustainability in WWF context. No discussion about whether one size fits all

How should WWF-UK further develop their Theory of Change?

The MTR team suggest that WWF-UK adapt their ToR so it becomes a planning and monitoring tool. A graphical depiction of that will be helpful but the main rationale is a need to understand more fully what works and the patterns of change that emerge from reviewing the contribution interventions/support has on a range of different ‘interim outcome areas’. This tool should also look to start developing possible links between interim outcomes, strong country offices and improved conservation outcomes.

We suggest that central to this approach is recognition that attribution, so direct measurable cause and effect linkages between levels are unlikely and would probably not be helpful. The focus should be on identifying contribution and recognising that there will be extraneous variables which need to be recognised, such as environmental factors, other interventions, and external actors that will also influence these changes.

In Valters (2015) paper, he identifies four main principles for effective development of theories of change which the MTR team feel would be useful for WWF-UK.¹⁰

- **Focus on process** – Developing a theory of change should not be done in isolation by one or two individuals, so the MTR team are not going to suggest a ‘blueprint’ answer. If it is to be truly embedded in a programme it needs the buy-in and input of all key stakeholders. The WWF-UK OD Unit have significant experience in undertaking and commissioning process facilitation so are well placed to design a way of doing this. The key questions are: how do we think change happens; how do we know if we are on track or we need to change course? This does require the design of good assessment tools and processes which are useful to those who complete them and not overly burdensome. We do feel that the current Truly Global Framework is a useful starting point for tracking organisational development though we would suggest that this too is adapted so it is more systemic in nature. Our suggestion is that there is also more of a focus on sustainability. We propose a possible alternative starting model in the next section.
- **Prioritise learning** – It is important that a ToC is driven by learning and not accountability. One of our recommendations is that OD funding and support should continue to all four countries even though progress has been different in each recipient office. We recognise that this involves cost but at present the support is based on a process based approach which hasn’t, as yet, been completed. ‘Success’ is as much about learning what works and what doesn’t and why, so that future support can be tailored to optimise effectiveness. This focus enables recipient countries and other network actors to be honest and openly reflective about changes that have taken place and therefore provide ‘real’ feedback which will be useful in the future. If there is a threat of support ending they are unlikely to fully explore and map out the possible change process and will operate in a short-term manner to protect funding. What becomes important is that the programme stakeholders become accountable for learning, is it documented and evidenced? Have course changes been made if there is evidence to suggest original assumptions didn’t hold true?
- **Be locally led** – WWF-UK already have examples of this being done as India has developed its own local ToC. What is important and in line with the current strategy is that local organisations identify where they want to get to and when, and also how they think this will happen. A common structure and framework can still be used but it is important that any change process is owned by those who will be doing it and includes a clear

¹⁰ See footnote, 12.

expectation of what others (such as the WWF network partners) will need to do. This will require a negotiated process of challenge and agreement

- **Think compass not map** – Theories of change should not be too fixed or prescriptive so need to focus on the changes that you are trying to make/contribute too, and not the specific activities or outputs. For WWF this might mean reducing and rationalising the number of ‘short term outcomes’ and keeping them at a slightly higher level so tracking changes rather than outputs or activities. It is important that a ToC allows organisations to react to changes in the environment and not follow a predetermined path.

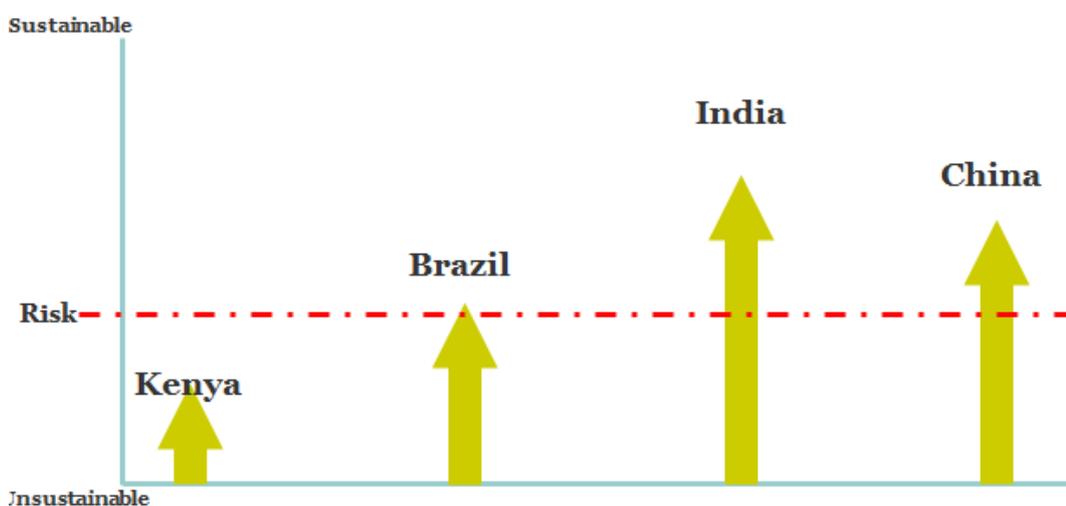
Focus on Sustainability

The current Truly Global Framework includes a sustainable funding model dimension. From the latest performance scorecard this is an area where there has been limited progress in the four beneficiary offices. WWF-UK has recently undertaken a financial sustainability assessment based on the Bond networks model. This is based on a definition where an NGO is financially sustainable “if its core work will not collapse even if external donor funding is withdrawn”. It uses the following indicators to assess this

- Ability to obtain a range of types of funding, including unrestricted funds
- Building financial reserves
- Strategically managing and financing overhead costs
- Developing and maintaining strong stakeholder relationships
- Assessing and managing risks

The assessments are extremely interesting and are graphically summarised in figure 5 below.

Figure 5: Summary Representation of Financial Sustainability Assessments



A number of key issues emerge from the assessments. Firstly, the recipient offices are all highly reliant on funding from other WWF Offices; without OD funds access to unrestricted money is often limited; the prospects of generating unrestricted or ‘gift funding’ is often context driven – so will depend on national/local priorities, the ability and culture of individuals or organisations to give charitable; and reserves are often limited.

The implications of this, the MTR team feel, is a need to review the definition of what is realistic for a ‘Strong office’ and what is desirable. Kenya becoming a National Office is seen as a

tremendous achievement but the financial sustainability assessment suggests it is unlikely in the foreseeable future to meet the BOND criteria in terms of generating unrestricted funds and building reserves.

The independence, status and flexibility that being a National Office provides is clearly advantageous and helps address some of the less helpful power dynamics in the WWF network. Recent work by Hailey on INGO models of sustainability¹¹ suggests that it needs to be viewed from an organisational rather than purely financial perspective.

Table 6 (overleaf) is an illustrative organisational sustainability model. It is mapped against the current Truly Global framework and the Theory of Change short term outcomes. In line with the principal of taking a process approach the MTR team suggest this is the basis for collectively refining your model for developing and tracking progress towards ‘a strong office’.

Outline Process for Revising Theory of Change

The WWF-UK OD Unit includes experienced facilitators who are extremely capable of designing a process to collaboratively design a ToC. Therefore, it is important that the process is locally owned. The analysis above suggests that most of the possible building blocks are there and the MTR team do not want to impose a remote solution. We do suggest the following ideas/principles:¹²

- Start the process from a network perspective. In effect, the ToC needs to look at what conservation impact WWF globally is trying to achieve and how it can best achieve it. If the conclusion is – as is the case now – strong local offices are required in areas where conservation ‘change’ takes place then what does that mean for WWF-UK (and other network members) and how they operate.
- Start the design process from this position and then work backwards towards activities, in particular focusing on identifying what ‘change’ looks like at different levels, and the assumptions between levels. Although OD is a process intervention ‘measurable’, or assessable, indicators at outcome and intermediate outcome area will help you track progress. Make indicators as simple as possible and potentially think of using binary indicators – is a required feature in place (yes or no) rather than overly complex scales.
- When identifying features of a ‘strong office’ think more about sustainability in its broadest sense. A broader organisational model (such as the one in figure 5) would perhaps be helpful. Incorporate an assessment of the enabling environment as part of the ‘strong office’ framework, recognising that WWF may only influence certain aspects of it, but still allowing a greater recognition of the importance of context to country office structures and funding opportunities/sources.
- Include a dimension around managing change. The experience of OD support and lessons learnt already can inform this, but it will provide a way of supporting and tracking recipient’s organisations resilience and adaptability to manage within their own context.
- When looking at finance focus on revenue generation and effective financial and systems management. This does need to take into account the importance of reserves and unrestricted funding but can perhaps allow for a range of expected time periods and possible variations on sustainable models.

