



WWF NEDBANK  
**GREEN  
TRUST**

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# 2021-2025 APPLICATION GUIDELINE

IGNITING NEW WAYS  
FOR PEOPLE AND NATURE  
TO THRIVE



FOR APPLICANTS TO THE  
**WWF NEDBANK GREEN TRUST**

# INDEX

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STRATEGIC FRAMEWORK **1**

ABOUT THE TRUST **5**

Annexure 1: Environmental Outcomes

Annexure 2: How the Trust works?

Annexure 3: Model for design of Projects  
that are unique solutions to unlock a stuck problem

# STRATEGIC FRAMEWORK

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## VISION

Igniting new ways for people and nature to thrive.

## OBJECTIVES

“...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.”

## OUTCOMES AND TARGETS

Please review Annexure 1: WWF Strategic Framework 2025.

## HOW THE TRUST WORKS?

Please review Annexure 2.

## UNIQUE SOLUTIONS TO UNLOCK STUCK PROBLEMS

Please review Annexure 3.

# AMOUNT GUIDELINE

R 3 million over 3 years, dependent on the cost of producing the solution proposed.

## ROLE OF WWF SA

WWF provides the environmental outcomes impact strategy for the Trust.  
WWF is the management agency for the Trust.

## FUNDING APPLICATION PROCESS

- 01** All applicants must apply to the Trust through the website <https://www.greentrust.org.za/funding/>.
- 02** Study this funding guideline and determine if your proposed project concept will make a significant contribution to the Trust environmental outcomes.
- 03** All project applications submitted to the Trust through the website are received by WWF, as the management agency for the Trust.
- 04** Applications will be received 3 times per calendar year.
- 05** Once received the submission undergoes the following internal process (not necessarily in this order):
  - The Trust Manager and the relevant WWF leader (external professionals may be consulted where required) conduct the initial review as to whether the project makes a contribution to the strategy.
  - Based on the initial screenings the submission is tabled with the WWF Design Team and Planning Team which serves as the Trust's Project Development Group screening in terms of the WWF Management Agency role for the Trust. 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, it is submitted to the WWF Project Administration Team Meeting for final administrative screening.
  - Once approved by the Project Administrative Team, it is submitted to the Trust Management Committee for final decision.

- 06** Concepts received take a minimum of 30 days to be screened for attractiveness for the Trust. Where it takes longer, we encourage applicants to contact the Trust to track the progress of their application.
- 07** All submissions to the WWF Nedbank Green Trust should be based on a partnership with WWF. The WWF partnership with the applicant indicates that productive coordination discussions are taking place to ensure collective action between WWF and the applicant organization. In this partnership, applicants work closely with the relevant WWF leaders in the co-creation and development of project submissions before they are submitted as there is a greater probability of acceptance if the project strongly aligns to the Trust investment strategy, as advised by WWF. For the Trust project process, the WWF managers will review your submissions and send at least 1 email with questions for you to clarify anything that is unclear or direct you to include further aspects to make the proposal attractive to the Trust. The WWF leaders are not responsible for the success or failure of the projects submitted. They are only there to help with the strategic alignment to improve the probability of acceptance.

## **THE WWF NEDBANK GREEN TRUST IS INTERESTED IN PROJECTS THAT OFFER:**

- Differentiated or unique ways to unlock a stuck problem
- Tangible impacts and outcomes based on agreed change logic
- Scaling, catalytic, potential: Viability (impact beyond funding period), future funding, demand for the solution, scaling mechanism
- Environmental outcomes contribution as guided by the WWF Strategy
- Relevance to big social issues
- People Centered solutions
- Gender considered solutions
- Visibility potential
- Evidence of support from the receiving environment (letters of support)
- WWF Environmental and Social Safeguards Framework

# THE GREEN TRUST WILL NOT NORMALLY CONSIDER SUPPORT FOR:

- Solutions with no potential that are not different or unique and do not unlock a stuck problem
- Solutions that have no scaling potential (not catalytic)
- Profit generating organizations who will gain competitive advantage through the Trust funding.
- 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.
- Core support for organizations and the purchase of capital equipment, including buildings, fencing and vehicles.
- Salaries, except as an integral part of a Green Trust supported project.
- Socio-economic development projects without a core environmental outcome.
- 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



# ABOUT THE TRUST

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The WWF Nedbank Green Trust was established by the Trustees in 1990 in order to promote the conservation of nature and ecological processes. Nedbank was the first, and subsequently only, funder for the Trust and WWF appointed as the management agency for the Trust and subsequently the environmental outcomes strategist for the Trust. The Trust has planned to achieve its mission 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”. Since 1990, the WWF Nedbank Green Trust has invested more R300 million in various catalytic conservation projects which have grown to a scale that has had a significant impact for environmental health and wealth of South Africa.

