



SOUTH AFRICA

A full-page background image showing a man in a brown cloak and hat standing on a rocky path. To his left is a waterfall cascading down a mossy, rocky cliff. The background features a vast, hazy mountain landscape under a cloudy sky.

INTEGRATED ANNUAL REPORT 2022

ABOUT THIS REPORT

Welcome to the 2022 edition of WWF South Africa's Integrated Annual Report.

WWF South Africa (hereafter referred to as WWF) is the South African chapter of WWF International, the world's leading independent conservation organisation. Although part of a global network active in more than 100 countries, WWF South Africa produces a standalone annual report because it is a self-funded national office that operates independently.

This annual report covers the period 1 July 2021 to 30 June 2022 and has been prepared in accordance with the International Integrated Reporting Framework.

The Board approved this report on 14 October 2022, following a review by the Social and Ethics Committee.

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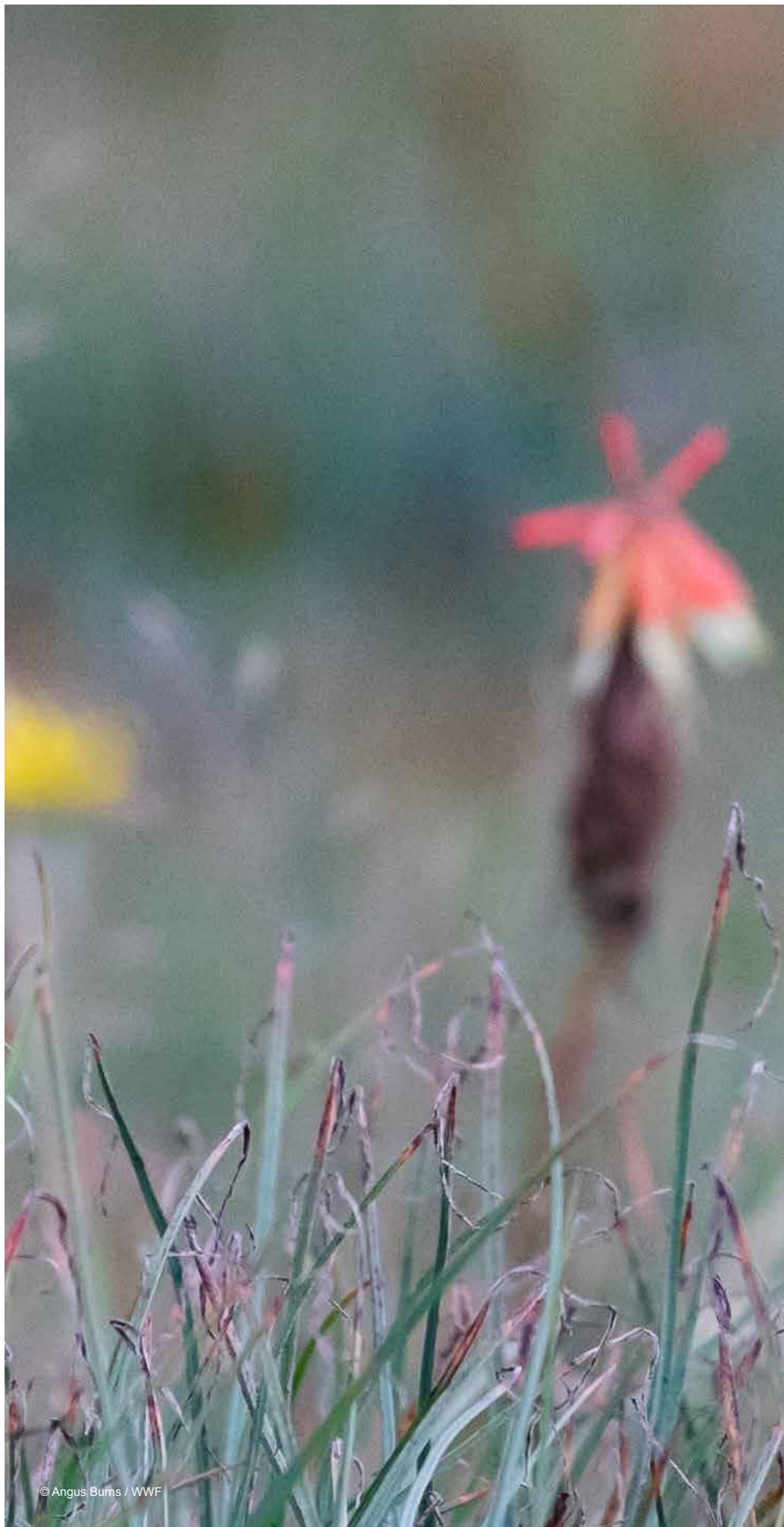
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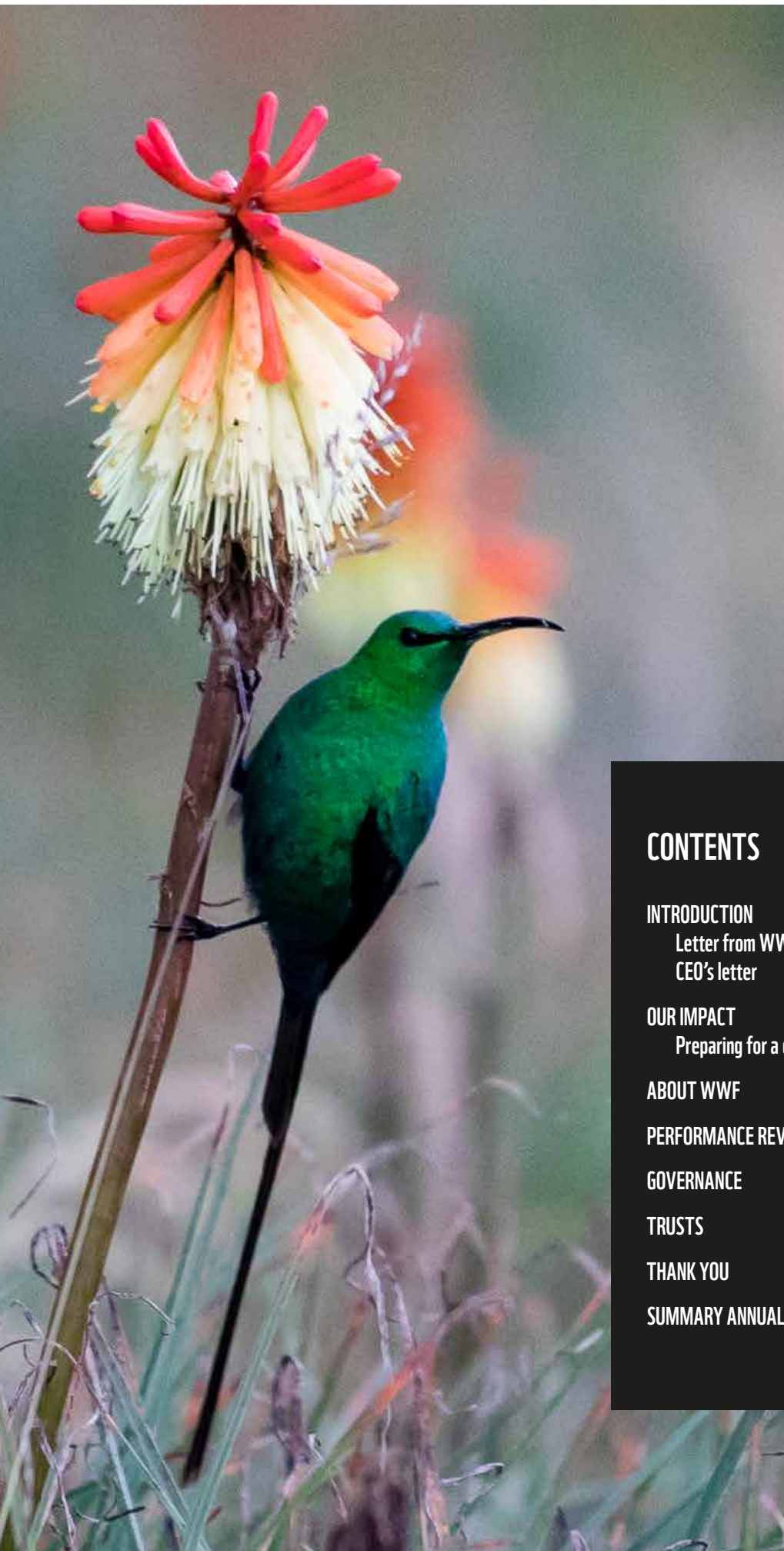
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A smiling woman with dark skin, wearing a large black wide-brimmed hat, a white long-sleeved shirt, and a dark vest, is crouching in a field of yellow wildflowers. She is looking towards the camera with a joyful expression. The background is a blurred landscape of green and yellow vegetation.