¹¹ ‘Models of INGO Sustainability: Balancing Restricted and Unrestricted Funding’ – Hailey, J. (2014) INTRAC briefing paper

¹² If the OD unit do want further guidance to help shape the process, the following link provides access to a number of theory of change design tools <http://putnam-consulting.com/philanthropy-411-blog/philanthropy/theoryofchange/>

Table 6: Possible Organisational Sustainability Model

Organisational Capability/Sustainability Model	Scorecard indicators	Theory of Change short term outcomes
Enabling Environment <ul style="list-style-type: none"> • sufficient recognition/critical mass behind organisational vision/objectives (local, national, global) • conducive legal/policy environment • access to sufficient resources – finance and HR • potential partnership organisations/operational allies • sufficient control/influence on these factors to effectively manage 	Foundations in local society	
Leadership/Management/Governance <ul style="list-style-type: none"> • Effective Leadership team • Effective Governance mechanism/Board to provide challenge and support • Clear succession planning • Effective organisational structure with clear accountability 	Mature leadership and organisation accountability	<ul style="list-style-type: none"> • Consistency of leadership team • OD governance processes
Clear Vision and Strategy <ul style="list-style-type: none"> • Inspiring, communicates value add • Coherent and realistic • Includes operational plans 	Clear strategy	<ul style="list-style-type: none"> • Cohesive and coherent strategy • Analysis – challenges and opportunities • Clear sub-strategies • Sustainability planning
Effective Systems and Processes <ul style="list-style-type: none"> • Revenue generation • Business processes • Financial management • HR/IT • Effective risk assessment and management • Internal/external communications • Performance monitoring • Learning and Evaluation 	Sustainable funding model	<ul style="list-style-type: none"> • Strategy monitoring
Effective programme delivery models <ul style="list-style-type: none"> • Advocacy and influencing • Effective and sufficient partnerships • Programme delivery model with available staff • Project delivery model with available staff 	Policy, advocacy and network expertise	
Ability to Manage Change <ul style="list-style-type: none"> • Clear and timely organisational review processes • Access to temporary HR and financial resources • Ability to manage ambiguity and uncertainty • Ability to understand and manage resistance to change • Access to change planning tools and resources • Senior leadership commitment and engagement 		<ul style="list-style-type: none"> • Leadership engagement • Dedicated OD resource • OD Plan • Whole organisation engagement • OD Monitoring

E: Conclusions and Recommendations

The UK OD programme is valued by the WWF network and PPOW partners and is seen to be stronger than other approaches, including Truly Global, which have been implemented across the network. Its combination of leadership and a structured collaborative process has supported effective power dynamics for constructive partnerships with PPOW offices. These partners have described the value they place on the combination of unrestricted funding and technical support, delivered within a strategic framework or plan, which the UK provides.

Organisational development is a WWF network system-wide challenge, it's not just offices in the South and East that will need to change and develop. It is clear the extent to which the PPOW partner offices have changed over the course of UK OD support, but it is important to acknowledge the very different contexts and starting points of these four offices. It is hard to compare to operational contexts of China and Kenya, despite both offices undergoing the transition from PO to NO. It is also hard to compare an office with newly acquired NO status with a long-established office like India.

There is still no real common understanding of what OD is across the WWF network, with different offices using different models. In the case of China these different models can be seen being applied to the same office by different donors. In general, it should be asked whether it matters if different models are used; if what's more important is the ultimate impact of OD support, rather than the particular model by which this support was delivered. A larger question is if stronger offices lead to better conservation outcomes and, if so, under what conditions?

It is uncertain what the intended "end point" for the UK OD programme is. Can the UK complete its process of support with a partner PPOW and move on the support improvements in other areas? This might mean transitioning support to another aspect of an existing PPOW partner's organisation, or providing support to a new partner instead.

Another key question raised by the review is whether the National Office is the right model, or if it is the right model for all WWF offices. There are aspects of financial sustainability to consider, particularly whether it is realistic to expect an NO in the South will be able to raise sufficient funds to be financially self-sustaining, and if this is indeed the intention for all NO's.

Finally, how value for money can be assessed in regards to OD investments must be considered. It is difficult to make reasonable judgements in this area, given the complexities of assessing contribution to change within an office which will have many other factors impacting on change, such as other funding streams and activities that may have taken place in some form without the contribution. This is compounded by the difficulty of comparing value for money from one supported office to another, given their deeply varied circumstances and contexts. These same factors also mean it is difficult to compare the effectiveness as an OD strategy such as the UK's against another model.

Q4: How should the findings of this MTR change the design and implementation of the WWF-UK OD work going forward?

This is a mid-term review and as such recommendations would normally focus on how best to optimise the effectiveness of the OD portfolio within the scope of the current programme objectives and budget allocation. However, the team are also aware that these recommendations might inform future programmes and engagements so have broadened them where appropriate.

- 1. The programme and philosophy of OD support should continue in the four countries that have been reviewed.** The MTR suggests all countries are on a positive trajectory and the process based OD approach can be effective. Even in countries where

results are not as strong as anticipated, there should still be a return on investment and lessons learnt. The ‘intervention logic’ of taking a process approach would also suggest that WWF-UK is unlikely to be able to fully assess the impact and effectiveness of the support until a full cycle is complete. Budget allocations though, should be reviewed to ensure they are still realistic and appropriate given OD plans and absorption capacity.

2. **Develop an enhanced Theory of Change where the primary focus is on a) the development of a clearer planning and monitoring tool; b) providing evidence for learning about how WWF Offices can be strengthened and the contribution OD support can make.** The WWF-UK OD unit should lead an inclusive process – in line with the current OD philosophy – and the outputs/products should inform a final programme evaluation. As part of that process the MTR team suggest that the ‘model of a Strong Office’ be reviewed and adapted to include an assessment of the enabling environment and also an offices ability to manage change. The potential for financial sustainability/self-sufficiency for WWF offices in the context of the ‘model of a Strong Office’ should also be considered and the UK’s expectations clarified.
3. **WWF-UK to more clearly articulate the anticipated/desired ‘end state’ of OD interventions and the trajectory of change required to meet this goal.** This could focus on identifying which changes they expect to happen first and how much external and internal factors shape this trajectory as they are likely to be different in different contexts.
4. **WWF-UK unit to increase focus on documenting interventions more systematically and more thoroughly.** Prior to work taking place they should outline what change (strong office dimension) they hope to influence; what they key factors are likely to support or challenge expected outcomes. The main purpose of this is to increase learning and understanding about what works and how the OD process unfolds in different contexts. OD reporting processes should be reviewed to ensure they sufficiently capture the data required to track progress relating to the theory of change.
5. **WWF-UK to enhance the OD support model.** The MTR team suggest the following elements should be a part of this:
 - a) Further developing its own OD strategy/plan and communicating it more extensively both internally and externally. One element of this should involve reflecting on how stronger offices in priority areas impact on how WWF-UK works, how it is structured, what its core capabilities need to be in the future and what change processes will be required.
 - b) Advocating for and leading a WWF review of the network and the roles and expectations of the network as a whole and of offices in the North as those in the South and East get stronger. The MTR also suggest this involves a review of what a strong office looks like and the expectations of National and Programme Offices in the future, in particular focusing on: who should manage programmes and how the network can optimise its fundraising and communication/advocacy function as a whole
 - c) Leverage its comparative advantage within the WWF network as an OD expert to better communicate its OD approach, build a commonly held understanding of OD, and develop a manual/toolbox other offices can use to implement it.
 - d) Develop clear guidelines as to how partner offices can access support from beyond the OD unit. This would help both recipient offices and other parts of WWF-UK who are keen to help, yet may not know how their help can be accessed. These guidelines should include expectations as to when face-to-face engagement is necessary and appropriate.
6. **If WWF-UK is considering extending its OD support to other countries then it should ensure it does a thorough assessment of absorption capacity and the degree to which there is an enabling environment before investing.** The MTR team

are aware that other countries (e.g. Columbia and Tanzania) are receiving support/being considered for it. Recognising that there may be opportunities and demand to support other offices before this programme is over; the MTR team do not think waiting for an end point evaluation is necessary. However WWF UK may want to prioritise at this stage chances of success over conservation priorities in their decision making.

7. **WWF-UK to review its OD Governance and Management structure.** External stakeholders are getting mixed messages as to the OD approach from different parts of the organisation. There is a lack of clarity over the role of the OD council and how it overlaps/links in to the executive group. This process may not lead to any fundamental change but should facilitate and/or reinforce a clear understanding of roles and responsibilities. In particular it should reinforce processes by which other units of WWF-UK engage and provide support to OD processes to ensure there is clarity of approach and that opportunities for greater synergies between units are utilised.
8. **WWF-UK to undertake a light review of the make-up of the OD Unit.** The primary concern of the MTR team is that institutional memory and technical OD expertise is held by two staff members. It may be helpful in this review to consider whether the unit requires more staff, in particular to assist in learning processes, or whether succession planning processes need to be considered to ensure additional technical capability is being developed or is available.

