

RESULTS SUMMARY

Advancing Sustainable Local Leadership through Flexible Organisational Development Support

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PROJECT	Title:	Triple Benefit Programme
	Partner:	WWF Kenya, WWF Madagascar, WWF Myanmar, WWF Nepal and WWF Uganda
	Country:	Kenya, Madagascar, Myanmar, Nepal, and Uganda
	Period:	2024

CHANGE	<p>Local CSOs supported by the Triple Benefit Programme (TBP) have become more autonomous and resilient, thanks to a strategic shift that emphasises core organisational development (OD) funding and structured mentorship. Under the TBP, 4 million DKK has been disbursed across country programs directly to local CSOs, with 15% earmarked specifically for OD during 2024. This flexible core support, grounded in a structured and systematic OD approach, empowers CSOs to define and prioritise their own capacity needs - such as governance, financial systems and human resources – leading to greater ownership, independence, and sustainability. Complemented by tailored mentorship and continuous risk management, this approach enhances the institutional strength and effectiveness of local CSO partners, positioning them to lead development efforts in their communities.</p>
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CONTEXT	<p>Local CSOs have historically faced challenges such as limited institutional capacity, unclear organisational structures, and reliance on short-term, externally driven projects. These constraints have hindered their effectiveness and ability to lead sustainably. Core funding has proven to be a critical enabler, providing flexibility for CSOs to define and address their own development priorities, ranging from governance and financial management to human resources and strategic planning. This autonomy has strengthened leadership, enhanced accountability, and improved responsiveness to local needs, ultimately fostering more resilient, community-rooted organisations.</p>
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CONTRIBUTION	<p>Through the TBP, WWF DK has provided targeted OD grants, earmarking significant core funding specifically to build internal CSO capacities. WWF has prioritised participatory and context-specific interventions, enhancing local leadership through structured mentoring by experienced WWF staff rather than solely relying on external consultants.</p>
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IMAGES	 <p>WWF Denmark, WWF Kenya, and Lamu Youth Alliance engage in a discussion on organizational development during the Mid-Term Review (MTR). © Curtis Obimbo / WWF Kenya</p>	 <p>WWF Denmark, WWF Nepal and SHAMATI senior management and TBP-team meeting at SAHMATI HQ to review organizational development plans. © WWF Nepal</p>
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[See next page for more details](#)

ADDITIONAL INFORMATION

ACTIVITIES

Key activities facilitating these changes included conducting Organisational Capacity Assessments to identify and prioritise internal CSO needs and providing dedicated core funding for OD purposes. This enabled CSOs to independently manage internal priorities. WWF implemented tailored capacity-building programs focused on financial management, human resource, and governance policies, leveraging experienced WWF staff for ongoing mentorship and technical guidance, significantly enhancing local ownership and skills transfer. Additionally, continuous assessment and management of risks associated with increased direct funding to local CSOs ensured sustainable and effective use of resources. Activities were implemented with flexibility to adapt to each CSO's stage of maturity and priorities, ensuring relevance and effectiveness.

LESSONS

The experience highlighted the importance of engaging CSOs in initial Organisational Capacity Assessments to ensure internal buy-in, which significantly improves the effectiveness and sustainability of OD interventions. Consistent internal mentorship provided by experienced WWF teams, rather than temporary external consultants, created stronger institutional knowledge and fostered sustainable leadership within the CSOs. Additionally, providing flexible core funding specifically for OD activities empowered CSOs to strategically address their unique organisational needs independently. Regularly assessing risks and adapting management strategies emerged as crucial components for the successful localisation of efforts, ensuring that CSOs could effectively manage growth and sustainability.