2021/22

INTRODUCTION

LETTER FROM WWF CHAIR

Today's society demands more and more accountability and transparency. This raises the question of how we account; how we report on our activities.

The world has seen damage to the environment and nature that is caused by people and businesses as they conduct their activities and as they build their businesses. This ecological damage is being driven, to a great extent, by a costly pursuit of short-term financial results. This phenomenon will persist as long as business can get away with only reporting financial results – without reporting on the impact of their operations and activities on society and the environment. This partial reporting conceals the full extent of the cost in terms of environmental damage and the costs borne by communities in which businesses operate.

When I first joined the Board of WWF, I noticed two important things about the organisation that are still true today. The first is WWF's strategic goal: people living in harmony with nature. The second is that WWF holds itself to the highest standards of accountability in pursuit of this goal. These two traits come together in Strategy 2025, in which WWF articulates six strategic outcomes, each of which is backed by a suite of practical targets. These targets are backed by the organisation's newly implemented monitoring and evaluation framework, which forms the foundation of WWF's reports to the Board and other key stakeholders.

In my view, this unyielding quest for credible and holistic accountability is what sets WWF apart. Environmental and social benefits are notoriously difficult to measure. How does one use short-term metrics to demonstrate progress towards long-term goals? WWF has committed to doing its best to monitor its impact as closely and accurately as resources and practicality will allow. This commitment stands WWF in good stead with donors

while reinforcing its position as a credible, science-based conservation partner to other civil society organisations, the public sector and business. WWF does its work in collaboration with these partners, which span various sectors.

I am particularly inspired by WWF's approach of positive engagement with corporations. While some might choose to adopt an adversarial approach to business, WWF seeks to constructively influence companies that affect the environment, offering its scientific and technical knowledge to inform decision-making based on the best available science. This has proven to be more effective in preventing environmentally destructive business decisions than engaging in adversarial public criticism, which does not consider that businesses are also capable of doing good in the world.

A long-term focus on people living in harmony with nature, partnerships and holistic accountability: these are the cornerstones of WWF's approach to business, and the reason I invest my time and efforts in this organisation.

We are ever grateful to all our supporters and trustees. We would like to acknowledge the longstanding support of two of our trustees who passed away in the last reporting period. One was Wilbur Smith and the other was Bill McAdams who served for over a decade on our Board's Investment Committee. Our condolences to both their families.

I would also like to compliment the WWF team, who have done sterling work and reported exceptional progress in a difficult environment this year.



© Leanne Williams

VUSI KHANYILE
CHAIR:
WWF SOUTH AFRICA

CEO'S LETTER

“South Africa – and the world – finds itself on a knife edge. We can panic and amplify the climate crisis through short-sighted decisions, or we can redesign and rebuild for a better future. Either way, a price will have to be paid: a price of imminent consequence, or one of future reward. At WWF, we are sparing no effort to make the case for long-term thinking, often pushing against powerful currents but never giving up on the hope that rationality will prevail.”



© Dante Nel

DR MORNÉ DU PLESSIS
CHIEF EXECUTIVE OFFICER: WWF SOUTH AFRICA

We are seeing a relentless increase in the pressure that humans are placing on our environmental life-support systems. This comes, among other things, in the form of increasing habitat transformation, over-harvesting of natural resources, rising greenhouse gas emissions and growing water challenges in a water-stressed country. We may believe that we can hold onto what we have got just a little longer. At best, we seek to slow down this relentless march to ruin.

It becomes easy to lose hope when we see tangible examples of the consequences of these actions. The contrasting – but no less devastating – impacts of floods and droughts have visited our country in the past months. Tragically, the floods in KwaZulu-Natal took the lives of hundreds of our people while causing significant loss of infrastructure and livelihoods. The unyielding drought in the Eastern Cape has brought Gqeberha and neighbouring districts to the brink of disaster, with the threat of significantly affecting the health and well-being of their citizens.

Overlay onto these disasters the global economic consequences of Covid-19 and the war in Ukraine, and yet again we see the rise of self-serving arguments to revert to the same short-sighted mindset that got us into this dire situation. If ever there was a time for introspection, re-evaluation and radical logic, we are living it right now.

South Africa – and the world – finds itself on a knife edge. We can panic and amplify the climate crisis through short-sighted decisions, or we can redesign and rebuild for a better future. Either way, a price will have to be paid: a price of imminent consequence, or one of future reward. At WWF, we are sparing no effort to make the case for long-term thinking, often pushing against powerful currents but never giving up on the hope that rationality will prevail.

Creating an alternative vision of hope requires communities, governments, traditional authorities, NGOs, scientists, businesses, innovators and investors to work together in unprecedented ways. It demands collaboration, the likes of which we have never seen before. We are committed to seizing this moment.

In 2016, when we first started developing Strategy 2025, we assumed that there was enough time. Given how quickly the world has changed since then, this is no longer so. Now, more than ever, we need to scale and accelerate our efforts.

As we look to increase our impact, we draw on the strengths of the people who believe in our ability to develop and execute projects that will have a positive impact on livelihoods and the natural environment. These include our implementation partners on the ground and our environmental teams, which have been strengthened by the arrival of Ms Khungeka Njobe, our new Head of Programme. Through our focus on delivery and impact – and drawing on a comprehensive new monitoring and evaluation framework – I have every confidence that we shall stay on track.

We also draw on the strengths of our funders, without whom our ambitions of scaling would not be possible. Although our largest donors are typically corporations, this year we received a substantial bequest from the dissolution of the Giddy Trust. We have named this gift after its benefactor: the “Gerhard Froneman Grasslands bequest” will support our work in this neglected but critical biome for many years to come.

Finally, we draw on the strengths of those who take action when they see the opportunity to make a difference. One such person is our current chair, Mr Vusi Khanyile, who became the first black commercial farmer to dedicate land to conservation this year when he committed 1 375 hectares of family-owned farmland under the National Environmental Management: Protected Areas Act (2003), effectively declaring the Afrikan Farms Protected Environment. This sets a compelling example.

If there is reason to be hopeful, it is because WWF attracts and works with people and organisations of the highest calibre and deepest commitment, who see our planet as we see it: a place where people and nature should thrive.





© Jacques Marais / WWF

A group of four people are working in a forest, clearing debris and branches. They are wearing outdoor gear like hats and jackets. The ground is covered with a large pile of cut branches and leaves. The background shows a dense forest with tall trees.

PREPARING FOR A DISRUPTIVE – AND DRY – FUTURE

Amid recent droughts and devastating floods, the link between our changing climate and water is more evident than ever. Human activities also present a growing threat to the 10% of South Africa's surface area that captures half of the country's freshwater supply.

This year, WWF worked across nine out of its 10 priority water source areas to implement improved local water governance and management practices, while spreading the message about the precarious state of this precious natural resource.

RAISING AWARENESS

Everyday people play a central role in safeguarding the true source of our water: nature. We raise awareness and stimulate positive actions by engaging people on various levels – online, physically, creatively and even spiritually – around the need for collective water action.

In-person

To mark a decade of the Journey of Water campaign, we hosted a celebratory reunion dinner for past walkers, as well as funders and government members. To date, four Journeys have been hosted in South Africa.

Below back (l-r): Angel Campey, Justin Smith, Michelle Constant, Nomso Mazwai, Sonia Booth, Vicky Beukes, Samir Randera-Rees, Agnes Masenya, Botsepegi Loyal Motau, Sithembiso (Instro) Herimbi
Front (l-r): Ilze Saunders, Claire Mawisa, DJ Doowop, Catherine Constantinides

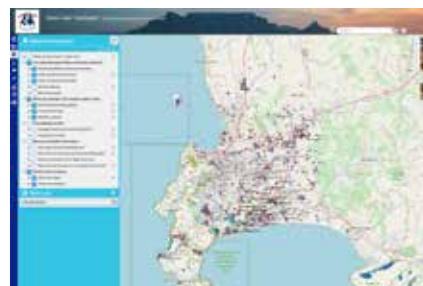


Creative outreach

Two eye-catching murals that raise awareness about Cape Town's groundwater were unveiled at the V&A Waterfront. A poster-drawing competition for learners in Cape Town also centred around this "invisible" resource.