Annex 1: Terms of Reference

Project/Programme Name(s)	WWF UK OD support to Priority Partner Offices
Project/Programme Location(s)	Brazil, China, India and Kenya
Project/Programme Reference Number(s)	
Names of Project/Programme Executants (WWF Office, name of project/programme manager)	WWF UK, Rod Sterne, Ana Akhvlediani
Project/Programme Duration (from start year)	2014-2018
Period to Be Evaluated	FY14-FY17 (including Q2)
Project/Programme Budget Sources and Amounts (for period to be evaluated)	Unrestricted funds, total spend¹³ £3,7 mil(FY15, FY16) FY15 (£1,7 mil), FY16(£2 mil), FY16-17 (£3 mil – full year budget)
Names of Implementing Partners (if relevant)	WWF Brazil, WWF China, WWF India, WWF Kenya

Introduction

As part of the current strategy, WWF UK invested a significant amount of unrestricted funds in building strong offices in four key partner countries:¹⁴ Brazil, China, India and Kenya, known to us as Priority Parts of the World (PPOW). This investment formed the WWF UK Organizational Development (OD) portfolio, implemented by the WWF OD Unit and overseen by the OD council (some of WWF-UK senior leaders).

Thinking and design of this strategic initiative started in 2013. Therefore, now, we believe the OD portfolio implementation has reached the point, which allows us to meaningfully reflect and learn from the experience and inform our immediate and longer term actions.

This mid-term review is planned to assist successful management of the WWF-UK OD portfolio and more importantly, to help the WWF-UK OD Council in making informed longer term strategic investments.

Brief Background of WWF-UK OD portfolio

In the WWF-UK 2013-18 strategy, the organization development of the key priority parts of the world¹⁵ is described as one of the most important contributions that WWF-UK could make to achieving conservation impact.¹⁶ Apart from direct financial support with unrestricted funds, WWF-UK believes in the added value of facilitating opportunities for knowledge exchange and shared learning, partnerships and relationships, as well as providing specialist OD support and coaching for our key

¹³ Only in PPOW

¹⁴ Definition and elaboration of “strong office” will be made available as part of desk research documentation

¹⁵ From the OD perspective these are Brazil, China, India and Kenya

¹⁶ The parameters of the OD support from WWF UK were defined in the paper available as a desk research material.

strategic partners. This way, in the short term, WWF UK expected to contribute towards development of strong offices in the global South and also implementation and dissemination of OD good practice.¹⁷

At the WWF network level, almost simultaneously, an initiative called Truly Global (TG) was launched. The purpose of TG is to accelerate the development of Programme Offices (POs) in the global East and South. Under the three year (FY2015-17) Truly Global initiative National Offices (NOs) like the UK, Germany, the USA etc. were required to contribute financial resources (fair shares) to support the development of Programme Offices under the framework of 6 Building blocks¹⁸. Beyond these financial resources, TG support for the provision of technical resources and accompanying OD processes has been patchy, with only some NOs offering technical support. The level of WWF-UK's strategic and operational investment in supporting OD has been atypical.

Currently, within the OD portfolio, in some cases, partner countries receive joint funding of their OD initiatives consisting of both WWF-UK OD unrestricted funding and TG contributions from other WWF network members.

Currently the WWF UK portfolio is around 3.5 Million GBP annually, supporting mainly 4 large (in terms of financial turnover, number of staff and significant conservation programmes) offices and 3 relatively small partners in Africa and Latin America: all falling within the WWF-UK defined Priority Parts of the World (PPOW). WWF-UK's OD portfolio partners are diverse in terms of their status in the WWF Network. Some are programme offices (like WWF Kenya and WWF China) in the process of registering as national organizations, while two of them are well established long standing independent organizations (WWF India and WWF Brazil) with their own governance structures and full decision-making power. The remaining partners are Tanzania, Colombia and Bolivia programme offices, where WWF-UK supports conservation work, and in addition, assists them with OD funding to contribute to effectiveness and efficiency of the organizations and improvement of programme delivery.

The nature of the WWF-UK's OD support to this diverse range of partners differs both in terms of size of funding and content. While encouraging PPOW offices to work independently on their own multi-year organizational strategies and corresponding change plans, where necessary, WWF-UK provided OD support upon partners' request based on their self-assessment of their OD needs and capacity gaps. This support has so far included: resourcing organisation assessment processes and the development of OD plans and monitoring systems; long-term strategic funding; assistance in leveraging additional funding; strategic thinking and planning; leadership development; organisational learning; system and process development; targeted capacity building – coaching, mentoring, training; and information exchange.

One of the milestones of this three year stage of the OD partnership was country level mid-term reviews for facilitating reflection and learning. WWF-Brazil have recently completed a mid-term review of their OD Process. The final report and findings are already available and are being incorporated in their FY17 OD planning. WWF-India and WWF Kenya are just embarking on the planning process for their mid-term reviews – these are expected to happen between November 2016 and February 2017, with final reports made available by the end of March 2017. We have no plans for an MTR in China.

Purpose

¹⁷ Articulation of what constitutes to OD good practice is available as a desk research material.

¹⁸ Truly Global framework document is available as a desk research material.

The overall purpose of the MTR is to generate robust evidence about the effectiveness of the WWF UK's OD investment in supporting OD processes in partner offices,¹⁹ in order to define the key lessons learned and inform future management decisions.²⁰

Objective

The objective of the MTR is to explore the value added (if any) by WWF-UK's OD support to our (4) partner countries' organizational development by addressing the following research questions:

Research question 1: Is OD delivery going to plan?

a) Is WWF-UK's OD Unit delivering efficiently and effectively on the OD support commitments made in 2013²¹: what are the key achievements and gaps? ²²

b) Are partner countries delivering on their committed OD work: what are the key achievements and gaps?²³

Research question 2: What factors contributed to the key achievements and gaps identified in questions 1 a & b? ²⁴

Research question 3: Does WWF-UK's current OD theory of change reflect these factors (identified in RQ2) and what needs to change?

Research question 4: How should the findings of this MTR change the design and implementation of the WWF-UK OD work going forward?

Approach to this MTR

WWF UK are keen to make the MTR an empowering, reflective and inspiring exercise, promoting the spirit and living values of organizational development. Therefore, we would expect the consultant to employ participatory research and facilitation tools for data collection and analysis in order to guarantee ownership of the findings by the key stakeholder groups.

While we will expect consultants to suggest how they would design this MTR, our expectations include that you will undertake to do the following:

- Desk studies of documentation from both the WWF-UK OD Unit and from our partner country offices (plans, reports and country level MTR results where available);

¹⁹ As relevant to the stage of portfolio implementation

²⁰ The MTR will be complemented by the financial sustainability study, conducted internally by the WWF UK Operations team. The preliminary results of this study will be available by beginning of January, 2017.

²¹ Please refer to document "WWF-UKs Organizational Development Programme", 2013.

²² We are keen to assess efficiency and effectiveness of the OD portfolio (as key strategic investment for enabling achievement of the WWF UK strategy) by exploring any changes in the following invisible and visible patterns determining success of the OD work:

- Level of consciousness regarding the assumptions in relation of the success of OD work;
- Recognition and consideration of the contextual complexities and dynamics both in the WWF UK and supported countries;
- Structure of the relationships and behaviours determining culture of the organization;
- Pattern of choices that leadership and key stakeholders make for making the OD success and promote/establish adaptive management.

²³ We expect the key data sources for exploring this question to be country MTR reports, WWF UK monitoring and reporting documents and key informants in partner countries and the UK as necessary.

²⁴ "Currently" in this case means end of December 2016 (end of Q2 of FY 2016-17)

- Virtual meetings with key OD staff and management from partner country offices;
- Face to face or remote conversations with key staff from the UK office;
- Discussion of draft findings with key staff from the UK office and partner offices;
- Presentation of final evaluation findings and recommendations for a broader UK and partner office audience (virtual attendance e.g. via Webex)

Deliverables and Reporting

The main deliverables of the MTR are:

1. A **review report**²⁵ containing analysis of the evidence found (supportive, rejecting or alternative to already existing thinking) in relation to the research questions listed in the TOR.
2. A **PPT presentation** of the findings (including achieved results and gaps as compared to the WWF UK initial commitments and the key contributing factors listed in the OD theory of change);
3. A **workshop** with stakeholders to engage them in discussing potential future actions based on the lessons learned.
4. An **updated WWF-UK OD Theory of Change** with attached concise narrative.

Key Milestones Timetable

Milestone	Date	Note
Research proposal agreed/recruitment finalized	Mid December, 2016	
Study carried out	Between January-March, 2017	Or any time earlier suitable to the consultant
First draft for feedback	End of March, 2017	All country MTR reports to be ready by early March, 17. Sustainability study to be done by early March, 17
Finalization of the report	Mid-April, 2017	
Results presented to stakeholders	End of April, 2017 OD council	

²⁵ Specific guidance for the structure of the report as part of the WWF UK Evaluation Guidance will be made available to the recruited consultants.

Management of the MTR

This research MTR will be coordinated by WWF-UK OD portfolio manager and managed by the Head of OD unit and Head of Design & Impact at WWF-UK.

How results will be used?

Key users of the MTR results and recommendations will be the WWF-UK OD Unit, partner countries, WWF-UK International Programmes Support team, WWF-UK OD council. The findings will be shared and discussed with the partner countries.

The results will be shared widely for learning purposes across WWF-UK and the network.

