

2015-2020

Application Guideline

Igniting new ways for people and nature to thrive

For applicants to the WWF Nedbank Green Trust

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Strategic Framework

Vision

Igniting new ways for people and nature to thrive

Mission

To be a leading, independent and sustainable funding entity for environmental conservation in Southern Africa

Objectives

The objectives of the Trust are:

1. To maintain and enhance the integrity of South Africa's ecological assets.
2. To promote that ecological systems and their services underpin the social and economic wellbeing of South Africa.
3. And to address the risks and opportunities posed by climate change by providing funding for innovative environmental conservation solutions through a diversified portfolio of projects with geographic, thematic and multi-organisational representation.

Scope

- Mainly South Africa
- Strong focus on environmental outcomes relevant to the wellbeing of people

Criteria



Screening

- Innovative and transferable environmental outcomes solutions
- Environmental Outcomes Contribution
- People Centered
- Catalyzing impact at scale
- National Reach
- Visibility
- Tangible
- Relevance to big social issues

Overview

The WWF Nedbank Green Trust was established by the Trustees, Nedbank and WWF in 1990 in order to promote the conservation of nature and ecological processes. The Trust has achieved this through the preservation of genetic, species and ecosystem diversity; by ensuring that the use of renewable natural resources is sustainable, and by promoting actions aimed at reducing, to the absolute minimum, pollution and the wasteful exploitation and consumption of resources and energy. In its 25 year history, the WWF Nedbank Green Trust has invested more R170 million in various catalytic conservation projects which have grown to a scale that has had a significant impact for environmental outcomes in South Africa.

Over 25 years, the Trust has grown and evolved in response to the priority conservation areas identified for critical impact, as well as the need to ensure the financial sustainability of the Trust. In February 2013, the Trust once again adapted its funding criteria in order to remain relevant in the face of the new challenges in environmental conservation and financing landscape in South Africa. The WWF Nedbank Green Trust welcomes all organizations doing work in the environmental outcomes sector of South Africa to partner with the Green Trust so that the Trust can achieve its vision of igniting new ways for people and nature to thrive.

What is the WWF Nedbank Green Trust Business Model?

The WWF Nedbank Green Trust is an investor in innovative and transferable environmental outcomes solutions that have high impact and high national scale potential. Based on the funding available, the Green Trust focusses on the development of environmental outcomes solutions (think of product development – prototypes) that no other investor wishes to take the risk funding. The type of solutions that the Trust funds must have great potential to be adopted by others (e.g. SASSI and BWI) and grow to national scale. The Trust uses 7 funding focus areas and project portfolio management criteria based on an environmental outcomes strategy and more than 20 years of experience in managing the Trust.

WWF is the Green Trust's environmental advisor. This expertise is institutionalized in the Trust through the WWF Nedbank Green Trust Environmental Outcomes Investment Strategy (Focus areas and criteria). The Trust is satisfied that the Environmental Outcomes strategy presented by WWF is broad enough to be inclusive of many organizations' missions and environmental outcomes strategies in South Africa. Nedbank is the primary donor of the WWF Nedbank Green Trust. The WWF Nedbank Green Trust is an independent legal entity governed by the Board of Trustees. The Trust has a Management agreement in place with WWF to administer and manage the funds of the Trust as well as the disbursement of the funds. Thus WWF's role is to manage and administer the operations of the Trust and invest in resources as per the management agreement. However, WWF also qualifies as an executant for the Trust to invest in. This area of potential conflict is managed by the WWF Nedbank Green Trust Management committee. This committee is made up of WWF and Nedbank Executives who ensure that the interests of the Trust are managed. While WWF professionals are used to advise on the strategic alignment of projects, the final decision lies with the Green Trust Management Committee.