Online

A two-year project to electronically map groundwater data for the City of Cape Town resulted in the launch of an online groundwater monitoring dashboard in March 2022.



Conserving water as spiritual practice

We helped the Green Anglicans, an initiative of the Anglican Church of Southern Africa, to develop key messages around the spiritual value of water and sustainable use of groundwater. These will form the basis of Sunday school lessons, church services and interfaith engagements.



PROMOTING PARTNERSHIP

We aim to provide practical, financial and capacity-building support to community-public-private water partnerships in all 10 priority water source areas. We are actively helping to establish such partnerships in nine water source areas, the most recently established being the Table Mountain Water Source Partnership.

We also partner with companies and trusts to secure funding for our projects and programmes, which typically extend over several years and require high levels of commitment.

Key water funders

AB InBev, FirstRand Foundation, M&S, Mondi Group, Nedbank Limited, PepsiCo, Reckitt Benckiser Group, Royal Danish Embassy, Sanlam Limited, Sappi Limited, Tesco, The Coca-Cola Foundation, Unilever and Woolworths.



ADVOCACY

In its current form, South Africa's water management policy framework does not provide sufficient protections for our water source areas. We seize every opportunity available to us to petition national departments and decision-makers to improve and implement water resource management policies and co-create the development of guidelines that will effectively secure – and ideally restore – our strategic water source areas.

National paper on securing water source areas

We provided significant inputs to the Department of Forestry, Fisheries and the Environment's position paper on mechanisms to secure strategic water source areas.

High-level advocacy for water security

Our placement on the Presidential Climate Commission allowed us to advocate for including water security considerations in the Commission's National Dialogue on Water Security, for inclusion in the Just Transition Framework.

RESTORING OUR LANDSCAPES FOR PEOPLE AND NATURE

Managing invasive alien plant infestations

Woody invasive alien plants consume a disproportionate amount of our precious surface water. WWF dedicates substantial resources to removing these plants from our strategic water source areas to free up freshwater flows.


6 676 HA
CLEARED OF INVASIVE ALIEN PLANTS

3 450 HA
OF CLEARED LAND MAINTAINED

>4 MILLION
KILOLITRES OF SURFACE WATER RETURNED TO ECOSYSTEMS

Maintaining ecological infrastructure

We partner with remote rural communities to protect natural springs. We provide water tanks to communities so that they can store rainwater, reducing human pressure on rivers and wetlands. Our work with local livestock owners to improve rangeland management reduces the impact of soil erosion on rivers (see case study on page 21).


6 169 HA
OF GRASSLANDS COMMITTED TO SUSTAINABLE RANGELAND MANAGEMENT

17
NATURAL SPRINGS ARE RECEIVING COMMUNITY PROTECTION

56
WATER TANKS SUPPLIED TO RURAL COMMUNITIES IN THE GRASSLANDS

Driving farm-level water stewardship

We work with commercial farms to better track their water use, address inefficiencies and, where possible, implement regenerative farming practices to support healthy ecosystems that offer better adaptation to the effects of climate change.


97
COMMERCIAL FRUIT AND WINE FARMS COMMITTED TO REGENERATIVE FARMING PRACTICES


10
DAIRY FARMS COMMITTED TO TRACKING THEIR WATER USE AND ADDRESSING INEFFICIENCIES







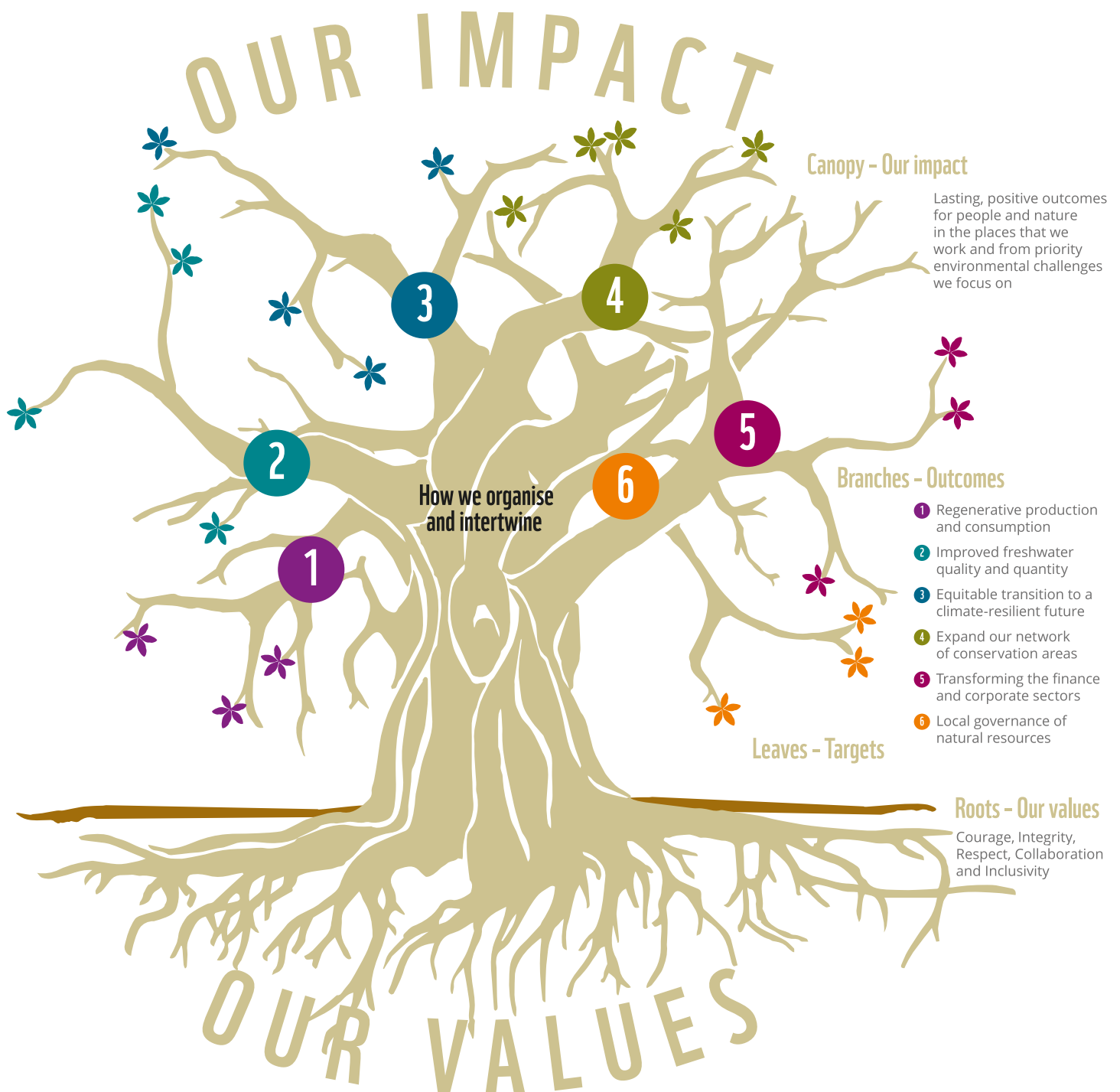
ABOUT WWF

South Africa has a rich natural heritage and an abundance of environmental treasures. Within our immensely biodiverse country, the socio-economic legacy of our past compels us to simultaneously achieve an environmentally sustainable and socially inclusive future – for both people and nature.

© Jeremy Bezanger / Unsplash







We also work with the WWF network on issues of aligned relevance. We do this to amplify our impact and support WWF International's global mission to stop the degradation of the planet's natural environment and build a future in which people live in harmony with nature.

OUR VISION: A future in which people and nature thrive



OUR STRATEGY

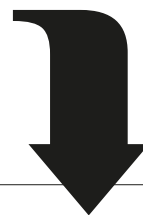
WWF's Strategy 2025 seeks to achieve lasting positive outcomes for people and nature while contributing to various global goals, including those held by WWF International, the Convention on Biological Diversity's Aichi Biodiversity Targets and the United Nations Sustainable Development Goals (SDGs, mapped below).

