

**Programme Evaluation of the Global Forest & Trade Network
For Business Plan Period FY2008-2011
Management Response
(18 May, 2012)**

Background

The Global Forest & Trade Network (GFTN) is WWF's initiative to eliminate illegal logging and drive improvements in forest management while transforming the global marketplace into a force for saving the world's valuable and threatened forests. First established in 1991, it is the world's longest-running and largest forest and trade programme of its kind—providing assistance to approximately 270 strategically selected buyers, suppliers and producers from across the spectrum of the forest products sector who are committed to demonstrating leadership and implementing best practices in the areas of responsible forest management and trade. GFTN operation mirrors the global forest products industry by maintaining a global network of national or regional GFTN offices with over 50 staff members who provide knowledge and technical assistance in over 30 producing and consuming countries.

At its core, GFTN was created as a market-based means of protecting at-risk forests and the endangered species that depend on them for survival, in places such as the Congo and Amazon basins and the Heart of Borneo. Marked by high rates of land conversion and deforestation, illegal logging, poverty, social inequality, corruption and poor governance, these are places where implementing certification can be extremely difficult. There are big barriers to overcome, among them, the high costs of certification, limited market signals and local resistance to international influence.

GFTN is a performance-based programme that focuses participating companies' efforts on a continuous and measurable progression in achieving environmentally and socially sound business practices with respect to forest management and trade in forest products. GFTN provides a framework mechanism that combines market stimulation, field-based technical assistance and the creation of enabling conditions for responsible forest management and trade. By breaking down what is a complex process into manageable components, the stepwise approach has enabled the spread of FSC certification into forests managed under some of the most difficult of conditions. GFTN has played a pivotal role in enabling the uptake of FSC certification in both developing and developed countries.

Although it is often misunderstood, GFTN's stepwise approach deliberately targets some companies with a low baseline on sustainability, with possibly a poor past track record, provided they are willing to transform their practices. The whole concept is to move the marketplace from a low standard to a high standard of social and environmental performance, not to just exclusively work with the best performing companies. This poses some reputational risk to WWF as an environmental NGO, and the GFTN participation rules are designed to manage that risk by creating a framework for engagement that allows companies with a low performance baseline to participate in the programme provided they continue to make stepwise improvements in their forestry operations or procurement practices.

At the end of FY2011, forest companies participating in GFTN managed 22.2 million hectares of credibly certified forests, up 9.15 million hectares from 2008, and manage a further 5.2 million hectares in progress to certification. Furthermore, 270 companies apply GFTN's *Guide to Legal and Responsible Sourcing* in their forest product purchasing practices. These companies trade 218 million m³ of wood products per year worth approximately US\$72 billion, representing 18.6 per cent of the global trade in forest products by value.

Since 2004, GFTN has generated 485 enquiries from trade participants or applicants who wish to purchase responsibly from other GFTN participants. To date, 231 of these enquiries have led to active market links with an estimated value in excess of US\$111.6 million. As of the end of FY2011,

254 enquiries remain open for current or future trading within GFTN with an estimated value of over US\$324 million. This represents considerable demand for responsibly produced forest products, providing a tangible means of generating jobs, income and other economic benefits for local people and communities.

Purpose of the Evaluation

WWF commissioned an evaluation of its GFTN programme to review the overall progress towards the objectives of the FY2008-2011 GFTN Global Business Plan, assess the effectiveness of the programme's systems and inform the future development of the programme. The evaluation was carried out between November 2011 and February 2012.

The Global Witness report "*Pandering to the Loggers*"¹ published in July 2011 criticized several aspects of the GFTN programme and made specific allegations against some GFTN participants. The Global Witness report included a list of suggested improvements to GFTN and highlighted the need for a programme-wide evaluation. WWF brought forward its scheduled end-of-term evaluation of GFTN to November 2011 partly as a result of the Global Witness recommendation. It was not within the scope of this evaluation to examine in detail each of the allegations made in the Global Witness report but the evaluation did review the report's recommendations on GFTN and many of the evaluation recommendations address concerns raised in the Global Witness Report.

Management Response to the Evaluation

Overall, WWF is pleased with the depth and value of the findings of the evaluation while acknowledging the limitations of any evaluation of this kind, including the limited scope of the evaluation, time and resource availability, and language barriers to the respondents.

The findings and recommendations in the evaluation report were discussed amongst GFTN and other WWF staff. This document is intended to communicate WWF's response to the evaluation findings to internal and external audiences.