How this ideally works is as follows: A potential executant that wants to apply to the Green Trust would review the application guidelines and determine if they have a project that would make a contribution to the Trust's investment strategy. They would then partner with the relevant WWF Programme to ensure that the project developed does in fact make a significant and catalytic contribution to the Trust's environmental outcomes. Once the project is developed, the project is submitted to the Green Trust. The Green Trust Manager, together with the relevant Programme Manager (who should have been the one involved in the

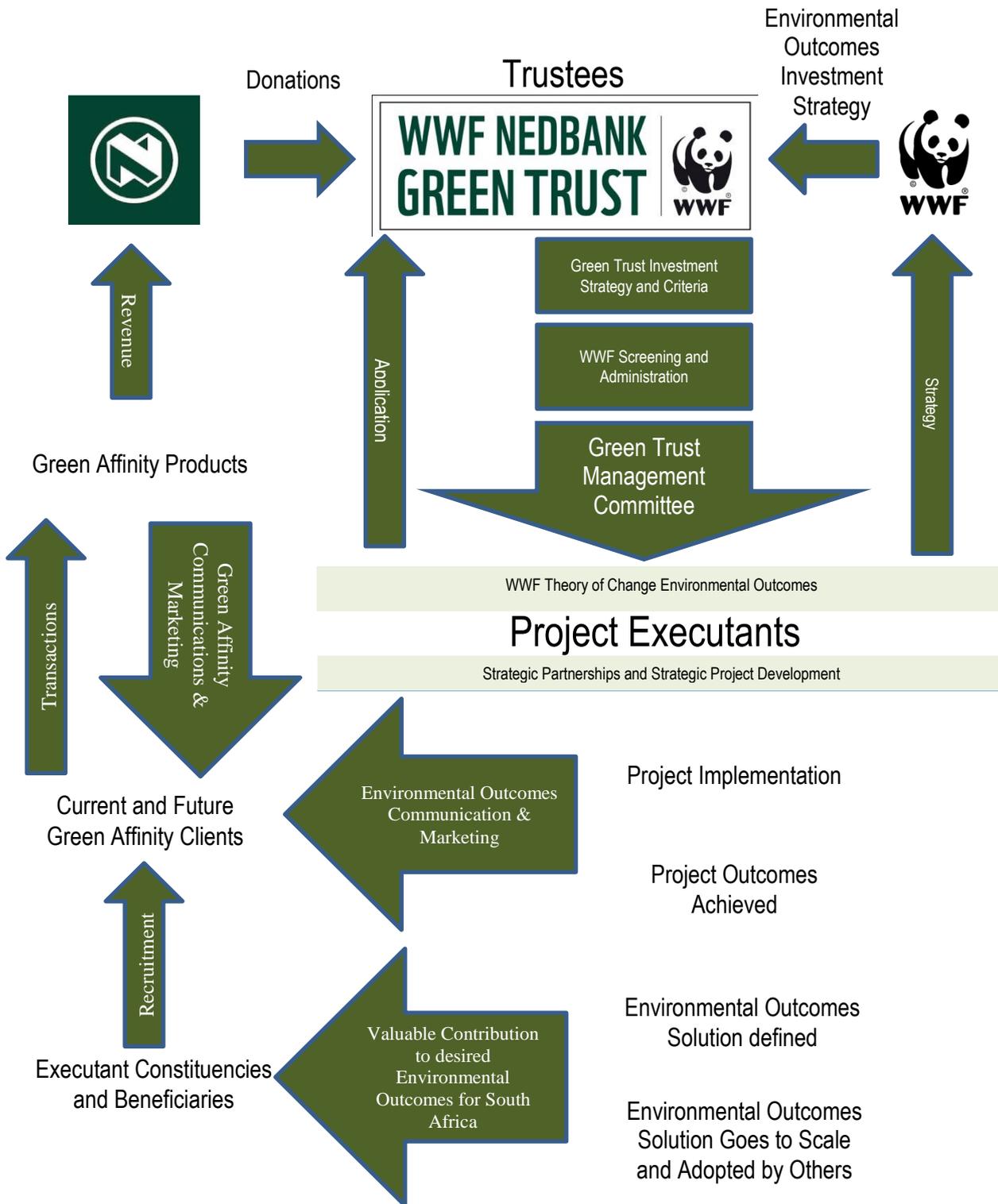


Figure 1: Flow diagram showing the fundamental components and values of the WWF Nedbank Green Trust business model.

development of the project) review the submission and an internal WWF strategic and governance process takes place. If the project makes it through the strategic and governance tests it will then be sent to the Green Trust Management Committee. The Green Trust Management Committee reviews the Green Trust project portfolio 3 times a year and provides direction for the Green Trust Manager in the management of the portfolio of projects as it evolves over a financial year, setting targets for new projects' focus areas. The Green Trust project manager would then liaise with the WWF Programme Managers who, along with their strategic partners, make submissions to the Green Trust based on the focus areas identified (gaps in the portfolio). Therefore, being a strategic partner with

WWF will increase the chances of accessing Green Trust funding, however, this is not for WWF to decide. This is still at the discretion of the Trust.