Focus area	WWF strategic outcome by 2025	SDGs	Cross-cutting SDGs
1 Regenerative production and consumption	 <p>Mechanisms for sustainable, inclusive and regenerative production and consumption value chains in priority economic sectors are implemented.</p>	<div>2 ZERO HUNGER</div> <div>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</div> <div>14 LIFE BELOW WATER</div> <div>15 LIFE ON LAND</div>	
2 Improved freshwater quality and quantity	 <p>Freshwater quantity and quality improved in strategic water source areas for ecological systems and downstream communities.</p>	<div>6 CLEAN WATER AND SANITATION</div> <div>14 LIFE BELOW WATER</div> <div>15 LIFE ON LAND</div>	<div>1 NO POVERTY</div> <div>10 REDUCED INEQUALITIES</div>
3 Equitable transition to a climate-resilient future	 <p>A critical mass is built among stakeholders who have a key role to play in supporting an equitable transition towards a carbon-neutral and climate-resilient economy.</p>	<div>7 AFFORDABLE AND CLEAN ENERGY</div>	<div>13 CLIMATE ACTION</div>
4 Expand our network of conservation areas	 <p>South Africa's network of conservation areas in priority land- and seascapes are expanded and sustainably managed.</p>	<div>6 CLEAN WATER AND SANITATION</div> <div>14 LIFE BELOW WATER</div> <div>15 LIFE ON LAND</div>	<div>16 PEACE AND JUSTICE: STRONG INSTITUTIONS</div> <div>17 PARTNERSHIPS FOR THE GOALS</div>
5 Transforming the finance and corporate sectors	 <p>Key practices in the financial and corporate sectors transformed and environmental, social and economic performance are demonstrably improved.</p>	<div>7 AFFORDABLE AND CLEAN ENERGY</div> <div>8 DECENT WORK AND ECONOMIC GROWTH</div>	
6 Local governance of natural resources	 <p>Local governance and capacity in support of sustainable natural resource management are strengthened.</p>	<div>14 LIFE BELOW WATER</div> <div>15 LIFE ON LAND</div>	

HOW WE PURSUE OUR STRATEGY

EXTERNAL OPERATING ENVIRONMENT

Heightened global awareness of climate change, waste and biodiversity is facilitating conversations around corporate sustainability and better governance of our natural resources while supporting our fundraising efforts. However, this new openness is counterbalanced by looming global food shortages and a possible local economic recession, which is affecting the ability of local companies and individual donors to support our work.



CAPITAL INPUTS

Our stakeholders contribute various inputs to help us achieve our strategic outcomes.

Companies, the public sector and individuals donate **FINANCIAL CAPITAL**

Our staff and service providers contribute **HUMAN CAPITAL**

Our learning approach means we are constantly developing **INTELLECTUAL CAPITAL**

We draw our mandate from the need to conserve and regenerate our shared **NATURAL CAPITAL**

Our strong **SOCIAL AND RELATIONSHIP CAPITAL** allows us to attract funding and passionate, skilled employees and partners

STRATEGIC OUTCOMES

➔ Page 16

Our cross-cutting strategic outcomes drive integration in our activities.

1

Regenerative production and consumption

2

Improved freshwater quality and quantity

3

Equitable transition to a climate-resilient future

4

Expand our network of conservation areas

5

Transforming the finance and corporate sectors

6

Local governance of natural resources

A viable, relevant and high-performing organisation that delivers with diversity

Our independent Board consists of volunteers governed by a Board Charter. No conflicts of interest were reported during the year.

Our CEO and Senior Management Team oversee WWF's day-to-day activities, supported by a robust and flexible monitoring and evaluation framework. These staff members are paid market-related salaries and receive no performance bonuses.

WWF ACTIVITIES

A year into Strategy 2025, we are seeing greater integration between the portfolios within our Environmental Programme and are making good progress towards achieving our strategic outcomes.

Environmental Programme

Climate

Freshwater

Marine

Land and
Biodiversity
Stewardship

Wildlife

Sustainable
Food
Systems

Sustainable
Finance

Policy

Circular
Economy

Enabling functions

Organisational
Performance

Finance and Business
Support

Human
Resources

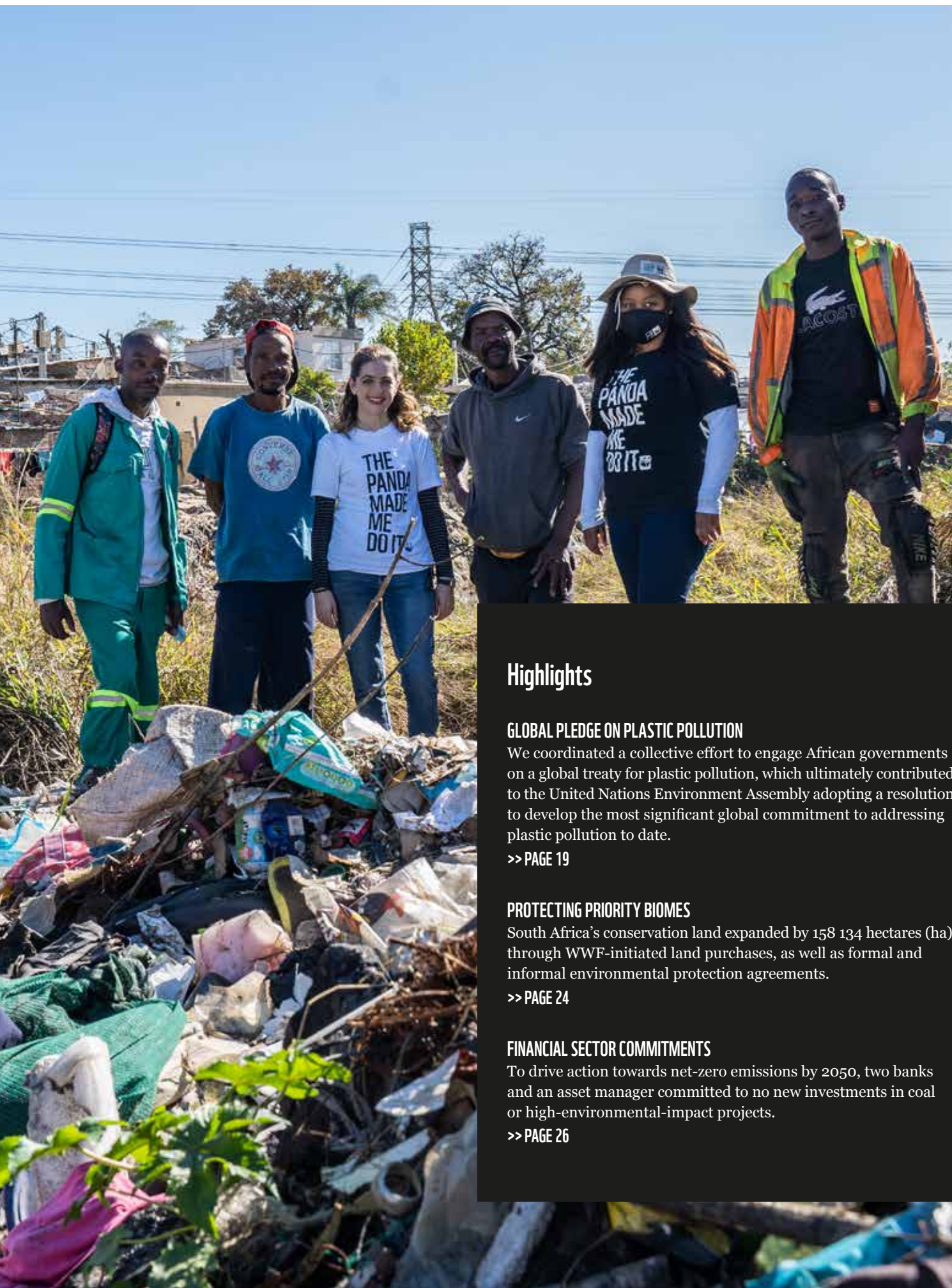
Strategic
Communications

Business Development
and Fundraising

PERFORMANCE REVIEW



© Stefan Bosch / WWF



Highlights

GLOBAL PLEDGE ON PLASTIC POLLUTION

We coordinated a collective effort to engage African governments on a global treaty for plastic pollution, which ultimately contributed to the United Nations Environment Assembly adopting a resolution to develop the most significant global commitment to addressing plastic pollution to date.

>> [PAGE 19](#)

PROTECTING PRIORITY BIOMES

South Africa's conservation land expanded by 158 134 hectares (ha) through WWF-initiated land purchases, as well as formal and informal environmental protection agreements.