The Trust has grown and evolved in response to the priority conservation areas identified, as well as the need to ensure the financial sustainability of the Trust. In February 2013, the Trust adapted its funding focus in order to remain relevant in the face of the new challenges in the environmental conservation and the conservation funding opportunities in South Africa. The WWF Nedbank Green Trust welcomes all organizations, aligned to its strategy, to partner with the Trust to achieve its vision of igniting new ways for people and nature to thrive.

In 2020, WWF embarked on a process of sharpening its strategic intent and renewing its focus on delivering the 2025 outcomes. This guideline has been adapted based on this renewed focus.



# HOW DOES THE WWF NEDBANK GREEN TRUST WORK?

The WWF Nedbank Green Trust is an “investor” in innovative and transferable environmental outcomes solutions (differentiated or unique solutions to unlock a stuck problem) that have high impact and high national/global scaling potential. What does this mean? The Trust “invests” in organizations that can contribute to generating a “return” it seeks as defined in this guidelines document.

The Trust funds organizations that are developing innovative and transferable solutions, in partnership networks, that have the potential to catalyze (ignite and enable) change in South Africa from an undesired state to a desired state as defined by the Trust strategy. Therefore, all applicants must have a clear theory of change/ change logic for the solution proposed, relative to other actors, relative to the Trust strategy.

The Trust uses 6 funding focus areas (Outcomes) which are further defined by Targets related. The Trust project portfolio criteria is based on more than 30 years of experience in managing the Trust. The Trust, through the Management Committee, evaluates its success by evaluating the portfolio of projects at any point in time through the question: Is the portfolio of projects responsive to the opportunities to bring about change (at that time)?

WWF is the Trust’s management agency and environmental conservation strategist. The Trust is satisfied that the environmental outcomes strategy presented by WWF is broad enough to be inclusive of various organizations’ contributing to sustainability outcomes, as framed by WWF, in South Africa, but also focused enough to make a significant impact for a better future for South Africa.



Nedbank is the primary donor of the WWF Nedbank Green Trust. Nedbank generates funding for the Trust through its Affinity Banking Products and Services. As the volume of transactions by clients increases, the volume of funds donated to the Trust increases from Nedbank.



The WWF Nedbank Green Trust is an independent legal entity governed by a Board of Trustees. WWF is the Management Agency for the Trust to manage the Trusts operations, develop the project pipeline for the Trust portfolio and manage the delivery of the outcomes of the approved projects. However, WWF also qualifies as an executant for the Trust to invest in. This area of potential conflict is managed internally by WWF through their Operations Lead and through the WWF Nedbank Green Trust Management Committee, as delegated by the Trustees. This committee is made up of WWF and Nedbank leaders who ensure that the interests of the Trust are managed. While WWF professionals are used to develop the project pipeline (through partnerships) and the strategic alignment of the projects, the final decision lies with the Trust’s Management Committee.

How this ideally works is as follows: A potential executant seeking to apply to the Trust would review the application guidelines and determine if they have a solution that would make a significant contribution to the Trust’s environmental outcomes intent. They would then engage with the relevant WWF leader to ensure that the project developed does in fact make a significant and potentially catalytic contribution to the Trust’s environmental outcomes by calling on the collective intelligence of WWF and the applicant – as a potential partner. Once the project is co-created and developed, the project is submitted to the Trust to undergo the Trust decision making process.

## **THERE ARE 6 SCREENING STAGES FOR ALL PROJECTS SUBMITTED TO THE TRUST:**

### **SCREEN 1:**

This Guideline and the application form from applicants.

### **SCREEN 2:**

Trust Manager and relevant WWF leader.