This sincere disclosure and transparency has not been narrated for scrutiny but rather for transparency. All queries or questions related to the WWF Nedbank Green Trust may be referred to the Green Trust Manager who can be contacted at the WWF South Africa Head Office (www.wwf.org.za).

Nedbank attracts Green Affinity clients through the impact of the environmental outcomes investments of the Green Trust and WWF directs the Green Trust funds into priority strategic environmental investment areas through strategic partners working in the environmental outcomes sector of South Africa.

The process of selecting projects to fund is rigorous because the Green Trust can invest up to R 3 million over 3 years. This is a great deal of money that needs careful decision making if good environmental outcomes are to be achieved. Further, the Trust will communicate and engage extensively with all target audiences linked to the Trust and all executives are asked to be prepared for this activity when partnering with the Trust. I.e. Nedbank will be recruiting new Green Affinity clients and WWF will be recruiting strategic partners to work with to implement the Trust environmental outcomes.

The WWF Nedbank Green Trust measures success according to the portfolio of projects funded and the ability of the projects within the portfolio to scale up into national initiatives and in so doing help the Trust achieve the necessary environmental outcomes. Examples of successful projects that have developed into nationally significant initiatives are the Working for Water programme, the Biodiversity and Wine initiative (BWI) and the South African Sustainable Seafood initiatives (SASSI), amongst others.

Thus when the Trust considers a new applicant it looks at the following:

- 1) Is the project catalytic and can it be scaled up to national execution (future funding, will have a custodian, has a good outcome that is a great product that will scale up)?
- 2) If the project goes to scale, will it contribute significantly to achieving the environmental outcomes?
- 3) Are people intrinsic in the value proposition of the project? Is it valuable, unique, innovative and transferable? Can or will this project be adopted by others to scale up?
- 4) Does the project fit with the Trust's environmental outcomes strategy? To ensure synergy the Trust strongly recommends a close working relationship with the WWF SA programme managers in the development of projects before they are submitted in order to increase the chances of their approval.

Comms & Marketing:

- Executants will promote the investment of the WWF Nedbank Green Trust (the Trust) to their constituents. The Green Trust will ensure that the Trust is adequately recognized as per agreement.
- Nedbank will market their environmental outcomes investment through the Green Trust to their Green Affinity clients and also to potential Green Affinity clients to increase their number of Green Affinity clients which translates into an increasing annual donation to the Trust.
- Nedbank may approach the executants to access their constituencies at the discretion of the executants.
- The Green Trust will communicate and advertise on the projects in the portfolio to the target audiences of Nedbank, the Trust and all executants and in so doing will seek to recruit new executants that fit into the environmental outcomes framework. Executants will work with WWF to develop projects that will make a significant and catalytic contribution to the environmental outcomes.
- The Green Trust will recognize the Nedbank donation in its communications and advertising as per its Comms and Marketing plan which will be co-developed with the executants.

Catalytic Environmental Outcomes

- As the project progresses, the Trust does not expect much return.
- The true return is defined by the innovative solution created as the outcome (the product) and the catalytic impact of the investment when deployed.
- Executants must thus design and do the necessary preparation work (of themselves and actors) to increase the probability of achieving the catalytic impact invested in.
- Thus when the project is completed two catalytic drivers are expected:
 - 1) Funding is obtained to continue the work
 - 2) The project has a custodian taking the work to the scale planned or the product becomes self-sustaining (e.g. BWI).
- For example: For the Working for Water Programme, the PRODUCT was the programme as developed by the investment in Dr Guy Preston but the ROI came when the programme went to scale nationally, was funded by government and obtained a home with government.