Annex 2: Documents reviewed

Document	Year	Country
WWF-Kenya. Financial Sustainability Report. March 2017	2017	Kenya
Organisational Development Programme Mid-Term Review. March 2017	2017	Kenya
Consultancy for the Review and Improvement of Organisation-Wide Business Processes - Current state assessment report final. August 2016	2016	Kenya
OD TPR FY 2016 Updated 25012017. (Reporting period FY17 Q2)	2017	Kenya
WWF Kenya - FY 15. Q2 OD TPR-final with KH comments	2015	Kenya
WWF Kenya Multi Year Change Plan V4	2016	Kenya
WWF Kenya OD programme. Multi-year Change Plan (MYCP) Implementation End of Wave-1 Report	2016	Kenya
WWF Kenya Strategic Plan V2 02.12 (working copy)	2014	Kenya
WWF Kenya TPR Jan 15 Feedback	2015	Kenya
Project Pambazuko Project Initiation Document Final FY18-FY20	2017	Kenya
HR Strategy. Final Edits August 2016	2016	Kenya
Culture Change SMT Retreat. November 2016	2016	Kenya
WWF-Brazil. Financial Sustainability Report. March 2017	2017	Brazil
OD Progress Report for Truly Global & Other OD Projects (01/01/2016-31/12/2016)	2017	Brazil
Organisation Development Progress Report for Truly Global and Other OD Projects (01/07/2015 - 31/12/2015)	2016	Brazil
WWF Brazil Organisational Development Investment Plan FY14-FY17	2014	Brazil
Brazil 2020 Strategy	2014	Brazil
Midterm Review Final Report Organisational Development Investment Plan FY15-FY17	2016	Brazil
WWF-China. Financial Sustainability Report. March 2017	2017	China

WWF China 2020 Strategy 2.0 – Mar 2016	2016	China
OD project and multiple year change plan for WWF China – Sept 2016	2016	China
WWF China Truly Global Investment Plan – July 2014	2014	China
OD Progress Report for Truly Global and other OD Projects – WWF China, Jan 2016	2016	China
OD Progress Report for Truly Global and other OD Projects – WWF China, July 2014 - July 2015	2015	China
WWF TPR for Truly Global – WWF China FY15 – Jan 2015	2015	China
ODPR for Truly Global and Other OD Projects (July 2016 - December 2016)	2016	China
Big Wins Presentation and Follow-up	2015	China
OD Scorecards FY16 September	2016	UK
OD Scorecards FY16 January	2016	UK
OD Scorecards FY15 September	2015	UK
WWF OD Portfolio Summary Report V2. 010915	2015	UK
WWF-UK OD Programme Briefing Note	2013	UK
Organisational Development in WWF-Colombia: 2003-2013	2013	UK
WWF-UK Strategy 2013-2018	2012	UK
WWF-UK OD Mid-Term Review, ANNEX - Summary of Financial Sustainability Studies	2017	UK
WWF-UK Global Programmes. Annual Report to Trustees. July 2014-Jul 2015	2015	UK
WWF-UK Global Programmes. Annual Report to Trustees. July 2015-Jul 2016	2016	UK
The WWF-UK OD Portfolio. A Case Study	2017	UK
Risk Register for WWF-UK's OD Support to PPOW. 21.09.16	2016	UK
WWF-UK OD Roles and Responsibilities	Unknown	UK
Supporting Organisational Development in the Network - WWF-UK's Theory of Change	2016	UK

Truly Global. Accelerated Build-Up of Six Offices Final Framework. 2013	2013	UK
Truly Global Mid-Term Review. Summary Results and Background Info. Feb 2016	2016	UK
Organisational Development in WWF-Colombia: 2003-2013. A Learning Framework. Dec 2013	2013	UK
WWF-UK's Programme Partnership Agreement with DFID, 2011-2016. Final Evaluation	2016	UK
WWF-UK CEO Briefing Note - Organisational Development Strategy and Portfolio Delivery	Unknown	UK
WWF-India. Financial Sustainability Report. March 2017	2017	India
Main Report Mid-Term Review of WWF-India's OD Project. Jan 2017	2017	India
Annexes to the Main Report. Mid-Term Review of WWF-India's OD Project. Jan 2017	2017	India
Management Response for WWF-UK	Unknown	India
OD M&E Plan FY16 TPR Report. Final	2014	India
WWF-India Organizational Development Strategy Investment Plan. 2014	2014	India
WWF-India Strategy. 2014-2020	2014	India
Organizational Development Progress Report for WWF-India. July 2014 - June 2015	2015	India
Organizational Development Progress Report for WWF-India. July 2016 - December 2016	2016	India
WWF-India Organisational Development Project Theory of Change	Unknown	India
WWF-India OD Project-Culture. April 2016	2016	India
Organizational Development Progress Report for WWF-India. July 2015 - December 2015	2015	India

Annex 3: Stakeholders interviewed

Stakeholder	Position	Organisation
Glyn Davies	Director - Global Programmes; OD Council member	UK
Claire Crawford	Director - Design and Impact	UK
Damien Fleming	Director – IPS (International Programme Support); Chair of OD Council	UK
Ali Lucas	Exec Director – Comms & Fundraising	UK
Andrew Craven	Consultant	
Robert Hardy	Exec Director - Operations	UK
Adrian Warburton	Director of Finance	
Sarah Hutchison	Regional Head - Latin America	UK
David Tanner	Regional Head	UK
John Barker	Regional Head	UK
Malcolm Presse	Trustee; Programmes Committee member	UK
Rod Sterne	OD Unit; OD Council member	UK
Ana Akhvlediani	OD Unit; OD Council member	UK
David Nussbaum	Ex-CEO WWF-UK	UK
Bruce Britton	Consultant - Framework	UK
Will Beale	Head of Programmes – WWF UK	UK
Ajay Barai	Co-ordinator – Truly Global	International
Harko Koster	OD lead WWF Netherlands	Netherlands
Karina Berg	Brazil/Amazon Programme Manager	US
Keith Hempshall	OD manager - WWF Zambia	Zambia
Stephanie Lang	WWF Germany	Germany
Jean Paul Paddak	Director – Network Development	Secretariat
Diane Walkington	Ex IPS Director	
Dr. Sejal Worah	Director – Communications	India
Karan Chiat	Operations Director	India
Joyce Isiaho	Acting Director – BD & Comms	Kenya
Antony Mburu	OD Manager	Kenya
Rosemary Akinyi	POD Manager	Kenya
Jackson Kiplagat	Governance & Partnerships Prog Manager	Kenya
Dan Cao	Director - Strategy	China
Dongxin Liu	OD Head	China
Winnie (Lunyan)	Director - Operations	China
Jinyan Chen	Finance Director	China
Xiaofei Chang	HR Director	China
Tiago Barbosa	OD Analyst	Brazil
Marcelo Brasilerio	CFO	Brazil
Cynthia Coutinho	HR Manager	Brazil
Andre Dias	Strategic Planning & PMO	Brazil
Danuzia Canuto	Administration	Brazil
Allessandra Mathyas	Conservation	Brazil
Cynthia Amorim	Fundraising	Brazil
Cristiano Cegano	Conservation Coordinator	Brazil

Annex 4: Data Collection Processes

Document review

58 documents were reviewed in order to inform the MTR. These included documents produced, both internally and externally by: WWF-UK, WWF-International, and the four PPOW offices. This documentation was provided both by the OD MTR Steering Committee and by some stakeholders as supporting evidence of points raised in their interview with the review team. This was a broader range of documents than initially proposed. This expanded document review was required as the documents available from the PPOW offices varied significantly in terms of scope, focus and style of presentation. This tranche of documents also demonstrated a range of different approaches to OD across the four countries.

There is considerable variation in documentation between the PPOW offices. There are differing approaches to what information is documented and how this is done. For example, the four PPOW offices vary in the status and availability of their own OD MTRs. India has recently completed an MTR, in which they have a high level of confidence. Brazil conducted their MTR in 2016, but inception phase interviews indicated some difference in opinion between staff members on its usefulness. Kenya has selected an external consultant to conduct their MTR who, according to their workplan, will start work in late February and was due to deliver final report in April. At present China have no OD MTR, nor firm plans to generate one. Each PPOW office also has its own strategy, which vary significantly.

The documentary analysis provided the basis for focussed questioning of programme/country office staff on the effectiveness and efficiency of WWF-UK's OD support. Interviews of WWF staff and external stakeholders were then used to expand on and corroborate documentary evidence, in particular reported achievements were compared against the WWF-UK OD plan and country OD plans.

Stakeholder interviews

Two rounds of semi-structured interviews were conducted with stakeholders of the WWF-UK OD Portfolio; a group comprised of staff from WWF-UK, WWF-International, the four PPOW offices, and other WWF National Offices.

The first round of interviews was conducted during the review's inception phase in order to refine and focus the review methodology. In particular these inception interviews provided a more in-depth understanding of the varying national contexts in which the four PPOW offices operate, and the effects these have on their varying OD goals, policy and practice.