>> [PAGE 24](#)

FINANCIAL SECTOR COMMITMENTS

To drive action towards net-zero emissions by 2050, two banks and an asset manager committed to no new investments in coal or high-environmental-impact projects.

>> [PAGE 26](#)

OUTCOME 1



REGENERATIVE PRODUCTION AND CONSUMPTION

We advocated for stronger, legally binding controls over plastic pollution at both the local and global scale. In the food system, we encouraged agroecological practices at primary producer level.

HIGHLIGHTS

Circular economy advocacy

We engaged stakeholders about the government's mandatory Extended Producer Responsibility Regulations, which came into effect in May 2021. We encouraged private-sector support of the regulations by providing businesses with context and sharing technical knowledge to support implementation.

Sustainable seafood

We conducted an environmental analysis into rope-grown mussels, which concluded that this method – which is used in Saldanha Bay's Aquaculture Development Zone – does not negatively affect the seabed.

Thirteen fishing industry associations and other stakeholders took part in six fishery improvement projects that seek to ensure the sustainable use of at-risk fish stocks.

Regenerative agriculture

This year, we encouraged more than 100 commercial farmers and over 1 500 small-scale primary producers – including farmers and fishers – to adopt more sustainable, inclusive and regenerative agricultural practices.

Twenty-two small-scale herb farmers received local good agricultural practice training towards a regenerative agriculture trajectory.

CASE STUDY

TOWARDS A GLOBAL RESPONSE TO PLASTIC POLLUTION

Collective advocacy efforts coordinated by WWF culminated in a global resolution to develop an international treaty to end plastic pollution in what the Executive Director of the UN Environment Programme called “the most important multilateral environmental deal since [the] Paris [Agreement]”.

Years of effort to raise awareness about the global impact of plastic pollution and forge partnerships across Africa and beyond reached a crescendo in March 2022, when the United Nations Environment Assembly unanimously adopted a resolution to develop a legally binding global treaty to combat plastic pollution. Negotiations linked to finalising the terms of this treaty will shape the national plastics policy framework for years to come.

Looking ahead, WWF’s ongoing contribution to the plastics policy debate will be shaped by two reports published during the year. The first report seeks to strengthen mandatory Extended Producer Responsibility for plastics packaging regulations in South Africa, while the second sets out the gaps and opportunities in plastics policy on the African continent. Together, these reports have been downloaded more than 800 times and are already influencing decision-makers.

In addition to high-level advocacy and knowledge-sharing, we support various on-the-ground initiatives to strengthen local circular economies. One such project involves encouraging waste reclaimers in the City of Cape Town to self-organise under a common banner. Having collective representation will enable waste reclaimers to better access municipal support and negotiate with buyers and middlemen for fair prices for reclaimed material. This concept follows the model developed by our implementing partner, the Johannesburg-based African Reclaimers Organisation (ARO), which this year became the first winner of the WWF Living Planet Award in the new category for organisations.

OUTCOME 2



IMPROVED FRESHWATER QUALITY AND QUANTITY

The removal of water-intensive invasive alien plants returned more than 4 million kilolitres of freshwater to priority water source areas for use by downstream farms, communities and ecosystems.

HIGHLIGHTS

Municipal support for management strategies

Five WWF-affiliated community-public-private partnerships (CPPPs) finalised water resource management strategies, two of which have been partially adopted by municipal partners, boding well for their scalability.

Plantation water management

We developed a strategy for water management and governance for the country's forestry sector to support the Forest Stewardship Council standard.

Water stewardship

We signed 10 new Conservation Champion wine estates during the year (2020/21: 13), bringing the total number of Conservation Champions to 55. The steady year-on-year increase in the number of wine farms showing an interest in sustainable farming and water stewardship best practice is an indication of growing awareness – and concern – about climate change in the recently drought-hit Western Cape.

➔ See our water and climate special feature on page 7

CASE STUDY

HOW SUSTAINABLE GRAZING PROMOTES WATER SECURITY IN THE EASTERN CAPE HIGHLANDS

Counterintuitively, WWF's approach to improving water quality and quantity in the Drakensberg grasslands includes a focus on re-establishing regenerative rangeland practices that aim to produce stronger livestock and better livelihoods.

The weakening of traditional land governance structures has, over time, resulted in chronic overgrazing in the Eastern Cape Drakensberg Water Source Area. When animals are allowed to overgraze, the diversity and density of the grass is diminished, leaving the soils exposed and vulnerable to erosion. Over time, the topsoil washes into rivers, where the runoff negatively affects water quality, life and built infrastructure. And without healthy grasslands, farmers are forced to seek new grazing.

For the past five years, WWF and its main partner in the Eastern Cape's upper uMzimvubu catchment area, Environmental and Rural Solutions (ERS), have been pursuing a more hopeful vision. Central to this vision is signing conservation agreements with grazing associations – local traditional governance structures that manage communal farming matters – to implement regenerative rangeland practices, including rotational grazing and rest. This year, ERS signed 15 new conservation agreements, collectively pledging 8 057 ha to regenerative rangeland practices.

To encourage broader membership of these grazing associations, which have seen membership dwindle, WWF and ERS trained 14 “Ecochamps” from local communities to provide association members with para-veterinary services and assistance with brand registration and the burning of fire breaks. These Ecochamps also monitor ecosystem health and feed the data to the uMzimvubu Catchment Partnership, the local CPPP of which WWF is the current chair and ERS is the secretariat.

For these rural north Eastern Cape communities, conservation agreements present a win-win-win arrangement for landscapes and livelihoods: grazing associations attract potential members; improved rangeland management results in better grasses and water quality and quantity; and communal farmers benefit from having healthy cattle that attract higher prices at auctions.

For WWF and its partners, it is also a victory: a grazing association with a wide membership base is better able to uphold a conservation agreement because more farmers take part in rotational grazing plans. And over time, as the biodiversity-rich grasslands revive and river systems become healthier, communities will see for themselves the economic and ecological benefits that flow from more regenerative rangeland management.

OUTCOME 3



EQUITABLE TRANSITION TO A CLIMATE-RESILIENT FUTURE

A senior WWF professional was appointed as a Commissioner on the Presidential Climate Commission. In this capacity, WWF was able to contribute to the inclusion of key environmental justice concepts – in addition to a foundational commitment to net-zero emissions by 2050 – in the Commission’s Just Transition Framework.

HIGHLIGHTS

Civil society advocacy

During the year, our advocacy with the South African Climate Action Network – one of South Africa’s five leading climate-focused civil society coalitions – contributed to the network including net-zero goals in its comments on the country’s draft Nationally Determined Contribution (NDC). WWF’s own NDC commentary also endorsed a net-zero goal.

Aviation mitigation pathway

WWF research found that South Africa has the immediate technical potential to produce 3.2 billion litres of sustainable aviation fuels each year while following the strictest sustainability requirements. Economic modelling indicated that sustainable aviation fuel production could create tens of thousands of jobs over the next 20 years and improve the country’s balance of trade by at least R81.5 billion per year – while producing fewer emissions than conventional fossil-based jet fuels.

City-level climate ambitions

Nine major municipalities submitted climate action plans for the One Planet City Challenge, an annual global WWF competition that aims to catalyse climate action at local government level. The City of Johannesburg clinched the national title in May 2022.

CASE STUDY

SUPPORTING LABOUR'S QUEST FOR A JUST ENERGY TRANSITION

We continued serving as a trusted knowledge partner to labour, providing technical inputs to key policy papers of two of the country's three largest workers' unions during the year.

The complex nature of South Africa's energy transition – exacerbated by the current electricity crisis and mounting global pressure to reduce greenhouse gas emissions – means that the voice of everyday workers and coal-dependent communities is easily sidelined by powerful interests in politics and industry. Our approach to the just transition includes providing technical support to key trade unions whose mandate it is to negotiate on behalf of these communities, which will bear most of the impact of both the energy transition and climate change.

The Federation of Unions of South Africa (FEDUSA) first invited WWF to help develop its climate change policy in 2020. In the two years that followed, our experts shared technical knowledge to help union representatives better understand how climate change will affect water, mining, electricity and transport in years to come. Following these engagements, FEDUSA developed a *Policy on Climate Change* that targets net-zero emissions by 2050. The policy was adopted by congress in October 2021.