Comms & Marketing:

- When the project is completed, the Trust recognizes the need for the project to be continue being funded to achieve the catalytic impact. In terms of the agreement, the executant no longer has any responsibility to recognize the Trust and if it does, it does so on its own accord and cost. However, the Trust will continue to advertise that it provided funding to the project to its own target audiences.
- Nedbank will also continue to advertise that through its donation to the Trust, the Trust has invested in the project.

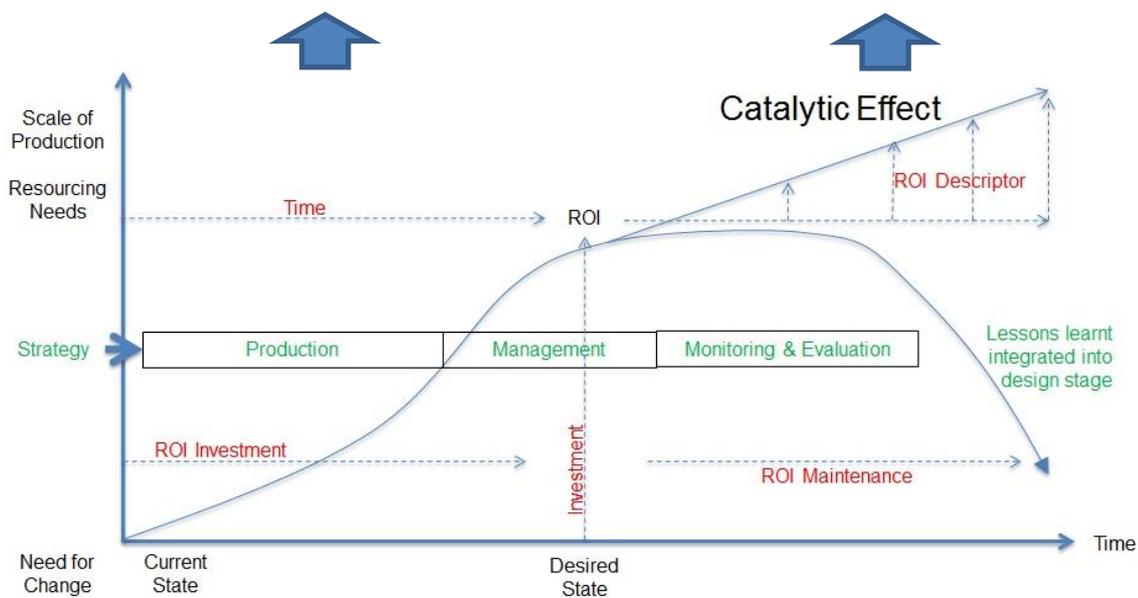


Figure 2: Postulation of the envisioned catalytic effect a Project should have when invested in by the Trust.

Funding Application Process

1. All applicants must apply to the Green Trust through the website http://www.wwf.org.za/what_we_do/green_trust/ using the online form. All information related to the Green Trust is found at this website as well.
2. Study the funding guidelines and determine if your proposed project concept will make a significant and catalytic contribution to the Green Trust environmental outcomes.
3. All project applications submitted to the Green Trust through the website are received by WWF South Africa.
4. Applications will be received 3 times a year. Please see the website for the 2018 dates
5. Once received the submission undergoes the following internal process (not necessarily in this order):
 - The Green Trust Manager and the relevant WWF environmental outcomes professional (external professionals may be consulted where required) conduct the initial review as to whether the project makes a contribution to the strategy
 - Based on this initial screening the submission is tabled at the WWF Strategic Review Meeting. This is where the projects are tested as to whether the strategic contribution is significant enough to invest in. If it is not significant enough a decline letter will be issued and the decline recorded in the minutes of this meeting.
 - If it passes the strategic review meeting, it is submitted to the WWF Project Approval Governance Meeting.
 - Once approved at the Project Approval Meeting it is submitted to the Green Trust Management Committee for final decision. The Management Committee is represented by WWF and Nedbank professionals.
6. Concepts received take a minimum of 30 days to be screened for attractiveness for the Green Trust. Where it takes longer, we encourage applicants to contact WWF to track the progress of their application.
7. The WWF Nedbank Green Trust strongly advises that all project applicants work closely with the relevant WWF SA Programme Manager in the development of project submissions before they are submitted as there is a great probability of acceptance if the project strongly aligns to the Green Trust investment strategy as advised by WWF.