A second round of interviews was conducted following completion of the inception phase with an expanded ground of stakeholders from the WWF offices listed above. A full list of stakeholders interviewed is available in Annex 3. These semi-structured interviews were based around the following question set:

- Q1) What is your understanding of the WWF UK OD strategy and how it fits in the wider WWF UK strategy?
- Q2) What activities/interventions do you think it funds and how effective do you think they are?
- Q3) How does the WWF-UK unit engage with WWF-Brazil – how could this be enhanced?

- Q4) What changes need to happen for WWF Brazil to optimise its performance as a WWF national office in a sustainable way?
- Q5) What changes have you seen in WWF-Brazil since the WWF-UK OD support started?
 - a) What was the situation prior to those changes?
 - b) What evidence have you seen of those changes?
 - c) What factors do you think/know have influenced the changes that have taken place?
 - d) What role has WWF-UK's OD support played in achieving those changes?
 - e) What do you think would have happened without WWF-UK OD support?
 - f) What role have activities supported/undertaken through WWF UK's OD support played in influencing those changes – have they been instrumental, catalytic, facilitative, marginal, peripheral?

Analysis and communications

The MTR methodology aimed to gather rich primary data relating to the ToR questions and capture organisational changes. The framework set out by the Truly Global initiative was used as the basic model for assessing the trajectory of organisational improvements.

Regular communications were held with the OD MTR Steering Group (as defined by the Steering Group TORs provided by WWF-UK – see Annex 1 for full TORs) in order to develop the MTR methodology as an iterative process. The methodology process is set out schematically in figure 1 below, indicating the key points for data analysis, and for communicating findings and discussing next steps with the Steering Group. Methodological activities such as detailed interview questions and specific considerations required for each of the four PPOW offices were discussed with the Steering Group at appropriate instances, such as following the completion of the document review, to review and agree the approach taken. Initial findings of the review were presented by the review team at an OD MTR stakeholder workshop on the 4th of May, allowing for validation and verification of the reviews initial conclusions.

Annex 5: Overview of PPOW OD Programmes

The following sections give an overview of what the four supported country OD programmes have done since the Portfolio was initiated. Not all of the activities mentioned were directly supported by WWF-UK. Most of the data in this annex comes from the OD timeline produced by Bruce Britten with some additions from programme documentation and the countries own MTRs of their OD programmes.

Brazil

In September 2013 WWF-Brazil hired Boston Consulting Group consultants to provide support on their OD process. In November Brazil hired Rogerio Barbosa as the first OD Manager to be recruited to one of the UK's PPOW offices.

In January 2014 WWF-Brazil held workshops in order to define the OD support relationship between Brazil and the UK and to agree to foundations and process for Brazil's organisational development. This workshop was facilitated by Rod Stern as WWF-UK OD lead. These workshops were acknowledged by Rod Stern as having made progress but not creating a sufficiently clear link between Brazil's strategy and the key organisational changes that would be needed in order to achieve it. In part this may have been a result of Brazil's leadership team not participating.

In April 2014 Tiago Barbosa was hired as an OD analyst, to work alongside Brazil's OD Manager. This coincided with the resignation of the HR and OD lead on the senior management team (SMT), leaving the team with no OD representative.

In June 2014 Brazil produced a proposal and change plan in response to a request from the WWF-UK OD Council. This plan established the basis of the OD contract between the two offices and was based in part on an analysis conducted with support from Boston Consulting Group. This plan used a conceptual framework entitled the McKinsey 7-S and differed significantly from the six building blocks of Truly Global. This proposal defined change outcomes, but is described by WWF-UK as not clearly articulating the OD needs and steps required in order for Brazil to meet the objectives set out in its 2020 strategy. In July 2014 the WWF-Brazil 2020 Strategy was finalised.

In January 2015 the WWF-UK OD Portfolio Manager attended a workshop in Brazil to support developing an approach to the monitoring and evaluation of OD. In March the WWF-Brazil CEO left the organisation and was replaced by a new CEO the following month. There was further staff turnover in June, when Eryka Waleska replaced Max Schafer as CFO of WWF-Brazil and OD lead on the SMT. June also saw the launch of Brazil's first annual Organisational Survey.

Later in June 2015 Brazil attended the OD workshop at the Living Planet Centre alongside colleagues from the UK, China, India and Kenya. Participants from Brazil, Colombia and the UK also attended an INTRAC OD training course, facilitated by Bruce Britton from Framework. In July members of the SMT and Brazil's OD Manager visited WWF-UK for a workshop, focussed on developing a draft plan for Brazil's OD change plan and reviewing existing resources and requirements to deliver successful OD in Brazil.

In August 2015 WWF-UK identified thirteen key elements required for an organisational change process, which were then tested within WWF-Brazil. August also saw Brazil's OD Manager leave the organisation. Further transition followed in September, when a board change involved the appointment of a new Chairperson.

In April 2016 Brazil's OD Mid Term Review (MTR) was published, based on terms of referenced jointly developed by WWF-UK and Brazil. This review was conducted by OD consultants and

identified how best to manage OD as a key challenge. In June the SMT visited the UK to review this MTR and their vision for the organisations development.

The OD process met a setback in August 2016, when WWF-Brazil's CEO left the organisation and OD was put 'on hold'. This was followed in December by another Board change involving the appointment of a new Chairperson; the third Board Chair of WWF-Brazil in four years. In December Brazil also produced a narrative in order to explain their recent changes and set out plans for 2017.

An interview with a WWF-Brazil stakeholder suggested there might have been a disconnect between the type of work that the UK OD unit had hoped to fund in this office, and the reality of how the money was spent – that the UK had hoped to use OD funds to leverage strategic change, but they had been primarily spent on operational improvements. Nevertheless, the improvements in day-to-day activities enabled by funding were cited in multiple interviews with staff as having a significant improvement on Brazil's strength as an office. The UK's funding of a new HR admin system has improved on the previous system, which was slow and error prone. Similarly UK OD funding has enabled the development and rollout of a new cloud-based enterprise resource planning tool, plus the necessary staff training on the system, to enable better financial reporting. The UK has also funded investments in a new intranet and internal social media tool, allowing for better internal communication and coordination. Interviews with WWF-Brazil staff frequently referenced the importance of these operational improvements, particularly in terms of what the office would look like without these investments, "we would be having a lot of problems with information, managing day to day process, finances, procurement, we would have much less alignment within organisation, and the programmes would have been not improving their performance".

The UK OD unit has also funded training of WWF-Brazil staff. This has covered day-to-day areas such as HR, language skills and Excel. On a more strategic level, UK OD has funded training for the management team, alongside WWF-Netherlands. It was suggested in stakeholder interviews that this leadership training enable Brazil to better cope with the impacts of high leadership turnover – that by creating opportunities for capacity building, alongside the UK assisted Brazil to replace several positions by promoting internally, "to hire internally would be been very difficult without OD support". Given the unusually high level of turnover within the Board of Directors and Senior Management Team within the last four years, UK support which helped Brazil address this turnover is likely to have been valuable. The UK was also credited in interviews for supporting Brazil's HR team to better recruit external staff, "So they have improved our capacity to replace leadership".

The UK has also played a key role in funding Brazil's new PMO system, which has been undergoing implementation in the first half of 2017. This tool will allow for better management of Brazil's conservation programmes.

The impacts of UK OD funding to Brazil must be discussed with the caveat that WWF-Netherlands also provides funding to Brazil, so it's hard to separate the two sources of funding.

China

In February 2013, with the support of Boston Consulting Group, WWF-China created its first road map. This was not widely recognised as useful for planning OD support. In February 2014 senior management from WWF-China visited the UK to explore a future relationship and way forwards on developing an OD programme with WWF-UK.

In July 2014 China developed the first version of its 2020 Strategy. This was followed in December with the 2020 Strategy being harmonised with the six building blocks of Truly Global.

In April 2015 China's strategy was refined to include six 'Big Wins'. This had a significant influence on their OD objectives, particularly those concerning fundraising and engagement with Chinese society. In May WWF-UK agreed to support two OD posts within WWF-China; a Senior Director for

Organisational Development and Change Management, and a Director of Organisational Development.

In June 2015 China attended the OD workshop at the Living Planet Centre, alongside colleagues from the UK, India, Brazil and Kenya. In July of this year OD was added as the seventh 'Big Win' in China's strategy, highlighting internal recognition of the strategic importance of OD. July also marked the beginning of six months of disruption within the organisation, when 'whistle-blowing' led to staff restructuring, a tax audit and WWF independent audit. In October China developed a Truly Global investment plan.

In June 2016 comms and fundraising staff from China visited the UK concerning their strategy under the Chins OD programme. In July China revised their 2020 strategy with the support of Boston Consulting Group, incorporating a 'Legislation Model' – a precursor to becoming a National Office. This was followed in September with the development of their Five Year Change Process.

In November 2016 China's OD Manager left the organisation, after having been "let go at the end of her probation period" in relation to being a poor fit for China's organisational culture (in the words of one interviewed member of staff in WWF-China). In this month the WWF International Board also approved China's Legalisation Model to Become a National Office.