Overall Strategy, Increasing Impact, and Conservation Implications:

Evaluation Findings: *The GFTN programme is seen as relevant, useful, and necessary. The programme approach of offering a stepwise approach in conjunction with provision of technical support from GFTN continues to provide willing companies - including those who start from a low baseline - with the opportunity to address challenges in their supply chains, implement changes in their practices and increase transparency. GFTN's strengths include the creation of a strong push for responsible forest management and trade in challenging environments, a network of high quality technical people in the field with local knowledge, the ability to engage with companies with a large market presence, and the development of tools to enable understanding of the issues.*

However, the evaluation identified areas in need of revitalisation and renewed focus on core conservation objectives and demonstration of impact in Priority Places in alignment with WWF objectives, and a need for greater technical capacity in business skills and market linkages throughout the network. In addition there were challenges of inconsistent distribution of skills and resources between regions, and variable implementation of programme systems.

The programme will now need to further explore how its model of increased transparency and stepwise progression to improved sourcing can align with and enhance the trade regulations in countries where they apply; and how to address most common limiting factors in influencing forest management

¹ Global Witness '*Pandering to the Loggers*' released 25 July 2011 (<http://www.globalwitness.org/panderingtotheloggers>)

practices and trade such as lack of government policy (enabling environment), lack of demand for certified products (market demand), and lack of effective local GFTN strategy (local applicability of programme model).

Recommendations:

1. *Re-assess how GFTN/WWF operates in Priority Places, identifying the challenges in each Priority Place and opportunities to collaborate with other organisations to maximise effectiveness of interventions.*

WWF Response: Agree.

Action: To build on achievements by GFTN in Priority Places to date, WWF will clarify the expected contribution of GFTN to its wider conservation objectives in each Priority Place within the 2012-20 business plans for each local GFTN office. Each local business plan will also clarify how other activities that are critical to successful implementation of GFTN will be implemented by other WWF programmes and external partners outside GFTN. GFTN is building a mechanism to actively engage with local organizations and institutions such as trade associations, cooperatives, and other local organizations that have the ability to influence wider sector practices to mainstream responsible practices. GFTN will engage with these organizations to disseminate GFTN tools and knowledge while applying the “train the trainer” approach.

2. *Re-examine performance indicators to ensure that they effectively measure GFTN progress towards stated objectives, adequately balancing both conservation and economic related impacts.*

WWF Response: Agree.

Action: To build on achievements by GFTN in Priority Places to date, the GFTN programme will incorporate the following monitoring indicators in its global strategy for FY2012-2020: share of FSC certified forest areas / forests in progress to certification in WWF’s Priority Places; number of cases where GFTN participants adopted and incorporated the species guidelines into their forest management plan; and number of cases where GFTN participants adopted and incorporated social responsibility agreements (or equivalent) between forest managers and communities. WWF will also monitor the total forest area that is credibly certified or in progress to be certified along with the rates of deforestation and illegal logging in countries where GFTN operates, in order to monitor the overall trends.

3. *Invest more in strengthening FSC globally and locally, including increasing demand for certified products, as FSC certification is the main conservation tool of the GFTN programme.*

WWF Response: Agree.

Action: WWF will continue to implement activities aimed at promoting and strengthening FSC and its standards globally and locally. This will include empirical investigation of the impact of FSC on biodiversity conservation and social equity. In principle, WWF activities as a member of the FSC will be implemented outside of the GFTN programme to avoid any perception that WWF representatives within FSC processes represent or speak on behalf of GFTN participant companies. However, activities designed to promote market recognition and preference for FSC, or to understand its impacts on forest practices and supply chain traceability will be implemented through the GFTN programme as appropriate.

4. *Determine if GFTN is the most appropriate mechanism for influencing responsible sourcing and improving forest management practices in all situations where it is currently operating. Consider if options for a relationship through other WWF initiatives for corporate engagement may be more effective in certain cases.*

WWF Response: Agree.

Action: WWF will continue to pursue multiple avenues for influencing private sector behaviour in the forest products sector. These include the GFTN programme, the New Generation Plantations Project (a platform to develop and promote better plantation practices), Check Your paper (a tool for companies to rate the environmental quality of paper products), active campaigning against worst-practice companies, publication of best practice guidance (e.g. GFTN's Guide to Legal and Responsible Sourcing) and advocacy for improved regulation of forestry in producer countries and to prohibit trade in illegally-sourced timber. Where GFTN is determined as the most appropriate mechanism within this range of engagement options, GFTN will be applied.