We also provided technical inputs that informed the Congress of South African Trade Unions' (COSATU's) draft *Just Transition Blueprint for Workers*. COSATU is politically influential and South Africa's largest labour organisation, representing more than 2 million members. Its draft blueprint, which is currently being considered, targets net-zero emissions by 2050 – but with the caveat that there should be no net jobs lost in the transition. The union will vote on the document at its congress in September 2022.

Going forward, we will continue engaging labour organisations to advocate for net-zero emissions by 2050. We will also engage in analysis on the likely impact of electric cars on South Africa's transport sector, in response to a request for technical support by the South African Transport and Allied Workers Union.



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OUTCOME 4



EXPAND OUR NETWORK OF CONSERVATION AREAS

South Africa's conservation area expanded by 158 134 ha during the year through WWF-driven land purchases and a mix of formal and informal conservation agreements.

This expands wildlife corridors and enhances existing government-protected areas as a vital contribution to South Africa's connected conservation strategy.

HIGHLIGHTS

Formal agreements

Formal agreements draw on various national laws to secure the strongest possible legal protections for priority landscapes. During the year, a total of 43 474 ha of protected areas was secured, of which 53% was in the Succulent Karoo (see case study). The Fynbos biome accounted for nearly a third of the new hectares secured, with the remaining area divided between black rhino habitat (13%) and the Grasslands biome (7%).

Black rhino conservation

We developed and shared recommendations to improve the management of black rhino populations' genetic pool. Population management of this critically endangered species requires ongoing adjustment based on the monitoring of data and analysis of new genetic information.

Innovative funding model

The Sustainable Landscape Finance Coalition, which is a joint venture between WWF and Wilderness Foundation Africa, launched a pilot project to explore how privately or communally owned nature reserves that carry lions and rhinos could claim tax benefits under section 37C of the Income Tax Act (1962), so generating revenue to support further conservation efforts.

CASE STUDY

FLEXIBILITY BETTER THAN FORMULA WHEN EXPANDING CONSERVATION LAND

Conservation agreements with communal livestock farmers who rely on municipality-owned grazing land are helping to preserve biodiversity in the sensitive Namaqua National Park buffer zone.

The Namaqua National Park in the Northern Cape is one of three national parks within the Succulent Karoo biome. Just inland from the park, within the buffer zone between the park and surrounding agricultural land, one finds the Kamiesberg Uplands. Here, communal sheep, goat and cattle farmers – those left after recent drought forced many to sell their livestock – carve a livelihood out of the dry, inhospitable land that has been their cultural grazing land for many generations. Water is a perpetual concern, yet there is little municipal budget to maintain or improve water infrastructure. The land belongs to the Kamiesberg Local Municipality and the farmers have little authority or resources to invest in maintaining windmills and farm dams.

These farmers and herders face an uncertain future in the face of rising temperatures and more frequent, intense droughts due to climate change. Without support, they will have no choice but to send their livestock deeper and deeper into the wilderness – possibly even into the national park – in search of grazing and water. This would have disastrous consequences for this internationally valued biodiversity hotspot.

To prevent this while protecting livelihoods, we have partnered with Conservation South Africa (CSA) on an ambitious three-year project that seeks to protect 88 000 ha of Succulent Karoo by raising awareness about the impacts of climate change, soil erosion and biodiversity loss while securing land stewardship deals with communal farmers. “Land stewardship” is a broad term that includes ensuring that the number of farm animals does not exceed the carrying capacity of the land, implementing rotational grazing, monitoring biodiversity, and clearing water-intensive invasive alien plants from the area’s precious wetlands. As at end-June 2022, our partnership had agreements in place with four grazing associations, comprising 87 farmers, to protect nearly 55 000 ha of Succulent Karoo biome.

In addition to this community-focused work, WWF partnered with the Kamiesberg Local Municipality to support the farmers with, among other measures, better maintenance of water infrastructure. We also finalised several deals to purchase private land using WWF and The National Parks Trust of South Africa funding, effectively expanding the Namaqua National Park by nearly 52 000 ha.

Agreement by agreement, partnership by partnership, we take a flexible, multi-pronged approach to expanding protections in the Succulent Karoo so that future generations of farmers may make their livelihoods there – even as climate change makes it more challenging to do so.



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OUTCOME 5



TRANSFORMING THE FINANCE AND CORPORATE SECTORS

With our advocacy and support, three leading financial institutions – FirstRand, Nedbank and Old Mutual Investments – committed to no new coal investments in support of ensuring net-zero emissions by 2050.

HIGHLIGHTS

Green finance classification inputs

We provided input to the National Treasury's *South African Green Finance Taxonomy*, which defines minimum conditions that assets, projects or sectors need to meet to be credibly classified as "green" or sustainable. The first edition of the taxonomy was published in March 2022.

Corporate disclosure

We provided comment on the Johannesburg Stock Exchange's *Sustainability Disclosure Guidance*, which was published in June 2022, to help listed companies report more meaningfully on their sustainability and climate-related efforts.

Corporate commitments

Twenty-six corporate partners from a range of sectors signed up to various international commitments to improve their environmental, social and economic performance. These commitments include the South African Alliance for Climate Action (joined this year by KPMG, Tiger Brands and Woolworths) and the Science Based Targets initiative (joined this year by Delta Carbon, Harmony Gold, MTN, Pick n Pay, Shoprite and Telkom).

Green investments

Seven green small, medium and micro-enterprises, of which six are black-owned, received support from the Green Outcomes Fund during the year. These companies collectively employ 43 people.

CASE STUDY

FROM DEVELOPMENT FUNDING TO INVESTMENT FUNDING

Development is not a short-term goal: it is a commitment that demands vision, patience and an understanding that real change requires sustained funding and a flexible approach.

WWF is privileged to work with several corporates that display these traits. One such company is our transformational partner, Nedbank Limited, whose long-term support in the Eastern Cape Drakensberg Water Source Area has led to the formulation of a viable, scalable green business value cycle that may help fund the ongoing clearing of fast-spreading invasive alien plants. The cycle works like this: infestations of invasive wattle are cleared from the upper catchment of this water source area and used to produce eco-friendly charcoal, which is then sold. The resulting revenue is used to pay wages and for further clearing of water-thirsty invasives, so sustaining an important conservation activity that Nedbank has been funding for more than a decade.

The journey to a green business cycle in this landscape was not speedy or direct. It started in 2016, when almost R5 million in The WWF Nedbank Green Trust funding was committed to support sustainable agriculture and water projects in the Eastern Cape Drakensberg. Then, in 2019 – after we had learnt more about the underlying ecological and economic challenges in the Eastern Cape – the bank agreed to commit an additional R25 million in partnership funding for five years to set up a multi-stakeholder water source partnership, fund alien clearing, work with communities on livestock management and protect the healthy functioning of natural springs.

In 2022, the bank – seeing the potential of the sustainable charcoal production micro-enterprises – committed to invest further through its Black Business Partners (BPP) Legacy Programme, so completing the transition from development to investment funding. The BPP Legacy Programme is a joint initiative with Old Mutual, Brimstone and WIPHOLD that seeks to support black small-scale farmers and develop black-owned businesses with capital funding over favourable periods at low-to-zero interest rates.

This story demonstrates the transformative power of a long-term partnership built on trust. As much as the people of the Eastern Cape Drakensberg Water Source Area have come to trust WWF and our implementation partners, we have come to trust that Nedbank sees the value – and benefit – of our work to both people and nature and will continue partnering with us to find funding solutions.

Nedbank, too, has come to trust us, both as an implementation partner for its corporate responsibility commitments and as an adviser for its own energy transition, which this year saw the bank commit to no new financing of coal and pledge to significantly increase the R31.5 billion it already invests in renewable energy.

OUTCOME 6



LOCAL GOVERNANCE OF NATURAL RESOURCES

We provided 23 new community leadership structures, some of which we helped to establish, with technical expertise and administrative support to help strengthen local governance of natural resources.

HIGHLIGHTS

Community governance

In total, WWF works with 61 different community governance structures across its priority landscapes and seascapes. In the months to come, we will gather additional data on the composition of these structures, which will inform our efforts to enhance their functioning and representation.

Community participation

For the first time this year, representatives from the Kogelberg fishing community regularly attended, and participated in, the quarterly meetings of the WWF-coordinated Kogelberg Marine Working Group. This is a sign that our efforts to empower community representatives to make themselves heard in more formal governance circles are finally having a positive impact.