WWF Nedbank Green Trust Environmental Outcomes

The objective of the WWF Nedbank Green Trust is to promote the conservation of nature and ecological processes through the preservation of genetic, species and ecosystem diversity, through ensuring that the use of renewable natural resources is sustainable, and through the promotion of actions aimed at reducing to a minimum pollution and the wasteful exploitation and consumption of resources and energy.

Nedbank has partnered with WWF-SA to carry out the strategic conservation intent and value of The Green Trust. Nedbank is a retail bank that has developed a Green Affinity product which it sells to its customers. To this end Nedbank is expected to invest the funds committed to the Affinity product by its customers in good conservation projects. Nedbank identifies with WWF-SA as the conservation partner that can assist it in identifying these projects.

WWF-SA is a member of the global conservation organisation WWF International. As a member, WWF-SA is committed to aligning with the WWF International Global Programme Framework ("GPF", for more info see "A Roadmap For A Living Planet" http://awsassets.panda.org/downloads/roadmap_sign_off_fin.pdf) which focuses on:

	Focus	Definition
1	Places	WWF 2020 Goal: Biodiversity is protected and well managed in the world's most outstanding natural places.
2	Species	WWF 2020 Goal: Populations of the most ecologically, economically and culturally important species are restored and thriving in the wild
3	Footprint	WWF 2020 Goal: Humanity's global footprint falls below its 2000 level and continues its downward trend, specifically in the areas of: <ul style="list-style-type: none"> o Energy/carbon footprint o Commodities (crops, meat, fish and wood) footprint o Water footprint
4	Global Drivers	A factor, force or condition, and a fundamental process in society, that leads to a direct impact on the environment through a change in either the state of biodiversity and/or the human footprint.
5	Cross Cutting	<ol style="list-style-type: none"> 1. Thematic or policy work (e.g. protected areas, conservation science, climate adaptation, poverty, trade, grants to third parties, etc.) preferably aligned to a specific global priority programme strategy or strategies. 2. Wide ranging scope and not programme specific (e.g. thematic work, capacity building work, institutional support, seed funding for project development, etc.).
6	National Priority	National projects that do not directly contribute to the GPF and a associated programme strategy.
7	TRAFFIC	Projects relating to footprint-impacted species that would support TRAFFICA where the work may involve trade work or advocacy at CITES meetings. Preferably linked to a strategic plan for a footprint species.

To this extent, WWF-SA's Vision is to:

**Inspire people to live in harmony with nature
for the benefit of our country and the wellbeing of all**

In response to the GPF, the WWF-SA Mission is to:

- 1. Maintain & enhance the integrity of South Africa's ecological assets**
- 2. Ecological systems & their services underpin social & economic wellbeing**
- 3. Address risks & opportunities posed by climate change**

The WWF Nedbank Green Trust as adopted the WWF Strategic Intent to produce the WWF Nedbank Green Trust Environmental Outcomes Investment Strategy and the Funding Criteria. All project submission must therefore motivate why and how their project will enable this strategy (contribute) by being catalytic, meet the funding criteria and delivering the environmental outcomes as defined.

WWF Nedbank Green Trust Environmental Outcomes Investment Strategy/Focus areas

	Strategic Goal	Objective	5 year target (2017)
1	Maintain & enhance the integrity of South Africa's ecological assets	Prioritise & integrate: Ecological assets in key biomes (Grasslands, Fynbos, Succulent Karoo, Maputaland Pondoland) are prioritised for protection & integrated into sector development plans (agriculture, fisheries, mining)	<p>Ecological prioritisation plans in key biomes (grasslands, fynbos, succulent karoo, marine, maputaland pondoland) are integrated into land-use and development plans and policies for key sectors (agriculture, forestry, mining, and fisheries)</p> <p>National planning processes (including the National Planning Commission) drive integrated approaches that ensure that the ecological assets of the country continue to deliver energy, water and food security</p>