### **SCREEN 3:**

WWF Design Team approval (Contribution assessment).

### **SCREEN 4:**

WWF Planning Team process.

### **SCREEN 5:**

WWF Project Administration Team approval (WWF as Management Agency).

### **SCREEN 6:**

Trust Management Committee.

The Trust Management Committee reviews the Trust project portfolio 3 times a year and provides direction for the 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 Trust Manager is advised by the WWF leaders and processes on the strategic alignment of project submissions to the objectives of the Trust. All queries or questions related to the WWF Nedbank Green Trust may be referred to the Trust Manager who can be contacted at the WWF South Africa Head Office ([www.wwf.org.za](http://www.wwf.org.za)).

The process of selecting projects to fund is rigorous as the Trust can “invest” up to **R 3 million over 3 years**, dependent on the solution developed and the “return” it promises. This is a large sum of funds that requires careful decision making as to whether the project has catalytic potential to achieve the Trust’s environmental outcomes. However, our focus is less on “predetermined” information and more on “catalytic impact potential” information. The Trust asks challenging questions which the applicants must respond to in their applications.

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 seeking audiences 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 significant environmental outcomes impact on South Africa’s sustainable development trajectory. Examples of successful projects that have developed into nationally significant initiatives are the Department of Environmental Affairs Working for Water programme, the Biodiversity and Wine initiative (BWI), the WWF South African Sustainable Seafood initiatives (SASSI) and the Birdlife Fiscal Benefits Policy development and implementation, amongst others.



# THUS, WHEN THE TRUST CONSIDERS A NEW APPLICANT IT LOOKS AT THE FOLLOWING:

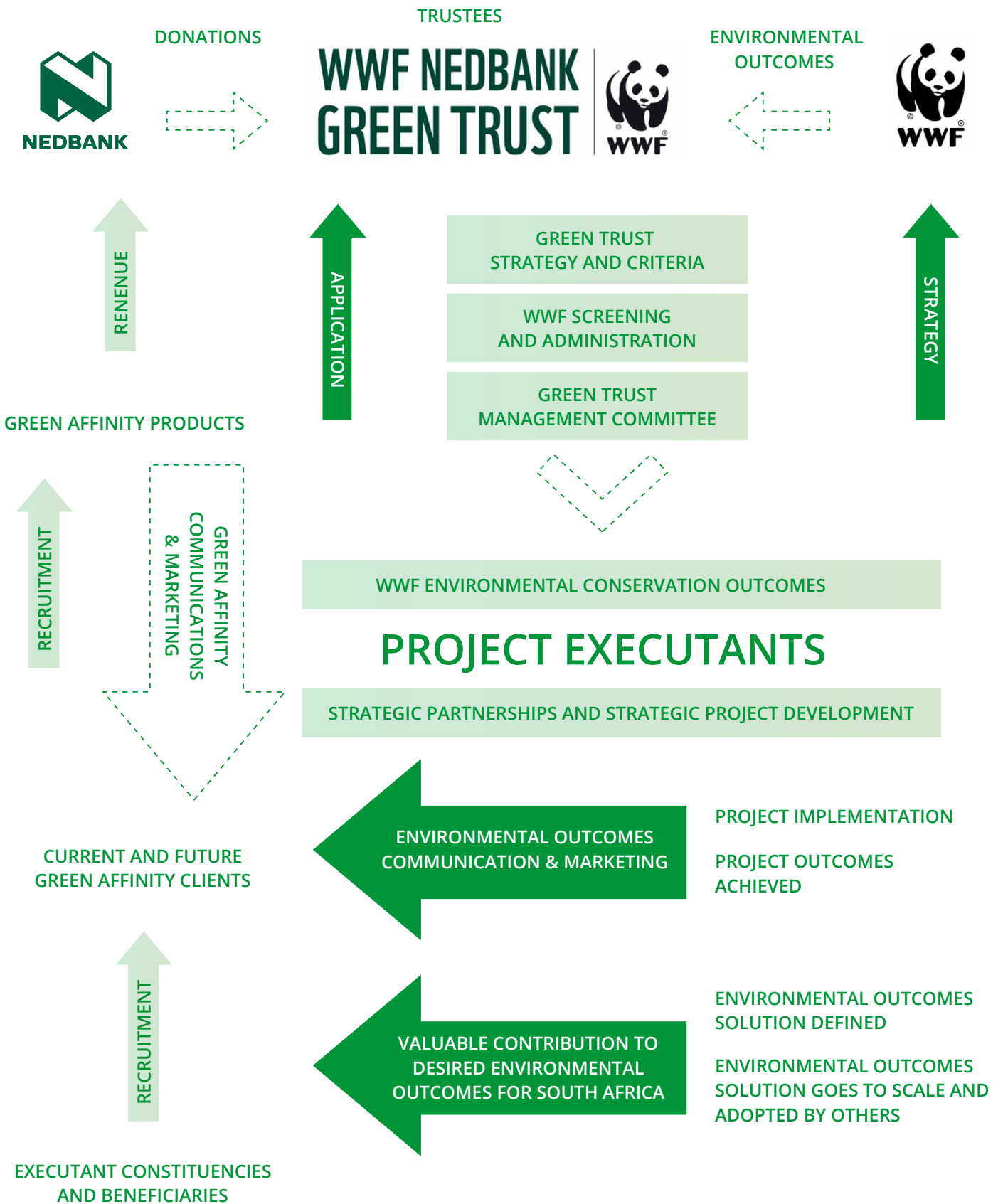
- 01** Does the project contribute to the Trust’s environmental outcomes strategy?
- 02** Is the Project part of a broader initiative?
- 03** Is the project a unique solution to unlock a stuck problem?
- 04** Is the project catalytic and can it be scaled up to national scale (future funding, will have a custodian, has a good outcome or product that can be scaled up)? Is it valuable (unlocks a stuck problem), unique (different), innovative (transformative ways to unlock a stuck problem) and transferable (others can put funding behind the solution to scale it up)? Can or will this project be adopted by others to scale up?
- 05** If the project is successful, what is the persistent problem that it will address? What will change? Why is this important?
- 06** What is the capability of the proposed executants to meet the objectives of the Project?
- 07** Are people central in the value proposition of the project?
- 08** Is there evidence of support from the receiving environment of the Project outcome? E.g., If a Project outcome is a game changer contribution to the National Protected Area Expansion strategy, is there a letter of support from the DEFF mandating the applicant to do this work and endorsing the value that the Project outcome will add?
- 09** What is the exit strategy of the executants and which institutions will implement (“receiving environment for the outcomes”) and fund the outcome in the long term?
- 10** Who will sustain the impact once the project period is completed?