Conservation commitments

The Mkothane Protected Environment was declared in December 2021. Located in the Enkangala Grasslands and managed by the Charlestown Community Trust, this 1 960 ha protected environment is a positive step towards the community providing a viable tourism offering.

Constitutional empowerment

We hosted two training workshops on co-operative constitutions for the Eastern Cape's Hamburg fishing community. It is important that members understand the co-operative constitution for the implementation of good governance practices that promote transparency, representation and democratic decision-making by the co-operative. This should protect the co-operative from unscrupulous third parties, improve engagements with government and ensure that all members contributing to the co-operative receive equitable beneficiation.

A LOCAL ECONOMY IN HARMONY WITH NATURE

With our support, the Kogelberg coastal community in the Western Cape is gradually developing a diverse economy based on ecotourism, scientific discovery and sustainable fishing practices.

The Kogelberg fishing community is located along one of the most breathtaking stretches of the Western Cape coastline. Here, the beauty of the fynbos is rivalled only by the wildness of the ocean, which has provided the community with food and a livelihood for several generations. This is the site of a pioneering WWF project that seeks to draw on and enhance the inherent strengths of the community to enable them to manage their natural resources more sustainably and secure the livelihoods of future generations.

Central to the success of the project are the Marine Coastal Community Monitors (MCCMs), a dozen community members employed by WWF to patrol the coastline and gather data on the marine environment and human activities, including littering and the health of estuaries. All MCCMs have completed a Criminal Law Enforcement course to make them more eligible for future permanent employment in the conservation sector.

Lilitha Sokoyi, a former MCCM, was appointed as WWF's community liaison officer in May 2022. "It is easier for the community to work with me because they all know me," she says. Lilitha is passionate about her role in encouraging the community to embrace sustainable use of marine resources.

WWF has worked with the community to adopt sustainable fishing practices for several years, drawing on the fishing community's natural talent for scientific observation to gather data for WWF's scientists while learning about effective marine resource management.

This year, the five Kogelberg residents who WWF supported with ecotourism training went on to register a tourism company owned by their co-operative. The company offers various ecotourism packages crafted to bring revenue into the community. Tourists are invited to learn about the community's rich cultural heritage from Aunty Merriam, a resident oral historian, or to learn first-hand from Kogelberg fishers how they make a livelihood from the sea. If the day's catch is good, the tourists may even buy a fresh fish for lunch, cooked for them right there on the beach.

Through hard work – and backed by several years of technical and financial support from WWF – the Kogelberg community is gradually lifting itself up out of poverty-driven, unsustainable exploitation of natural resources. By focusing on building livelihoods that appreciate and regenerate the marine environment, they are securing natural resources for the benefit of future generations while setting an example that says: it can be done. We are doing it.



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ORGANISATIONAL ENABLER



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Our environmental and social footprint

151

people employed.

R243 000

paid in bursaries for short courses and tertiary education.

76.6 TONNES

of carbon dioxide equivalent (tCO₂e) emissions from flights. This was a substantial increase on the 15 tonnes reported in 2020/21 due to the easing of Covid-19 restrictions.

102.4 TCO₂E EMISSIONS

from electricity, down from 120.2 tCO₂e in 2020/21 due to a 15% decrease in energy use across all offices.

(Note that the emissions reported in the 2020/21 Integrated Annual Report have been revised.)

1.1 MILLION LITRES

of water were consumed, or just under 7 400 litres per person, for the year across all offices.

1 KG OF PAPER

was used by each staff member during the year, equating to 151 kg of paper in total.

HUMAN RESOURCES

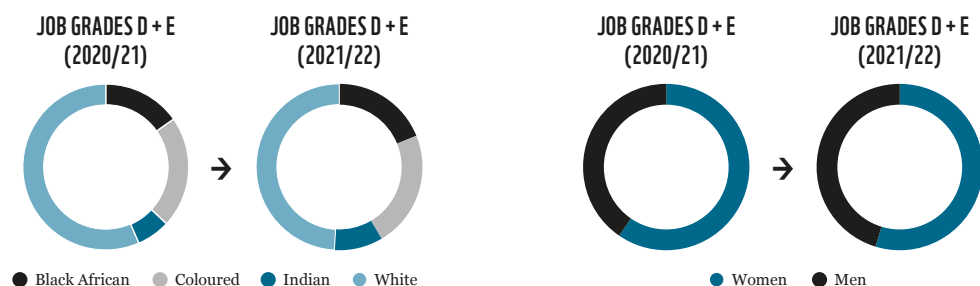
We leveraged our online and scientific networks to identify and attract employment equity candidates with the skills and experience we need to pursue our environmental and organisational outcomes.

HIGHLIGHTS

Transformation

A focused approach to recruitment enabled us to improve demographic representation at the leadership level, with Black African, Coloured and Indian employees now accounting for 51% of management, as captured in the figures below. Management and executive roles begin at job grade D.

There was a slight decrease in the percentage of women relative to men at these levels of the organisation. However, at 55% of the workforce, women still account for most of WWF's leadership and management, with Black African and Coloured women in particular well represented.



Career development and succession planning

Eight internal promotions were announced during the year, reinforcing Human Resources' commitment to developing career paths and ensuring diversity at all levels within the organisation.

Staff support

We want our people to feel connected to our greater purpose, so our Pandaba staff information sessions were held every other month. We also want our people to feel emotionally supported, to which end we continued running our Employee Assistance Programme, which was used 26 times during the year.

Working around Covid-19 protocols, we also safely hosted our annual Learning Week in March 2022, combining online and in-person sessions at three locations across the country.

Bursaries and short courses

During the year, we supported three employees with bursaries for tertiary education; two are working towards degrees and one is working towards a doctorate. Including the 39 short courses we funded during the year, our overall bill for further academic development reached R243 000. Our bursaries are available to all permanent staff.

Graduate internships

To build a strong future skills base for the conservation sector, we place a selection of young graduates in paid, year-long intern positions with WWF and our public- and private-sector partners. In 2021/22, 21 graduates completed their internship, of which 15 went on to find jobs in the sector and three took further internships. Six have committed to further studies.



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FRESH COMMITMENTS TO RETAIN OUR VALUED EMPLOYEES

Even though overall staff turnover remained below the sector average, a 1.4% increase in staff leaving us – from 7.3% (2020/21) to 8.7% (2021/22) – prompted senior management to conduct a survey to identify ways to improve retention.

Based on the outcomes of the survey, the Senior Management Team committed to the following in 2022/23 and beyond:

- Improving employee recognition.
- Planning for continuity by developing a transparent plan around how skills are resourced, developed and retained.
- Reviewing all new systems and processes to ensure maximum efficiency.

- Elevating the employee value proposition and increasing transparency about what WWF has to offer all staff. We are an inclusive, learning organisation that invests in employee development, runs an Employee Assistance Programme, offers employee benefits and allows for hybrid and flexible work options.

Implementing these measures will be of particular importance to our Environmental Programme, which mostly employs highly qualified staff and is where most of our niche environmental intellectual property is located.

OUR PEOPLE

Directorate

Dr Morné du Plessis (CEO)
Emelda Driesen

Core Operations

Organisational Performance

Dr Glenda Raven (Lead)
Lameez Bayat
Carla Petersen
Laetitia Piers
Monique van Zitters
Buck Whaley

Human Resources

Yolande Jacobs
(Executive Manager)
Nur Frances
Mayele Motebele

Finance and Business Support

Karen Gabriels
(Chief Financial Officer)
Augustine Morkel
(Operations Lead)
Emlyn Carlse
Mikhail Daries
Paulette Golding
Nicole Jacobs
Jodie Johnson
Ingeborgh Jooste
Mogamat Alwie Kamish
Tsholanang Moabelo
Nomonde Mxhalisa
Lungile Nhlengethwa
Yolande Petersen
Jacques Pieterse
Sheyaan September
Alyson Steenkamp
Namhla Tsawe
Vasigeran Vythilingam
Graeme Williams
Mayleen Williams

Strategic Communications

Pedzi Gozo
(Executive Manager)
Natasha Jones
Alex Kogl
Dimpho Lephaila
Sue Northam-Ras
Eitan Prince
Andrea Weiss
Ruan Wolfaardt

Business Development

Justin Smith (Head)
Lesley Booysen
Nomfundo Chirwa
Wendy Engel
Michelle Govender
Nabeelah Khan
Kassie Khanye
Nicole Lincoln
Shaheena Links
Cerin Maduray
Avuyile Maselwa
Dr Tsitsi Mkombe
Shela Patrickson
Pavitray Pillay
Megan Williams