		Secure & restore: Priority ecological assets are secured and restored, thereby improving the representivity & cohesiveness of South Africa's ecological networks	Biodiversity Stewardship: 75% of WWF's priority Critical Biodiversity Areas in key production sectors (Wine, Fruit, Sugar, Grassland's Beef & Forestry) are secured through appropriate stewardship agreements and management support
			National Protected Area Expansion Strategy (NPAES) five year targets are met for key biomes; Fynbos (167 th Ha), Succulent Karoo (179 th Ha), Grasslands (1 Million Ha), Marine inshore (88 km), Marine offshore (78,000 km2) (include ongoing management), Maputaland Pondoland (?)
		Capacitated Governance: South Africa's ecological assets (in our priority biomes and sectors) benefit from capacitated institutions and integrated management approaches	Leader development: WWF's programmes for leadership development, internships and bursaries contribute to the leadership of key environmental institutions, especially at a provincial level (Oceans & Coast, provincial departments of DAFF & DWA, and provincial conservation agencies)
			In-service training: At least 2 key sectors benefit from WWF in-service training programmes (fisheries compliance and agricultural extension)
			Shared learning: Integrated and co-management approaches are successfully trialled by capacitated institutions in at least 2 catchments (Breede and grasslands) and 2 coastal zones (False Bay and another) in our priority areas
2	Ecological systems & their services underpin social & economic wellbeing	Better production practices: Key production sectors (agriculture, fisheries) contribute to the integrity of ecological systems and reduce their impacts	Sustainable Agriculture & Forestry: Production guidelines and/or standards are developed, implemented and monitored for key agricultural sectors (Wine, Sugar, Fruit, Dairy, Grasslands Beef) and forestry.
			Fishery Improvement Programmes: Three regional fisheries are MSC certified and four other species have improved their SASSI status as a result of WWF Fishery Improvement Projects
		Market transformation: Informed, transparent & capacitated markets drive the transformation of key high-impact industry sectors (agriculture, fisheries, forestry, mining & high water-impact industries)	Procurement practices of South Africa's largest retailers and food & beverage companies drive transformation in key production sectors
			Financial practices of South Africa's largest financial institutions drive transformation in agriculture and mining sectors
			Water Stewardship initiatives being implemented by three large high water-impact corporations
		Investing in ecosystems: Beneficiaries of ecosystems goods & services invest in the integrity & health of the ecosystems that provide these services	Private sector corporations are making investments into ecosystem services projects that deliver significant water and carbon benefits at a national scale
3	Address risks & opportunities posed by climate change	South Africa adopts an ecologically sound climate-resilient, low-carbon economy strategy & programme, & relevant role-players implement actions to realise this.	

To meet the strategic goals, WWF-SA takes a programmatic approach to its operations. All applications to WWF-SA should be aligned to at least one of WWF-SA's programmes. Each project that is considered by WWF-SA has an internal supervisor and thus applications must contribute to the programme outcomes.

The Green Trust Management Committee has formulated the following Funding Focus Areas which aligns to the WWF-SA strategic intent and the return expectations of the Nedbank Green Affinity clients:

	GPF	Programme	Outcomes
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1	Places	Fynbos, Succulent Karoo, Grasslands, Maputaland Pondoland	<ul style="list-style-type: none"> • Ensuring that these landscapes (i.e. fynbos, succulent karoo, grasslands, maputaland pondoland) continue to serve people in a productive manner by maintaining the natural integrity of these systems (conserving biodiversity). • Ensure that people utilize the land in a sustainable way that benefits them in the long term.
2		Marine	<ul style="list-style-type: none"> • Establishing a network of effectively managed and ecologically representative Marine Protected Areas (MPAs). • Restoring over-exploited fish stocks to sustainably managed levels and reducing the impacts of destructive fishing practices. • The application of an Ecosystem approach to Fisheries management in Southern Africa and the reduction the impacts of destructive fishing practices to acceptable levels.
3		Freshwater	<ul style="list-style-type: none"> • Integrated river basin management initiatives • Best management practices and policies in 'high water use' industry or agricultural sectors • Maintaining and restoring freshwater ecosystems
4	Species	Species of special concern (Please review the list of target species in Annexure 1)	<ul style="list-style-type: none"> • Identified as WWF priority species (Flagship or Footprint impacted), viz. African elephant, African rhino spp., marine turtle spp., Southern Ocean albatross spp., great white sharks, cetaceans, etc. • Defined as: <ul style="list-style-type: none"> ○ Habitat modifiers and keystone species which help ensure the long-term survival and health of many threatened habitats and their associated species. ○ Symbolizing key global threats to biodiversity. ○ Critical for the health, livelihoods and economic security of local communities when used sustainably.
5	Footprint	Climate Change	<ul style="list-style-type: none"> • Promote renewable energy opportunities, particularly where the benefits accrue to socio-economically deprived communities. • Support adaptation to climate change amongst communities whose livelihoods are directly dependent on natural resources.
6	National Priority	Environmental Leadership	<ul style="list-style-type: none"> • The Green Trust will fund projects that make a catalytic contribution towards the development of the next tier of diverse environmental leaders either at the individual, institutional or sectoral level.