## ANNEXURE 1

WWF NEDBANK GREEN TRUST  
ENVIRONMENTAL OUTCOMES ([CLICK HERE](#))

# ANNEXURE 2

## HOW THE TRUST WORKS?



## ANNEXURE 3

# MODEL FOR DESIGN OF PROJECTS THAT ARE UNIQUE SOLUTIONS TO UNLOCK A STUCK PROBLEM

### COMMS & MARKETING

- **Executants** will promote the investment of the WWF Nedbank Green Trust (the Trust) to their constituents. The Trust will ensure that the Trust is adequately recognized as per agreement.
- **Nedbank** will market their environmental outcomes investment through the Trust to their Green Affinity clients and also to potential Green Affinity clients to ensure on-going and increasing financial flows to the Trust.
- **Nedbank** may approach the executants to access their constituencies at the discretion of the executants.
- **The 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 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

- The Trust does not expect much return in the early stages of the project.
- The return is defined by the outcome, the innovative solution, and the catalytic future impact that has been unlocked as a result of the investment by the Trust.
- Executants must thus design and do the necessary preparation work (internally and with stakeholders) to increase the probability of achieving the catalytic impact of the solution that the Trust invested in.
- To demonstrate catalytic impact at completion of the project, there should be evidence of:
  - 1) Funding i to continue the work
  - 2) A custodian that can take 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.

### COMMUNICATIONS & MARKETING

- Once the funded project has been completed, 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, Nedbank has invested in the project.

# ANNEXURE 3 CONTINUED

## MODEL FOR DESIGN OF PROJECTS THAT ARE UNIQUE SOLUTIONS TO UNLOCK A STUCK PROBLEM