In January 2017 a high level meeting was held between Glyn Davies of WWF-UK and Sze Ping, CEO of WWF-China to establish clarity about criteria for OD investment. A new OD Manager joined WWF-China in April 2017.

Interviews held with WWF-China staff largely reporting the impact of WWF-UK's OD support on improving operational infrastructure within China, particular around HR, operations, finances, and reporting. A number of stakeholder interviews described how with UK support financial reporting was able to successfully address reports being generated too slowly, enabled the finance team to catch up with the backlog, and to start efficiently producing reports. UK OD portfolio investments supported this by funding travel and training costs for finance team members, additional resources to help the reporting 'catch-up', hiring additional staff, changes to the team structure and bringing in PWC as an external consultant to support financial process improvement. This was described by a WWF-China stakeholder as demonstrating "very clear progress in FY17 for the finance team". UK OD funding also enabled the purchase of a HR system, to automate and improve the efficiency of HR activities within the organisation.

The UK fully funds the position of WWF-China's OD Manager and were invited by China to review applications and sit on interview panels for this position. At time of writing the impact of this OD role on China's strategic development can't be discussed, the organisation is in a transition period between the previous OD Manager leaving the organisation in November and the position being filled again in the spring of 2017. One member of staff interviewed described the UK funding this OD position as "a first time and extremely important", and as "instrumental to help us develop OD in China". The UK OD portfolio has similarly funded the positions of the Corporate Fundraising and Membership teams within China.

Staff members within WWF-China have described that in order for China to optimise its performance as an NO in a sustainable fashion the organisation would need a "solid and efficient operations system in order to support... organisational development". The need to establish local fundraising capacity in China was also highlighted. In both regards UK OD support is strongly described as making effective contributions towards China's operational infrastructure. The impact of such support on the larger strategic direction of China and ultimate impact on their conservation work is of course hard to define, although one stakeholder interviewed described the UK as provided "overall organisational development at a strategic level".

An area of UK OD investment where a potentially more strategic dimension can be observed is in support for leadership. A number of interviews with stakeholders highlighted training for leadership as a significant and “critical” area of UK support. This training was described by staff as “helping the leadership team think outside of the box and become a more coherent team” and that “consensus reaching is much more coherent than before”. One staff member spoke of how prior to UK OD support the leadership team was inward looking, “thought in silos” and was unwilling to share responsibilities, and that support from the UK has “allowed leadership to look at broader issues”. This intervention can be seen as significant, as stakeholders have identified development of leadership skills and internal competencies as a requirement for WWF-China to optimise its performance as a National Office in a sustainable way.

UK support for leadership in China is further seen in the advice provided by Glyn Davies on setting up their Board of Directors; “he is extremely involved and engaged in every meeting”.

India

During the 2013 OD Strategy workshop managers from WWF-India set out their conservation strategy and the organisational changes required to deliver it. This workshop involved several staff from WWF-UK, (including Rod Sterne, Diane Walkington - Director of International Programmes, John Barker – Head of Programmes), several other Network partners and WWF International. This workshop built on an earlier peer review process that was conducted with WWF-South Africa.

In July 2014 WWF-India’s OD plan was agreed, as set out in the WWF-India OD Strategy Investment Plan. This was followed in September with India’s appointment of an Analyst – Strategic and Organisational Planning with OD responsibilities, having previously tried to use OD consultants without success.

In January 2015 the WWF-India Transition Management Workshop was held. This was used to identify the changes required to move India from its position at the time to where it needed to be in order to fully implement its strategy. The outcome of this event was a “sense of direction” based around India’s “pillars of change”. In April the management of WWF-India brought together all staff in a “town hall” meeting to discuss future development of the organisation. According to the Director of Programmes for WWF-India, the first meeting generated a long “wish list”, but little happened as a result.

In June 2015 India attended the OD workshop at the Living Planet Centre, alongside colleagues from the UK, China, Brazil and Kenya. This was followed in August by the first WWF-India Organisational Culture Workshop. This event was organised to meet a need recognised by India for organisational culture change to embed and sustain the structural changes that were underway in the organisation. This workshop was facilitated by an external consultant and helped to identify the necessary organisational and cultural changes to move the change process forwards. In December WWF-UK and India conducted a joint workshop on sharing lessons in order to enhance communications and marketing synergy with programmes.

In March 2016 India held its second Organisational Culture Workshop, to build on the progress of the 2015 event. In May the second town hall meeting for all staff. This event built on lessons learned from the first town hall to generate stronger outputs than the previous unfulfilled “wish list” of the previous year. This event focussed on the need for organisational culture change in the organisation and led to a high degree of ownership for the changes which were identified, and clearer mechanisms for making those changes.

In November 2016 India conducted its Mid-term review of the OD project. This was a local process that focussed specifically on the WWF-UK “OD project” rather than WWF-India’s organisational change more broadly. The review was facilitated by a local consultant and was described as following

a very conventional approach which was perhaps not consistent with the innovative thinking that had gone into the OD process.

Kenya

In September 2013 WWF-Kenya held their “Finding the Family” workshop, in which its stakeholders were gathered to define the process that would be followed for Kenya to develop into a National Office, with WWF-UK as the single supporting Network Organisation and facilitated by Rod Stern as Head of OD for WWF-UK. This workshop identified that Kenya’s OD needs were defined by their organisational strategy and the importance of clearly defining the steps required from Kenya to become a National Office. This required all stakeholders to view OD as a project that needed to be planned and managed.

In January 2014 WWF-Kenya ‘Future Leaders’ were formed into a ‘high fliers’ team in order to provide professional development and demonstrate that responsibility for organisation change management would be allocated not just on position but on ‘promise’. In April Kenya agreed both its five-year road map and a one-year action plan to develop an OD strategy, which was described in an interview with a WWF-Kenya staff as being funded by the UK. This was followed in June by WWF-International scoping reports on Kenya’s brand position and fundraising opportunities. June also saw WWF-Kenya develop a communications plan to engage the organisation in its journey towards a new strategy and organisational change.

In July 2014 Kenya held a validation workshop to review their strategic plan, including OD objectives. In September this was followed by the finalisation of Kenya’s Organisational Strategy. This required new structures, organisational culture, conservation strategies, and fundraising and communications processes. This was a highly involved process, but was described as generating a high level of commitment for the process of organisational development.

In January 2015 the Kenya OD Implementation plan was finalised. In June Kenya attended an OD workshop at the Living Planet Centre alongside colleagues from the UK, China, India and Brazil. This aimed to establish the idea that OD is a discipline and to help build relationships between colleagues who held a responsibility for managing OD and was facilitated by an independent consultant from 3KQ.

In October 2015 Kenya and the UK OD Portfolio Manager worked together on developing Kenya’s Multi-Year Change Plan (MYCP). Prior to this point Kenya had a clear vision for their organisational development, but no structured plan for achieving it. With the support of WWF-Poland’s CEO and the UK OD Portfolio Manager a rigorous plan was produced to meet this need. The following month Anthony Mburu was recruited as OD Manager for Kenya. He is credited by the UK as having applied the conceptual framework of ‘Managing Successful Programmes’ to develop the MYCP into an OD Change Programme that could be managed in a similar fashion to other programmes.

In February 2016 the UK’s Head of OD visited Kenya to both gain an understanding of Kenya’s work on OD and to increase mutual understanding of the OD processes. During this visit videos were created of WWF-Kenya staff describing OD process and what they meant to them. This created an information sharing tool for Kenya and the wider Network.

In March a Fundraising Manager, Corporates, Foundations and high Net-Worth Individuals was appointed in Kenya. In this month Kenya also launched their ‘Panda Pamoja’ internal change newsletter – aimed at communicating change processes more clear with staff and to increase a sense of ownership in the change process. A survey conducted after publication suggested it was well received by staff. In April Kenya then established their Financial Sustainability Plan, followed by a HR management strategy in May.

In June the WWF Kenya Board of Directors was appointed. This was followed in August by Kenya relocating to a superior office facility. A key milestone was then met in September and October, when WWF-Kenya became a National Office and was registered as a local NGO in Kenya.

In November 2016 Kenya established their culture change plan, representing a recognition that their MYCP needed to be based on a deliberate effort to align the organisations culture with its organisational ambitions. They also began their MTR of OD processes, and developed new organisation-wide business processes.

The UK has supported, both financially and through personal support, the activities described above. Interviews with WWF-UK staff highlighted the UK's funding and support for development of strategy in Kenya. The UK funded Kenya's OD strategy from 2014, and development of Kenya's strategic plan, HR strategy, and communications and fundraising strategy. The UK OD portfolio also funded development of three conservation action plans, which "translate the strategic plan into business level strategies". The UK's support for Kenya's monitoring and evaluation function was described by a Kenyan stakeholder as having helped learning and reporting on the strategic plan, and to understand its impacts on conservation work. Support for Kenya's strategic plan is described as having "given birth" to the recruitment of a Board of Directors and Kenya's registration as a local NGO. The UK's support on strategy enabled programme and operational work to be effectively reorganised to respond to needs identified in Kenya's strategic plan.

