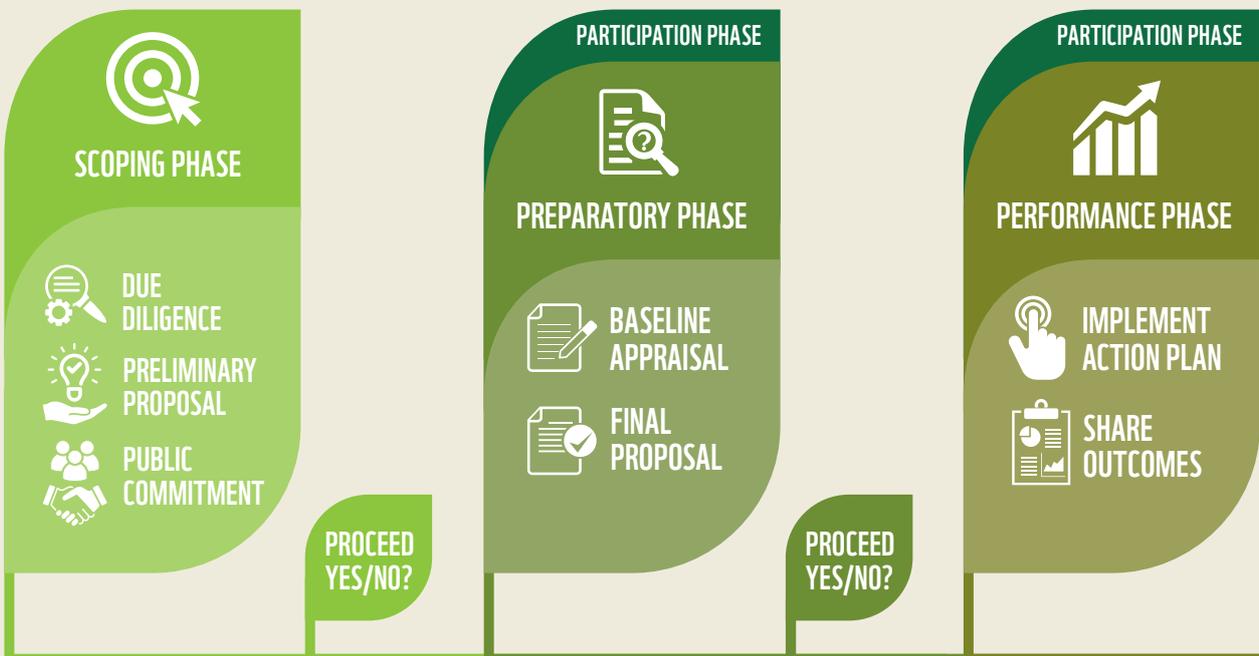




THE FORESTS FORWARD JOURNEY

What should you expect on your journey with Forests Forward? This annex explains the three phases of engagement, from the initial scoping through to performance, as well as WWF's approach to monitoring, reporting and verifying progress. It also gives a more detailed insight into our approach to fair cost-sharing.

PHASES OF ENGAGEMENT



SCOPING PHASE

The scoping phase is where we gather information on and with the potential participant. It's about capturing important details we need to form the basis of engagement. Scoping phases can vary – it could be as short as a month if there's plenty of information readily available, but may take longer to develop. In the scoping phase, the organization isn't yet an official participant in Forests Forward and should not claim to be.

Due diligence



The relevant WWF office will use a set format to carry out due diligence and assess the potential impact we could have together. First, we'll check your organization meets our basic entry requirements, then we'll ask questions to get some solid, up-to-date information. We want to find out about your interests and ambitions, and to see how you might play a role in driving positive change for forests. We'll look particularly at how we might work together under one or more of our three action areas:

- **Improving forest management:** We'll identify the landscapes and forest management units to be included, and scope out the overall aim of your participation in this area. Often this will involve pursuing credible certification, but the main point is to focus on impact: what specific impacts can we achieve through improving the way a particular forest is managed or through other interventions on the ground?
- **Market shift and responsible sourcing:** We'll focus on the difference you can make within the forest products market – looking at how you can influence changes in supply chains that are critical to a particular forest landscape, or maintain vital links in the market flow of credibly certified forest products.
- **Forest-based interventions and investments:** This is about going beyond responsible forest management or supply chains, and designing, carrying out and communicating additional actions that make a difference. We'll look at specific impacts that we can achieve together through interventions in priority forest places and landscapes, within the timber trade (for example, through innovations to combat illegal logging), or by proactively engaging on broader conservation outcomes, like supporting anti-poaching measures. During the scoping phase, we'll identify potential interventions and/or investment opportunities of interest, the practical, technical or financial contribution you can make, and the communication opportunities.

Once these discussions and due diligence are done, we'll decide whether it makes sense for us to move forward together. Sometimes, we'll need to ask you to agree to some conditions before your participation begins.

Preliminary proposal



If it looks like we're good to move forward, we'll make you a preliminary proposal about the scope of work envisaged together and its likely duration.

This isn't an exhaustive proposal, but will capture the key details to form the basis of engagement, which will be built on in the next phase. At this point, you might choose to accept the proposal as it stands, or to discuss it and suggest amendments before reaching agreement. Or you may decide not to pursue your journey with WWF further at this time.

Public commitment



If you accept the preliminary proposal, you'll need to make publicly available any commitments, documents or baseline information requested before you can become a Forests Forward participant. This content must be shared with WWF in advance for agreement, posted on your website, and easy to find. We should be able to share it with third parties at any time in the interests of transparency.

For communities or smallholders, we can host this material on our own website. We'll ensure that any text on commitments is structured in a manner that is culturally appropriate to the group concerned and its own governance methods.