Project Funding Criteria Matrix

Priority Classification Filter 1	Priority Classification Criteria Filter 2	General Attribute Criteria Filter (to be demonstrated in submission)
<p>Freshwater</p> <ul style="list-style-type: none"> • Integrated river basin management initiatives • Best management practices and policies in 'high water use' industry or agricultural sectors • Maintaining and restoring freshwater ecosystems <p>Project should focus on the work needed to create a sustainable socio environmental outcomes solution where the outcome is a critical, strategic, catalytic, scalable and sustainable contribution to the prioritization, integration, securing and restoring of freshwater ecological assets for the benefit of South Africa and the wellbeing of all</p>	<p>Species of Special Concern</p> <ul style="list-style-type: none"> • identified as WWF priority species (Flagship or Footprint impacted), viz. African elephant, African rhino spp., marine turtle spp., Southern Ocean albatross spp., great white sharks, cetaceans, etc. • defined as habitat modifiers and keystone species which help ensure the long-term survival and health of many threatened habitats and their associated species. • symbolizing key global threats to biodiversity. • critical for the health, livelihoods and economic security of local communities when used sustainably. <p>Project should focus on the work needed to create a sustainable socio environmental outcomes solution where the outcome is a critical, strategic, catalytic, scalable and sustainable contribution to the conservation of the target species for the benefit of South Africa and the wellbeing of all.</p>	<p>Innovative & Transferable Environmental Outcomes solutions</p> <p>Is the solution innovative when considered relative to other initiatives taking place? Is the solution transferable in that there is a planned receiving host on completion of the funding period?</p> <p>Environmental Outcome Does the solution either contribute directly or indirectly to the environmental outcomes of the Trust?</p> <p>Community (People Centred) Are the beneficiaries of the solution target communities of the WWF Nedbank Green Trust Strategic intent?</p> <p>National reach Does the solution have National potential?</p> <p>Catalytic Impact / Innovation Does the solution have the potential to evolve into a larger conservation success that delivers at the</p>
<p>Marine</p> <ul style="list-style-type: none"> • Establishing a network of effectively managed and ecologically representative Marine Protected Areas (MPAs) • Restoring over-exploited fish stocks to sustainably managed levels and reducing the impacts of destructive fishing practices • The application of an Ecosystem approach to Fisheries management in Southern Africa and the reduction the impacts of destructive fishing practices to acceptable levels <p>Project should focus on the work needed to create a sustainable socio environmental outcomes solution where the outcome is a critical, strategic, catalytic, scalable and sustainable contribution to the prioritization, integration, securing and restoring of marine ecological assets for the benefit of South Africa and the wellbeing of all.</p>	<p>Environmental Leadership</p> <ul style="list-style-type: none"> • The development of the next tier of diverse environmental leaders either at the individual, institutional or sectoral level. It is recommended that your proposed project is aligned to the Biodiversity Sector Human Capital Development Strategy or any other sector wide (national, provincial, regional or local) initiatives aimed at strengthening capacity for biodiversity. <p>Project should focus on the work needed to create a sustainable socio environmental outcomes solution where the outcome is a critical, strategic, catalytic, scalable and sustainable contribution to capacitating critical institutions, positions and integrated management approaches to enable the delivery of the target environmental outcomes for South Africa, for the benefit of South Africa and the wellbeing of all.</p>	
<p>Conserving Outstanding Places (Fynbos, Succulent –Karoo, Grasslands, Maputaland Pondoland)</p> <ul style="list-style-type: none"> • Ensuring that these landscapes (i.e. Fynbos, Succulent Karoo, Grasslands and Maputaland Pondoland) continue to 		