5. *Re-assess the overall size of the GFTN programme in relation to capacity needs for adequate supply chain assurance, particularly with regards to large trade participants.*

WWF Response: Partially Agree. WWF acknowledges that there is a need to assess the overall number of GFTN participants and to develop an alternative engagement mechanism to provide wider outreach and awareness, considering capacity needs for adequately managing and monitoring the scope of participants' action plans regardless of their type or size. However, WWF also believes that much of the supply chain assurance can be achieved by participant progress reporting and third party auditing of their progress, without swelling the size of the programme.

Action: As a part of the 2020 Global Strategy development process, the GFTN programme will assess the realistic numbers and strategic list of applicants and participants and associated workload in each country while exploring alternative options for adequately managing and monitoring the scope of participants' action plans.

6. *Evaluate the geographic distribution of human and financial resources within GFTN programme to ensure these are adequate to implement programme strategy in all countries where it is operating. Consider the distribution of resources which will have the greatest impact on meeting GFTN objectives, including fast-growing economies such as China, Russia, Brazil and India.*

WWF Response: Agree.

Action: WWF has already recognized the need for transferring capacity of the right people to the right places, particularly key emerging countries such as BRICs. Within the GFTN program, as a part of the 2020 Global Strategy development, the GFTN programme will define the priority of geographic focus and secure coordinated network support for priority countries.

7. *Evaluate priorities for future GFTN development to ensure they are realistic and appropriate given the level of resources available for programme implementation. New activities should be piloted in a limited number of country offices or regions only where there is demand and capacity, prior to consideration as a global strategy.*

WWF Response: Agree.

Action: The GFTN programme will pilot new activities before considering whether to adopt them as global strategy, This will include the development and uptake of a sustainable financing mechanism (e.g. value chain / private financing pilot with US based financial institution); and emerging market opportunities (e.g. development of dual certification products in Latin America, increasing the use of lesser known timber species from tropical region, and obtain revenues for delivering environmental services in Latin America and S.E. Asia). Future innovations within GFTN will be monitored closely to ensure they are realistic and add value to the aims of the programme.

8. *Assess how the GFTN programme aligns with current and future timber importing regulations (Lacey Act, EUTR, etc.) in order to identify challenges and opportunities in each case. Minimum requirements for public engagement with trade participants in these regions will need to be known legal source.*

WWF Response: Agree.

Action: The GFTN programme is currently reviewing its Participation Rules to ensure that the rules align with these regulations. In addition, the GFTN programme continues to partner with TRAFFIC International to develop and revise tools and training materials that help importers and exporters comply with new regulations.

Strengthening Governance and Management:

Evaluation Findings: *Internally within WWF, there is a great opportunity and need for increased awareness of GFTN to help the programme contribute towards WWF's core conservation objectives and to generate support to the programme from WWF country offices. This includes increased guidance and oversight by the Shareholders Group. Responses and interviews with internal stakeholder groups indicate that programme governance, through the Shareholder Group (SHG), has been inconsistently implemented. The role and responsibility of the SHG needs to be better understood. Country offices report multiple demands on the GFTN manager's time and expertise needed. Evaluation findings suggest that the programme's resources and technical capacity may be spread too thinly across the network, to ensure adequate implementation of the business plan in all regions.*

Recommendations:

9. *Address the need for improving understanding of the roles and responsibilities of the Shareholder Group (SHG), expectations of the relationship between SHG and others in GFTN, and for improving the relationships between GFTN managers and the SU (Support Unit).*

WWF Response: Agree. WWF acknowledges the need for greater understanding of the roles and responsibilities of the Shareholder Group (SHG) among shareholders and managers, and improving expectations of the relationship between SHG and others in GFTN. Relationships between GFTN managers and their respective shareholders in the WWF country office need to be revitalized throughout the network. WWF acknowledges the limited frequency and consistency of one-on-one communication between the Support Unit (SU) and GFTN country offices -- particularly during the past three years when half of the SU positions were vacant.