The importance of the UK's support for the transition of Kenya to a National Office and locally registered NGO was also cited by Kenyan stakeholders. OD portfolio investments supported all activities around this establishment, such as recruiting and inducting the new Board of Directors. The introduction of this board was described by a Kenyan stakeholder as improving governance and ambition within the organisation, and reducing the levels of management required to make a decision. A second stakeholder described the board as requesting greater levels of management information from staff in the Kenya office, creating a closer style of governance than what was previously in place. Kenya's registration as a local NGO has been described as being effective in raising the profile of the organisation within Kenyan society, by allowing enabling the office to conduct its own fundraising and marketing, and "engage and push agenda". A second stakeholder described how "thanks to UK support" this has had a knock-on effect on public awareness of WWF-Kenya, increasing "public demand" and creating more interested partners for the organisations.

Investments under the UK OD portfolio have also been enabled key positions within WWF-Kenya to be created and filled, including the OD Manager, the Communications and Fundraising Unit and external consultancies.

The "business as usual" situation of WWF-Kenya prior the WWF-UK OD support was described by the Kenyan staff interviewed as lacking in proper governance structures and a full senior management team. Kenya's previous strategic plan was described as "not very specific to Kenya" and the organisation had internal inefficiencies and lacked capacity to deliver on conservation work. It is too early to predict the ultimate impact of the organisational changes described above on conservation impact. This is particularly true for very recent occurrences, such as Kenya's transition to NO and local NGO, governance from their new Board of Directors and impacts of Kenya's own media and fundraising activities. WWF-Kenya staff interviewed that Kenya now has increased funding to carry out OD tasks and increase OD capacity, and that "this capacity has got us to where we are now". Working with the UK OD unit was described as increasing leadership confidence in, and commitment to, organisational development. One member of staff interviewed described that UK OD support, particularly around strategy, has led to an increased capacity to deliver conservation work - namely that staff numbers had increased because of a need outlined in the strategic plan. Changes in the organisations of operations and conservation work were described as successful. Kenya previously worked towards 53 objectives under regional strategies, which was described as unsuccessful by a member of staff in Kenya. This activity is now organised into four key programmes, based on four

objectives; enabling the organisation to “deliver locally and on global goals” and “deliver on a number of priority areas from the strategic plan”.

Annex 6: PPOW OD Achievements Table

Brazil

Achievement	Level of UK OD contribution
Foundations in Local Society	
With the creation of the Communications Bureau, WWF Bz doubled the number of visits to their site and the number of Facebook and twitter fans, with more than 450 thousand individual followers. All of the social media communications pieces are produced internally	Medium
Clear Strategy	
Organisational and Key Stakeholder participatory process of critical Contributions definition process	Insufficient evidence of direct contribution
Multiple PPMS Training received very positive evaluation from training participants both on content and facilitation	Insufficient evidence of direct contribution
Strategic Forum was redesigned in 2016 and internalised to a newly created Conservation Committee and the PMO role	Insufficient evidence of direct contribution
Re-structuring of the Strategic Planning function: Creation of the Program Management Officer/Coordinator of Strategic Planning role	Insufficient evidence of direct contribution
Pilot and implementation of PMO, with support from Integration consultancy	Highly significant
D&I Support for program strategies to the agriculture update process, as well as providing initial proposal guidance around aligning the WWF-Brazil's public policy strategy with Network standards	Insufficient evidence of direct contribution
Senior Management Team - OD Workshop in the UK - WWF-UK, WWF-Netherlands, and the Brazil SMT, generated an agreement for the change plan, and resulted in the commitment of all senior managers to the change process	Highly significant
Strong Funding Models	
Corporate relations: Proposals and meetings which resulted in the renewal of 4 partnerships. (Companies: LG, Norsul, EcoRun and Ambev)	Low
Corporate relations: Assistance to new companies which resulted in a partnership for the marketing area with revenue of R\$ 20,000 and commitment of more than five thousand people exposed to WWF-Brazil	Low
Corporate relations: The revenue in 1st half of FY17 was R\$162,885 (R\$ 62,885 from MRC and R \$ 100,000.00 from Corporate Club renewals) - exceeding the goal of the period by 9% (R \$ 12,885)	Low
Diversification of Fundraising- WWF-Br secured an important contract with Banco do Brazil, R\$ 18.4 million contract for 5 years. There is an additional contract in the process of being signed with Fundação Banco do Brazil for R\$ 5.3 million over a 5 year period	Insufficient evidence of direct contribution

The Corporate Club continues to explore ways to expand membership, enhancing the participation of the present members (e.g. Meliá Hotels and LG, newly developed into members due to the success of partnerships in cause-marketing actions)	Medium
<i>Policy, Advocacy and Network Expertise</i>	
FY2017 "No Coal" Campaign encouraging the current president to not approve a law which would make the use of coal to generate energy more flexible in Brazil	Insufficient evidence of direct contribution
"Cerrado in your hands": a new app that gives sustainable production tips for a stronger biome and show how unsustainable practices can affect nature and its life	Insufficient evidence of direct contribution
FY17 Food Waste campaign: to raise awareness about food waste	Insufficient evidence of direct contribution
A highlight in FY15 was a plenary session against a proposed amendment to the Constitution and the New Mining Code (PEC215) in the House of Representatives	Insufficient evidence of direct contribution
Articulation in the Senate to advance the discussion of PEC215, involving dialogue with 48 senators	Insufficient evidence of direct contribution
<i>Mature Leadership and Organisation</i>	
New intranet portal and internal communication tools	Highly significant
Senior Strategic Planning Analyst - participated in Network KM Workshop in Woking, August 2016	Highly significant
Implemented LIFT (Leadership Impact for Transformation) – a 9 month WWF program designed to accelerate leadership skills development for high-potential individuals within the WWF network	Medium
Journey – a 2 day workshop conducted on November 23rd and 24th by the Great Places to Work Institute, in which 62% of leaders participated	Insufficient evidence of direct contribution
Hiring of the Training and Development analyst with the responsibility to develop a Training and Development Framework for WWF-Brazil	Insufficient evidence of direct contribution
Implementation of internal communications tools: the Newsletter "Conecta Panda" and a more organised and regular monthly staff meeting have helped to clarify what other areas are working on what each staff member's role is in the organisation	Insufficient evidence of direct contribution
In April 2016, conducted a Working Environment Survey (with the Great Place to Work Institute) in order to identify key areas to develop the organisational "climate"	Highly significant
In May 2016 conducted the first workshop with Great Place to Work Institute in order to prepare leaders to transform their areas into excellent places to work by influencing attitudes and behaviours	Medium

The Network has developed the LIFT Training which aims at supporting individuals to become better prepared to take on senior management roles in their offices within the next one to three years	Medium
The Conservation Committee and the Funding Committee, along with the new Strategic Planning area structure are designed to work in tandem in order to support all phases of project design, implementation, and evaluation	Insufficient evidence of direct contribution
Structure Changes- main change in structure during this period was the Restructuring of the Strategic Planning Area: Creation of the Program Management role and Coordinator of Strategic Planning	Insufficient evidence of direct contribution
Established the position of Forest Leader, who will be responsible for developing conservation strategies for the biomes WWF Brazil work with. This position was selected internally and as a result, promoted a leader within WWF Br	Low
Competencies Mapping - HR revised material previously delivered by the consultancy hired in December 2014 since it did not meet the expectations of Brazil SMT	Insufficient evidence of direct contribution
Protheus is now fully implemented with the Budget and Project Management modules being tested and in operational use by PMO	Highly significant
Closing of annual accounts on time	Highly significant
R3 and Action Reports from Protheus are implemented, tested with Agua Brazil project and will be used for projects under the umbrella of PMO	Highly significant
Operations are much more efficient, the reorganization and cost reduction actions significantly improved WWF-Br	Low
Accountability	
Code of Conduct and Fraud & Corruption Prevention Manual	Highly significant
OD MTR completed	Medium

China

Achievement	Level of UK OD contribution
Foundations in Local Society	
WWF-China registered as Chinese NGO under the Chinese Charity Law in 2017	Low
WWF-China received official certification as a legal foreign NGO operating under the International NGO Law, which took effect in January 2017	Insufficient evidence of direct contribution
The China Advisory Board (CAB) was created to provide advice and guidance to support WWF China in leading its transition from Programme Office to a National Office	Medium
China recruited a new Earth Hour Ambassador in 2016, also had 10 Chinese celebrities to volunteer during the Earth Hour event. The China Ambassador to the UK posted his support to the Earth Hour on his own Weibo, and gained over 40 million viewers and over 110,000 reposting. In addition, China had over RMB 40 million media pro-bono in total with only RMB350K budget	Insufficient evidence of direct contribution