<p>serve people in a productive manner by maintaining the natural integrity of these systems (conserving biodiversity)</p> <ul style="list-style-type: none"> • Ensure that people utilize the land in a sustainable way that benefits them in the long term. <p>Project should focus on the work needed to create a sustainable socio environmental outcomes solution where the outcome is a critical, strategic, catalytic, scalable and sustainable contribution the prioritization, integration, securing and restoring of ecological assets in the Fynbos, Succulent – Karoo, Grasslands, Maputaland Pondoland biomes for the benefit of South Africa and the wellbeing of all.</p>		<p>environmental outcomes scale needed.</p> <p>Visibility Will the solution create a high degree of visibility for the WWF Nedbank Green Trust?</p>
<p>Climate Change</p> <ul style="list-style-type: none"> • Promote renewable energy opportunities, particularly where the benefits accrue to socio-economically deprived communities. • Support adaptation to climate change amongst communities whose livelihoods are directly dependent on natural resources. <p>Project should focus on the work needed to create a sustainable socio environmental outcomes solution where the outcome is a critical, strategic, catalytic, scalable and sustainable contribution to South Africa implementing an ecologically sound climate-resilient, low-carbon economy strategy and programme, and relevant role players are empowered to implement actions to realize this, for the benefit of South Africa and the wellbeing of all.</p>	<p>Community</p> <ul style="list-style-type: none"> • The success of environmental outcomes initiatives is dependent on the acceptance of the outcomes by the communities who will benefit from the outcomes but who need to play a role in enabling the outcome. The Green Trust recognizes that different engagements and development processes are required to empower communities to be more acceptable to the outcomes for them to take equitable ownership of the outcome. • This is not necessarily a lone standing category and should ideally be coupled with one of the other 6 categories. <p>Project should focus on the engagements and development processes needed to create a sustainable socio environmental outcomes solution where the outcome is a critical, strategic, catalytic, scalable and sustainable contribution to empowering communities to take ownership and enable the delivery of the environmental outcomes planned through their own actions.</p>	<p>Tangible Will the solution outcome be measurable and will it feed into a larger body of work linked to the strategic intent of the Green Trust?</p> <p>Relevance to the big social issues of the day Is the solution relevant and valuable to everyday South Africans in the geographic areas where the projects will be implemented?</p>

Projects are funded on a maximum 3 year timeframe, with opportunity for project extension being considered under exceptional conditions. In such instances, there needs to be clear demonstration of a viable sustainability plan.

Factors that can determine the success or failure of an application

- We recommend that all applicants are familiar with the current WWF-SA Programme priorities by reviewing the WWF-SA website www.wwf.org.za.
- The mix of the funding portfolio at the time of an application
- The viability of the project (e.g. insufficient access to resources, inadequate expertise, inappropriate time frame, etc.)

The Green Trust will *not normally* consider support for:

- Conduit organizations which are not the end users of the project funds.
- Initiatives which focus on *ex-situ* conservation activities with little implications for wild populations, e.g. captive breeding, rehabilitation or welfare of individuals.
- Purely academic research not linked to Green Trust supported projects or with little evidence of practical application.
- Core support for organizations and the purchase of capital equipment, including buildings, fencing and vehicles.

- Development of commercial, private conservation enterprises and/or private nature reserves.
- Salaries, except as an integral part of a Green Trust supported project.
- Socio-economic development projects without a core environmental component.
- Production of books, videos or films, except as an integral part of a Green Trust supported project.
- Attendance at and travel to workshops, conferences and symposia or the costs associated with convening these events, independent of existing Green Trust supported projects.
- Individual bursaries and scholarships, independent of existing Green Trust supported projects.
- Expeditions and eco-trips, such as overland trips to raise awareness or funds for conservation.
- Advertising campaigns.
- Academic studies which are not a significant contribution to an environmental outcomes solution

End