Action: The GFTN SHG will reassess its composition with the goal of making GFTN governance more effective, and will further consider any necessary revision to its Terms of Reference to clearly define the role of shareholders. Following the recent Shareholders meeting, the Shareholders Executive Team (SET) has been reformed and is actively engaging the process of strategy renewal, enforcement of compliance by local offices, and revitalization



of SHG. In addition, the GFTN SU will facilitate direct contact with local staff, as resources permit, while ensuring better participation of local offices in available communication channels, including the annual meeting, monthly managers' call, and daily communications via email and telephone. GFTN will continue to stress the need for proactive communication from both ends (SU and local offices). With limited resources and network-wide efforts to reduce carbon emissions through reduced travel, proactive participation by local GFTN managers in the monthly coordination will be encouraged to ensure effective communications in the context of global programme operations.

10. *Review current levels of integration of GFTN within wider WWF network and assess ways to strengthen GFTN relationships with local WWF offices, thus increasing understanding of the GFTN programme across the WWF network.*

WWF Response: Agree.

Action: As a part of the GFTN FY2020 Global Strategy development and local business planning process, the GFTN leadership will analyse and identify key integration points and strategies between the GFTN programme and other WWF programmes. The specific integration strategies will be incorporated in GFTN's Global Strategy and local business plans, scheduled to be finalized in July 2012.

Strengthening Systems:

Evaluation Findings: *The GFTN programme has a well-defined system for participation management and progress monitoring, with numerous tools and written procedures which are available through the internal GFTN Participants Database. Each step in the process has clearly identified and dated templates for information gathering, and is accompanied by written instructions. In practice, however, those systems and tools were found to be unevenly applied, which reduces their effectiveness. Information regarding participant progress, however, was often lacking or incomplete at the central level. With the current level of implementation of systems, and distribution and level of resources available, the GFTN programme may not be able to provide adequate assurance to support all publicly announced engagements with participants and associated claims. This may be putting the integrity of the programme at undue risk.*

Recommendations:

11. *Improve the consistency of implementation of management systems and tools across the programme. In particular, improve the level of completion of participant information entered into the central GFTN database across the entire programme, fill gaps in current information available and ensure regular uploading of required documents. Ensure database is accessible and efficient, and identify barriers to its use across the network.*

WWF Response: Agreed.

Action: GFTN SU and Shareholders Executive Team will engage with each of the operating offices to review information gaps and identify specific actions needed to fill the gaps. In addition, GFTN SU will review the system architecture and usability after the finalization of the GFTN Global Strategy and revision of the GFTN Participations Rules in July 2020, in order to identify the areas of revisions and improvements to be made in the database.

12. *Revise selected tools for participant monitoring and reporting to strengthen their effectiveness, including increasing use of 2nd and 3rd party audits to demonstrate trade participant progress.*

WWF Response: Partially Agree. While WWF acknowledges the need for increased use of 2nd and 3rd party audits for monitoring trade participants' progress, such audits are dependent upon available resources and have significant cost implications, especially on small and medium size operations and local GFTN offices.

Action: The GFTN will review its Participation Rules and associated templates. In this process, specific rules around the use of 2nd and 3rd party audits will be discussed and agreed. Revised rules are scheduled to be developed in July 2012.

13. *Consider developing specific protocols for addressing applicant companies and situations which may be "high risk" to the integrity of the programme.*

WWF Response: Agree. In fact, WWF has an already-established network-wide protocol for assessing and managing risks in engaging risky companies and situations. WWF acknowledges the need for rigorous application of these protocols in the network and developing more specific rules and protocols for the GFTN programme to assess these potential risks.

Action: The GFTN programme is currently reviewing its Participations Rules and associated templates. In this process, specific rules and procedures around the risk assessment and minimum thresholds (e.g. definition of participant, participation scope, etc) will be discussed and agreed. The revised rule is scheduled to be developed in July 2012.

14. *Consider restricting GFTN participation through a "policy for association", limiting acceptance only to companies which demonstrate ability to meet minimum requirements throughout all divisions and all subsidiaries/ parent companies. Such a "policy for association" should also include protocols for assessing allegations of unethical practices by the applicant or subsidiaries/ parent companies and identifying appropriate action.*

WWF Response: Partially Agree. While WWF agrees with the need to develop a "policy for association" or similar mechanism and protocol for restricting GFTN participation based on the company's ability to demonstrate commitment, WWF is conscious about the importance of taking a certain level of risk in order to identify opportunities for long-term gains. WWF has an already-established network-wide protocol for assessing and managing such risks, and WWF acknowledges the need for rigorous application of these protocols in the network. In addition, WWF recognizes the need for developing more specific rules and protocols for the GFTN programme to assess these potential risks.