EVIDENCE

Local CSOs have reported clear benefits from the TBP's OD approach across key areas of institutional strengthening. Lamu Youth Alliance (Kenya) doubled its annual budget with three new grants, and SAHAMATI (Nepal) secured two more, showing how improved governance and resource mobilisation boost financial sustainability. Financial management has also advanced - Bahari Hai (Kenya) raised its capacity score from 23% to 62%, Lamu Youth Alliance adopted QuickBooks, and SAHAMATI implemented FAMAS software. SAHAMATI enhanced its strategic planning, while Takapaw and True Friend (Myanmar) strengthened governance and safeguarding frameworks. Staff in Myanmar reported greater understanding and ownership of policies following local-language trainings. HR and governance reforms at Lamu Youth Alliance and Bahari Hai improved retention and decision-making. Lamu Youth Alliance's recognition under the FLLoCA programme reflects growing influence. These results, shared by CSOs, demonstrate how the TBP's integrated OD model of core funding, mentorship, and capacity-building fosters lasting organisational resilience and autonomy.

DOMAINS

<i>Development strategy priorities:</i>	<i>Insert strategy priority</i>
<i>Changes in the lives of people facing poverty, marginalisation or vulnerability</i>	-
<i>Changes in laws, policies and practices that affect people's rights</i>	-
<i>Changes in the capacity of organisations and communities to support rights</i>	-
<i>Changes in partnerships and collaborations that support people's rights</i>	-
<i>Changes in participation of groups facing poverty, marginalisation or vulnerability</i>	-
<i>Changes in local leadership of development and humanitarian work</i>	x

GUIDANCE NOTE

This format consists of two overall sections: on page one, the results summary communicates results to an external audience using a brief summary of what has been achieved; while page two provides an opportunity to explain the background and evidence behind the claims made as part of the summary.

Page 1: Results summary

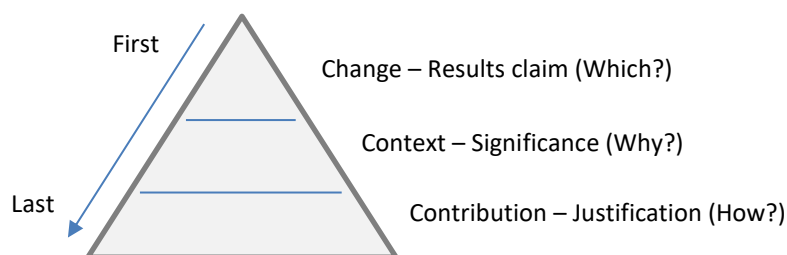
The results summary should outline of the overall change. This should be phrased in a clear and concise manner, focusing on the benefits for target groups or communities, and preferably start out by stating the overall key message as a one-line statement. It is thus important to prioritise what the key message should be and not attempt to describe every possible change that may have occurred.

Note that case studies should not describe all of the activities carried out during the implementation. Instead, it should focus on one or two key messages to be highlighted – which may also span several projects – and only outline activities to backup contributions to the highlighted change.

This can be illustrated as a “reverse funnel.” First, the “change” section introduces the overall results claim, which answers the “which.” Note that this is done before any details have been provided. Second, the “context” section outlines the problem being addressed by the project and the significance of the change. For example, by explaining “why” it benefits target groups or communities.

Finally, and lastly, the “contribution” section should provide examples to justify for “how” the intervention contributed to realising change. Note that this should focus on the plausible linkage between the change and intervention rather than describing details from activities. It is often useful to think of this as a reverse theory-of-change, i.e. “After we did X, then Y occurred, because of Z.”

Figure 1:
Reverse funnel for communication



Page 2: Additional information

The second page should provide background and evidence for project’s contribution to change. It can also address technical issues that do not fit in the results summary. The section consists of the following sections:

- **Activities:** Whereas the “contribution” section on page one provides a brief summary of the project contributions to change, the “activities” section allows for more detail on the project design, organisation and underlying activities in support of the contributions made.
- **Lessons:** Describes lessons learned through the implementation. These should relate to the results claim or alternatively the project(s) as a whole. Please consider (1) novelty – i.e. whether the change represents something new – and (2) the potential to scale and/or build on lessons going ahead.
- **Evidence:** A narrative comparison between results claims and the underlying evidence. It should answer “X led to Y, because of Z,” although it does not need to be phrased this way. It is useful to include references to a few selected documents for further details. Please see guidelines for more.
- **Domains and development strategy:** Describes contributions to defined domains and the Danish development strategy. Please consider limiting the number of domains to a few selected ones.