Once this is completed, and the appropriate cost share fee is paid we'll indicate on our website that you are a preparatory participant in Forests Forward, along with details of your scope of engagement.



PREPARATORY PHASE

This is where we build on the preliminary proposal to design the action plan for the performance phase, establish baselines and targets, and agree a final scope of work. This phase can vary in length according to the size and nature of your organization, the focus of our collaboration, and location. It could be as short as one to three months, but should not exceed one year.

The preparatory phase is intended to assess and capture in more detail:

- **Location(s) of interest and impact feasibility:** in what geographies/landscapes do we want to collaborate, and where would this generate strategic impact?
- **Impact intervention type(s):** what is of interest and appropriate according to the location(s) and the nature of the organization?
- **Impact requirements:** what are the changes we need to see, based on the information we gather and discussions held?
- **Impact reporting plan:** how will progress be confirmed? What milestones will be reported against?
- **Main nature of engagement:** who is responsible for delivering different aspects of the work? Are you directly undertaking work, funding a WWF project, providing financial support for specific activities by WWF or others, providing technical support, or a combination of these?

- **Timeline:** what's a realistic and fair period to achieve the required impact? Some actions cannot be achieved in a short period, so would require a longer engagement/resourcing commitment.
- **Likely communications:** what impacts and stories can we report from the engagement if it's successful? How will these add value and generate wider influence on other audiences?
- **Overall appraisal and whether to continue:** based on this further investigation, is it still appropriate to proceed? This is an opportunity to reassess whether engagement will have a meaningful impact against our shared goals and address any doubts or concerns.

WWF staff are responsible for leading this process. It's your responsibility to be wholly aware of any legal obligations you need to meet when operating in a given country and/or sourcing and trading wood products on local, national, regional or international markets. **The commitment to exclude illegal or controversial activities or sources from your business is a prerequisite to participation.**

For forest-based interventions and investments a wide range of actions and impacts could be pursued. Therefore, the preparatory phase provides time to further develop what work will be delivered, where, and potentially with what partners or collaborations. Relevant baselines will need to be established, but these may not be related to your own operations so much as to the situation you're addressing – like species populations or local socio-economic indicators, for example.

Final proposal

 We'll work with you to develop an action plan on which the performance phase and its monitoring and reporting will be based. This will include prioritization and implementation of actions, their timeline, and details of expected outcomes. Once we've completed a final review, we'll work with you to agree a final proposal for the scope of work in the performance phase.

The final proposal document clearly sets out our intentions for achieving impact.

PERFORMANCE PHASE

The performance phase is where a dynamic relationship between WWF and the participant really takes shape. The work required will depend on your specific scope of engagement. WWF plays its role by supporting implementation of the action plan and facilitating the monitoring, reporting and verification (MRV) process.

Open and transparent MRV is essential for measuring progress, managing risks and implementing adaptive

management. Forests Forward's MRV approach requires thorough planning and coordination. This investment of time adds real value when it comes to communicating results and catalysing further action. Participants access the MRV system via a dedicated portal.

Fundamentally, progress reporting will be against the specific impact areas being targeted, and what is being achieved over and above the original baselines. It will look at whether the anticipated timelines for results are being met or if the action plan needs to be adapted according to changes in circumstances. When milestones are met, these will be indicated in the performance phase MRV, along with necessary supporting information to evidence the achievement.



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A key feature of the Forests Forward MRV approach is integrating individual participants' actions with outcomes in the wider landscape. This enables us to better understand what actions and investments are required to meet the needs and expectations of local people, protect natural resources and achieve long-term sustainability. It can also help us gain broad stakeholder support, engage a wider range of actors and deliver further interventions.

MRV APPROACH

IMPACTS

LANDSCAPE SCAN

Tracks the status of social and environmental conditions in the landscape where interventions/ investments take place

OUTCOMES

OUTCOME MONITORING

Collect data on relevant ecological, social and economic indicators with a direct relationship to the activities implemented

ACTIVITIES

PERFORMANCE MEASUREMENT

Confirm achievement of the performance action plan and its milestones



FAIR COST-SHARING

WWF is a non-profit organization. Any income generated through Forests Forward will be directly spent on the resources and actions needed to drive positive change for forests, through conservation and advocacy activities.

WWF uses many channels to raise funds. For a programme like Forests Forward, a mix of funds is used to secure the necessary core funding for staff resources and budget to help implement work plans in the countries where we can obtain the most impact. To resource the work we scope out and support with participants, we need participants in both preparatory and performance phases to pay towards a share of the costs.

WWF network teams use a central guide for establishing fair cost-sharing, based on the annual revenue of Forests Forward participants or potential participants. Many corporate sustainability engagement groups, including for example forest certification schemes, use this approach to establish fair cost-sharing via annual contributions. Forests Forward has a scale for different levels of revenue, reflecting varying levels of resource and workload anticipated. Taking this approach means smaller organizations and communities can bring their valuable participation to the programme too.

There are two cases where fair cost-share could be based on other factors. The first is when a participant has a forest-based intervention and investment scope of work. Here, a budget will be put together for the work envisaged beyond standard programme implementation support and activities. A full budget for the scope of work needs to be agreed before starting, as well as what contributions, including financial support, are likely to be beyond the scale of the central guide for participation.

The second is when a work package is directly built into a WWF and participant partnership proposal. In this case, a fair share contribution towards Forests Forward activities and resources will be appraised in the overall scope of a partnership, and a necessary budget agreed before the work begins.

JOIN US IN SHAPING A BETTER FUTURE FOR FORESTS AND PEOPLE.

Contact: forestsforward@wwfint.org

FORESTS FORWARD



Working to sustain the natural world for the benefit of people and wildlife.

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