Action: The GFTN programme is currently reviewing its Participations Rules and associated templates. In this process, specific rules and procedures around the policy of association or similar mechanism (e.g. application of FSC Policy of Association as well as additional policies) will be discussed and considered. The revised rule is scheduled to be developed in July 2012.

Participant Relationships:

Evaluation Findings: *While most participants in general recognize technical support and advice on corporate social responsibility as the two main benefits in participating in the GFTN, expectations of new market connections are highly desired by participant companies particularly in producer countries. While the GFTN model primarily focuses on working with trade participants' existing supply chains in order to bring about change in their suppliers, the report suggests that this approach does not appear to be consistently understood among the participants.*

Recommendations:

15. *Encourage realistic expectations among new participants when discussing the potential economic incentives associated with joining the programme, particularly in producer countries.*

WWF Response: Agree.

Action: Every company GFTN engages with has different needs and expectation. It is the capacity of the local manager to effectively engage with the most strategic companies and manage their expectations. The GFTN program will continue building the internal capacity of the local managers and help both companies and other interested stakeholders get a better understanding of what the programme can do for companies with an easy reference brief on GFTN to be available by July 2012, including in local languages.

16. *Build on GFTN strengths and position in the field to develop pro-active partnerships with other NGOs and service providers doing comparable work, to fill gaps in its own capabilities and complete the support available to participants as needed.*

WWF Response: Agree.

Action: As part of the GFTN 2020 strategy development and local business planning process, the GFTN programme is analyzing and identifying key integration points and strategy between the GFTN programme and other NGOs and service providers. The specific integration strategies will be incorporated in the Global Strategy and local business plans, scheduled to be finalized in July 2012.

17. *Re-consider GFTN's current graduation process for trade participants to make the goal of graduation an incentive to meet requirements for demonstrable change within the company.*

WWF Response: Agree. In fact, GFTN-UK, the most mature GFTN office, has utilized this category. In the case of GFTN-UK, Graduation status is achieved when participants have 95 per cent or more of their forest product volumes in credibly certified virgin material and/or recycle materials and have eliminated any forest products volumes from the lowest GFTN reporting categories of Un known ad Unwanted sources and Known (but not legally verified) sources in their all core businesses. Graduation status is meant to provide participants incentives to advance through the stepwise approach and to remain at the highest level of performance.

Action: GFTN programme is currently reviewing its Participation Rules and associated procedures in order to define globally applicable rules and process around the definition of graduate status. I this process, the GFTN programme will consider how incentives can or may be applied to help others achieve this across the GFTN. The revised rule and incentive mechanism to recognize the achievement are scheduled to be developed in July 2012.

Communications:

Evaluation Findings: *The GFTN programme does not appear to be well understood and often lacks clear messaging, both within WWF and toward external audiences, particularly with regards to its core objectives and activities and to the progress and status of participants engaging with the programme. Externally, GFTN needs to give clear and consistent messages regarding programme objectives and operations, and needs to make information publicly available regarding changes in sourcing profiles for trade participants, progress towards goals, and participant entry and exit from the programme. Some of the allegations, interpretations and assumptions cited in the Global Witness report 'Pandering to the Loggers' appear to be due to a lack of information in the public arena regarding the GFTN programme.*

Recommendations:

18. *Create a global communications strategy, to include a clearer framing of programme objectives; proactive promotion of the work of GFTN within the WWF network; an external communications plan; public communication on participant progress and movement through the programme; and strategies to manage risks to programme integrity.*

WWF Response: Partially Agree. While WWF recognizes the need for improved programme communications, GFTN clarifies that it was mainly due to a combination of position vacancy and rapid staff turnover of the Communications Manager position within the Support Unit over the past three years and because existing strategies and procedures were not routinely followed.

Action: GFTN is developing a communications strategy as a part of its Global strategy. The newly appointed GFTN Communications Manager will further develop detailed strategies around transparent external communications and risk management. GFTN's communication strategy will be developed within the wider context of WWF's strategy and messaging regarding corporate engagement especially as these relate to the forest products sector.

19. *Recruit and integrate a specialised communications manager into the Support Unit, reporting to the Head of GFTN. This person should be supported by the WWF-International Press Office in a manner that encourages pro-active decision-making and enables fast reaction (through a global communication strategy if possible).*

WWF Response: Agree. In fact, the GFTN programme has had the GFTN Communications Manager position since 2004, but the extended period of vacancy, and rapid staff turnover in the past three years created a capacity gap in the Support Unit.