Followers on Weibo.com increased from 190,000 to 210,000. WeChat account subscribers increased from 39,000 to 47,000	Insufficient evidence of direct contribution
Disney Nature's new documentary "Born in China" was officially launched in China recently featuring Giant Panda, Snow Leopard and Golden Monkey in the Sichuan Plateau. WWF China teams were actively promoting this movie in major cities to raise awareness of conservation efforts to save them by WWF and other partners	Insufficient evidence of direct contribution
A public engagement centre located in Shanghai Chongming Dongtan Wetland Park, a Maipo wetland model in mainland China, will soon be established by WWF China to engage students and corporate partners in Shanghai area	Insufficient evidence of direct contribution
WWF China have signed an MOU with the Centre for Environmental Education and Communications of the Ministry of Environmental Protection to jointly promote environmental education at the national level	Insufficient evidence of direct contribution
Clear Strategy	
WWF China Strategy 2020 version 2.0 – an updated version has been completed to align with China's ever changing political environment and trend, as well as WWF's Global Goals	Low
Strong Funding Models	
China Launch Fund - transition. As of 20 January 2017, 50 million RMB has been secured from the five confirmed Board members for the "China Launch Fund". WWF US, UK, Switzerland, Netherlands pledged commitments to the fund	Medium
Fundraising team FTE has increased from 3 to 5	Medium
Sustainable Consumption Week is the partnership platform to reach the 50,000 company target	Insufficient evidence of direct contribution
The target of fundraising from the corporates was met and exceeded the US\$2 million in FY16	Highly significant
Panda shop establishment under way	Insufficient evidence of direct contribution
China raised unrestricted money of \$2m locally in FY2016	Insufficient evidence of direct contribution
WWF UK and TG OD support assisted China in strengthening its capacity to secure partnerships and diversified income sources. China attempted the staged fundraising approach	Highly significant
Stable network donors to support the Strategy 2020 2.0. is on track	Insufficient evidence of direct contribution
At least 80% funding is from network donors and unrestricted	Insufficient evidence of direct contribution

Corporate and foundation funding is increased in FY16	Insufficient evidence of direct contribution
PPP model is being assessed for potential funding from the government and corporate	Insufficient evidence of direct contribution
<i>Policy, Advocacy and Network Expertise</i>	
WWF-China Public Engagement Strategy developed	Insufficient evidence of direct contribution
WWF China launched the Living Planet Report – China 2015 Report, and led the advocacy on Greening One Belt One Road Initiative at the China Council Meeting	Insufficient evidence of direct contribution
WWF China and the Climate Reality (led by the former US Vice President Al Gore) have successfully launched Climate Reality training camp in Shenzhen, China, in June, that attracted more than 600 people including Chinese business leaders, civil society groups to Jointly take actions to curb the Co2 emissions	Insufficient evidence of direct contribution
6 corporate partners jointly sponsored the Earth Hour events in 5 large cities in China (Shenzhen, Shanghai, Beijing, Chengdu and Dachang). The event gained 5,066 media hits, 240 million views from Weibo.com. The 1864 Panda Sculpture Exhibition generated 1.8 million RMB (part of US\$2million) to support conservation work in the field	Insufficient evidence of direct contribution
WWF China launched Sustainable Consumption Week campaign engaging with large retailers, suppliers and public to promote sustainable consumption in China	Insufficient evidence of direct contribution
<i>Mature Leadership and Organisation</i>	
New OD Manager recruited in 2017	Highly significant
OD strategy is fully embedded in Strategy 2020 2.0 version	Highly significant
Culture survey is being conducted currently	Insufficient evidence of direct contribution
Staff retention, talent management is in the HR strategy. New HR director is in place but these areas need to be developed	Insufficient evidence of direct contribution
Leadership team’s working principles and ground rules are in place	Low
LT and MT capacity building plan is being developed and implemented with OD support	Highly significant

India

Achievement	Level of UK OD contribution
Foundations in Local Society	
New brand ambassador being reviewed for appointment, either on an annual basis or for specific campaigns	Insufficient evidence of direct contribution
An end line research for the brand survey has been commissioned, to establish the change in brand salience/familiarity over the baseline survey which was conducted in 2013 and shall provide insights into the drivers on the WWF brand, in India amongst target audience.	Insufficient evidence of direct contribution
As of June 2016, WWF India have the largest social media footprint amongst key & relevant NGO's in India	Insufficient evidence of direct contribution
WWF film developed & promoted through a media partnership i.e. Star Networks	Insufficient evidence of direct contribution
The Earth Hour AV was shown across 350 screens at airports and metro stations in three cities, with an approximate exposure to 2.7m people and at 1500 Out of Home screens across 7 cities, with approx. 1.8m exposures	Insufficient evidence of direct contribution
3308 volunteers registered on Volunteer website - launched in Jan 2016. Initiated 60 volunteer projects and completed 41	Insufficient evidence of direct contribution
Launched Volunteer newsletter	Insufficient evidence of direct contribution
Clear Strategy	
Organisational structure aligned with strategy	Medium
Strong Funding Models	
WWF India raised gross in country revenues amounting to INR 134M against a planned 180M. India did not meet the ambitious projections, but demonstrated 43% growth of revenues in FY 16, over FY15 performance	Low
During 2015-16, the Corporate Fundraising team sourced 14 new partnerships for funding our conservation projects. The team raised total funds of Rs. 45 million in 2015-16, which is almost double of Rs. 23 million raised in 2014-15	Low
Individual Fundraising (IFR) team generated INR 34 Million from approx. 8,000 donors of which one-time giving was INR 3.04 Million and regular giving was INR 3.6 Million. WWF India are present in 9 major cities covering all four major geographic regions – this represents an addition of 4 new cities in FY16	Low
Policy, Advocacy and Network Expertise	

Enhanced marine strategy	Highly significant
A cross-cutting policy and strategy team with leads for Climate Adaptation, Urbanisation, Environmental Economics, Extractives and Land use & Urban Planning is now in place	Medium
Key studies have been undertaken influencing policy at various levels on adaptation	Medium
Mature Leadership and Organisation	
HR capabilities improved	Highly significant
Following on to the work initiated in FY15 for aligning the organisational strategy with the organisational structure and achieve required human resource capacity, there were four workstreams defined; Organisation in line with 2020 strategy, HR review in line with 2020 strategy, Building a shared value and commitment culture; Building a shared learning organisation	Highly significant
In conjunction with WWF- International, a 3 day resident People Management Programme was held. The workshop was conducted by two international trainers for 14 of our emerging leaders	Low

Kenya

Achievement	Level of UK OD contribution
Foundation in Local Society	
Registration as a national NGO completed	Highly significant
Transitioned from PO to NO	Highly significant
Board of Directors for WWF-Kenya has been fully established	Highly significant
The Communications team now have additional team members who are supporting media and digital campaigns (supported by PPL funding from WWF UK)	Highly significant
Brand awareness of WWF in Kenya increased from 6% in 2014 to 20% in August 2016	Medium
Setting up of WWF-Kenya's local website	Insufficient evidence of direct contribution
Social media presence has expanded as indicated by sustained growth in online following from 2,393 in 2015 to 30,127 in January 2017	Medium
WWF-Kenya now has a fully resourced Business Development & Communications unit	Highly significant
Clear Strategy	
The strategic plan has enhanced fundraising efforts guided by a consolidated national funding plan	Highly significant
Strategic plan launched	Highly significant
Coherence and ease of biodiversity thematic integration brought about by the CAPs in programme design, implementation, monitoring evaluation and learning	Insufficient evidence of direct contribution
ME&L framework and tools developed	Highly significant
Strong Funding Models	

Initial steps taken to begin to tap into the local market and build network of supporters - setting up small sum individual giving and membership programme	Medium
Start of partnership discussions with Liquid Telkom, Orange Telkom, G4S (security firm), and Ace with WWF-Kenya on piloting technological surveillance in selected Rhino sanctuaries against poaching. The partnership, which is at the very initial stages, is estimated at a modest GBP 400,000	Low
The Business Development Manager (Corporates & Other) was engaged in March 2016 and has been instrumental in the development of the Corporate Engagement Strategy and localization of the global Corporate guidelines	Insufficient evidence of direct contribution
<i>Policy, Advocacy and Network Expertise</i>	
WWF Kenya strengthened their capacity through recruitment of technical positions and also starting to develop partnership strategy, which is yet to be finalised. The latter will be taken up in FY 17 now that there is a dedicated lead for Governance and Partnerships unit	Insufficient evidence of direct contribution
Policy and partnerships officer position filled and leading WWF Kenya in sustainable development goals and post 2015 development framework engagements.	Insufficient evidence of direct contribution
<i>Mature Leadership and Organisation</i>	
Key leadership positions have now been filled including the Director Business Development and Communication and Chief Operating Officer	Insufficient evidence of direct contribution
WWF-Kenya's Human Resource Management strategy has been completed and clearly sets the strategic agenda for people management in line with the overall strategic plan	Highly significant
<i>Accountability</i>	
WWF-Kenya has rolled out the Business Processes and Reporting project aimed at ensuring organisation-wide processes are effective and efficient in delivering results for impact driven conservation	Highly significant
A clear organisation transformation roadmap in place; WWF-Kenya's Multi-year Change Plan (MYCP) has been developed, which is the change blue print to support in the delivery of key changes towards becoming a strong office in delivering conservation impact at scale	Highly significant