Action: The GFTN programme has already appointed a new Communications Manager in the Support Unit. In order to minimize the potential effect of staff turnover, GFTN will ensure the proactive engagement and integration of GFTN communications activities within the WWF network.

Global Witness Recommendations:

1. **Global Witness Recommendation:** *GFTN must undergo an independent, comprehensive evaluation.*

Evaluation Findings: *This independent evaluation has aimed to be as comprehensive as possible.*

WWF Response: Agree.

2. **Global Witness Recommendation:** *GFTN must adopt vastly improved transparency, performance and monitoring procedures.*

Evaluation Findings: *Our findings show various areas for improvement in terms of transparency, performance and monitoring procedures, including better communication of existing performance and monitoring results.*

WWF Response: Agree.

Action: WWF will implement the actions noted above under Recommendation numbered 2, 8, 11, 18 & 19

3. **Global Witness Recommendation:** *GFTN must introduce strict minimum standards for all companies entering and continuing participation in GFTN.*

Evaluation Findings: *GFTN needs to communicate and consistently implement current participation rules and procedures. GFTN needs to review alignment of participation rules with new trade regulations (i.e. EUTR, Lacey Act, etc).*

WWF Response: Agree.

Action: WWF will implement the actions noted above under Recommendations numbered 8, 11, 17, 18 & 19

4. **Global Witness Recommendation:** *GFTN must rigorously strengthen its policies to avoid being abused by those companies not genuinely committed to performance improvement.*

Evaluation Findings: *GFTN must rigorously strengthen its policies to avoid being abused by those companies not genuinely committed to performance improvement.*

WWF Response: Agree.

Action: WWF will implement the actions noted above under Recommendations numbered 12, 13 & 14

5. **Global Witness Recommendation:** *Donor government aid agencies providing GFTN with public funds must require conditions for additional support.*

Evaluation Findings: *This recommendation is not addressed to GFTN and was not part of the evaluation.*

WWF Response: Agree.

Conclusion and Next Steps

The evaluation was brought forward in consideration of the Global Witness report. The scope of the evaluation did not include detailed analysis of the specific allegations though the findings of the evaluation have sought to address the wider thematic areas identified within the Global Witness report. WWF takes these findings and recommendations seriously and has committed to continuously improve the programme as noted within this response.

The evaluation has confirmed that the GFTN programme remains relevant to the forestry sector. The stepwise approach to improving responsible sourcing and gaining certification in conjunction with provision of technical support from GFTN continues to provide willing companies - including those who start from a low baseline - with the opportunity to address challenges in their supply chains, implement changes in their practices and increase transparency. GFTN's strengths include creating a strong push for responsible forest management and trade in challenging environments, a network of high quality technical people in the field with local knowledge, ability to engage with companies with a large market presence, and publically available tools to enable understanding of the issues.

However, the evaluation has identified areas in need of revitalization for WWF in order to design and implement an effective, self-sustaining network that can effect change across the globe at both ends



of the forest industry supply chain while ensuring the delivery against WWF's targeted conservation goal. Looking ahead, the finding shows that it is crucial for GFTN to remain focused on its core conservation objective and demonstrate impact in WWF's Priority Places, to strengthen its role and mission while ensuring deeper integration within WWF and with other organizations, and to strengthen communications about the programme and GFTN strategy. Furthermore, building on GFTN's already-well defined and established programmatic framework, it is crucial to ensure the consistent implementation of these systems as intended based on the realistic and effective distribution of resources.

The GFTN Shareholders Group and the Support Unit are analyzing the programme strategy and implementation framework as a part of GFTN's strategic planning process to operationalise the findings from the evaluation report. It is anticipated that the new FY2012-2020 GFTN Global Strategy and revised operational frameworks such as GFTN Participation Rules will be in place and agreed by the WWF Network through its Programme Implementation Agreement in July 2012.

GFTN remains an important and innovative transformational programme for the WWF network and one that has for two decades contributed greatly to the development of markets for responsibly traded and produced forest products. As WWF remains committed to ensuring that the programme continues to develop to ensure that responsible forest management and trade become the global norm, WWF International Forest Programme will also ensure ways to address the wider issues surrounding forests and to ensure maximum impact through the effective integration of various programmes within WWF.

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