Face-to-face Fundraising

Namhla Daweti
Madikwa Sheron Gafane
Palesa Legodi
Tasneem Lewack
Patience Luzombe
Sibongiseni Madi
Thabiso Mathonsi
Taropafadzwana Mashoka
Thando Mseleku
Charles Mtombeni
Kudzwai Thelma Munyoro
Zanele Nkosi
Kgagelo Tsehlo

Environmental Programme

Khungeka Njobe
(Head of Programme)
Selwyn Willoughby
(Programme Delivery Lead)
Mkhululi Silandela
(Programme Impact Lead)
Rizqah Amien
Adele Faasen

Climate

Louise Naudé
(Senior Manager)
Eloise Burger
Farai Chireshe
Nokwethaba Makhanya
Hlengiwe Radebe
James Reeler

Freshwater

Ruth Beukman
(Senior Manager and
Policy Lead)
Rodney February
Caroline Gelderblom
Dr David Lindley
Silindile Matshali
Marlese Nel
Samir Randera-Rees
Dr Klaudia Schachtschneider
Siviwe Pam Sekese
Helen Stuart
Janine Titus
Susan Viljoen
Kirsten Watson (seconded)
Sharon Wilson

Land and Biodiversity

Stewardship
Angus Burns
(Senior Manager)
Charlene Adams
Gareth Boothway
Ayanda Cele
Jan Coetzee
Nombuyiselo Duma
Katherine Forsythe
Franciena Gresse
Buyelwa Luxande
Nonkazimlo Mafa
Asanda Mafila
Lumko Mboyi
Miyelani Nkanyana
Thembanani Nsibande

Marine

Craig Smith (Senior Manager)
Robin Adams
Bokamoso Lebepe
Kirtanya Lutchminarayan
Naledi Ponoane
Kholofelo Ramokone
Amir Rezaei
Delsy Sifundza
Lilitha Sokoyi
Nangamso Thole

Sustainable Food Systems

Senior Manager (vacant)
Shelly Fuller
Luyanda Njanjala
Samantha Sithole
Jacques van Rensburg

Circular Economy

Senior Manager (vacant)
Nazirah Davids
Lorren de Kock
Ivanna Katz
Innocentia Modau
Lethabo Pholoto
Zaynab Sadan
Prabhat Upadhyaya

Wildlife

Dr Jo Shaw (Senior Manager)
Natalia Banasiak
Joeline Barnato-Moore
Dr Lindie Botha
Dr Jacques Flamand
Craig Hay
Bakholise Jojo
Fradreck Kaondera-Shava
Faranani Lalumbe (seconded)
Lefa Mareka
Michael Murphree
Lara Rall
Ursina Rusch
Pamela Sherriffs
Musa Shikwambana
Martha Themba (seconded)
Lubisi Wisani

The Table Mountain Fund

Kerry Maree
(Programme Manager)
Carla Wood

WWF International

Dr Samantha de Villiers
Jaco du Toit
Sean Foden
Lethabo Maake
Sanele Mtetwa
Zniko Nhlapo
Mandy Woods

FINANCIAL SERVICES AND BUSINESS SUPPORT

Our new Chief Financial Officer continues the WWF tradition of ensuring the efficient flow of funds to facilitate our conservation and development work while ensuring effective financial checks and balances.

HIGHLIGHTS

Income

We secured R256 million in funding during the year, a 25% increase from last year's income largely driven by the dissolution of a trust, which increased our bequest earnings from 7% of total income (FY21) to 30% of total income (2021/22). If this generous gift is excluded, however, our overall annual income decreased by 7%, indicative of external economic pressures that our individual and corporate donors currently face. Please see the Governance section for more on how we are mitigating this risk.

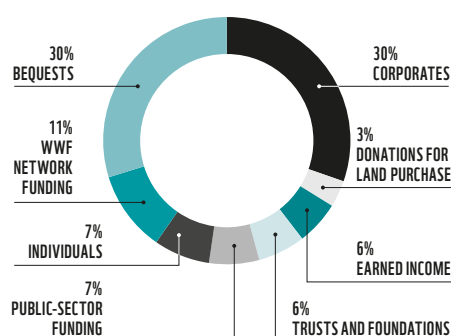
Expenditure

We disbursed R250 million over the year, of which 88% went to our Environmental Programme. This is in line with last year's expenditure profile and well above the sector average of 79% of expenditure going to conservation initiatives for other South African conservation organisations, according to a 2019 study.

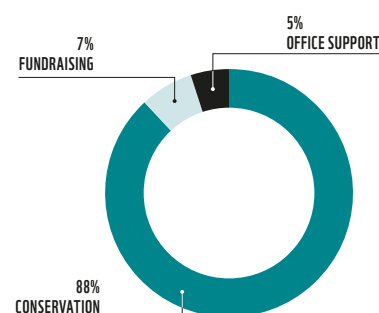
Investment policy statement

We updated our investment policy statement, which also sets the investment parameters for the Sanlam Living Planet Fund.

INCOME BY SOURCE FOR 2022



DISBURSEMENTS FOR 2022 (INCLUDING TRUSTS)



➔ Please see page 49 for our summary annual financial statements.

FUNDRAISING

Many of our fundraising efforts sought to reconnect people with nature in the hope that seeing how “a healthy natural environment benefits people” will inspire support for our cause.

HIGHLIGHTS

Project proposals

We submitted 28 public-sector project proposals, 20% of which were successful, valued at a total of R16.8 million. This funding success rate has increased, compared to 11% in previous years, and represents a strong return on the substantial time and skills invested in proposal development.

Symbolic adoption programme

Our new symbolic adoption programme allows nature lovers to “adopt” a charismatic animal species through a once-off donation or a monthly sponsorship. We raised more than R230 000 since the launch of this initiative in December 2021, demonstrating how dedicated our supporters can be when they find causes that align with their values.

Niche fundraising

In collaboration with the University of Pretoria’s mammal research unit, we raised more than R250 000 for research into how climate change is impacting on our annual marine mammal visitors, the iconic southern right whale. We did this through various fundraising initiatives, including a symbolic whale adoption drive, two traditional fundraising events and an online auction to take part in marine scientific research.

Individual giving and bequests

Our face-to-face and telephone-based fundraising drives attracted 3 680 new individual donors, up from 3 002 in 2021/22, and we had 486 more active donors than at the end of the previous financial year.

Pledging a bequest is a way for individual donors to support WWF without placing pressure on their day-to-day finances. We were grateful to receive funding from the finalisation of 13 bequests during the year.



© Michelle Govender / WWF

SUPPORTERS SEIZE CHANCE TO CONNECT WITH ENDANGERED SPECIES

Three WWF Conservation Custodians got the rare opportunity to take part in a rhino-darting adventure at one of our Black Rhino Range Expansion Project (BRREP) sites in July 2022.

“Conservation Custodians” is the name we give individual supporters and trustees who donate R10 000 or more to WWF in a year. They support WWF because they love nature, care for people and believe in the work we do. However, they often do not get to see the impact their generosity has on the ground.

Our fundraising approach is increasingly seeking to bridge this gap by creating opportunities for top-tier Conservation Custodians to take part in field-research activities. This year, we took three Conservation Custodians out to the KwaZulu-Natal bush on an excursion to immobilise four rhinos for dehorning and one youngster for ear-notching. We also auctioned a trip to tag southern right whales, which will take place in the coming year.

The rhino-darting expedition started in the evening with a safety and protocol briefing. Rhino work is dangerous and complicated, involving a large team of specialists on the ground and in the air; bystanders need to be aware of their surroundings and know when to get out of the way. This get-together also gave our donors the opportunity to meet the multidisciplinary BRREP team and appreciate for themselves the deep passion and

commitment these scientists, rangers and veterinarians bring to the conservation of this highly threatened species. As one donor said, “It is good to know that so many people are giving their all to make sure these animals have a future.”

Early the next morning, the donors and WWF team set out into the icy wilderness. Over an intense nine hours they ceaselessly tracked rhinos, following each instruction to the letter. We all learnt so much about this amazing animal, who does not swim very well but will charge into a watering hole if spooked during an immobilisation operation.

After being darted, one of the rhinos took 20 minutes to go down and needed to be darted again. Another was a mother with a calf – both needed to be darted at the same time in a carefully coordinated effort.

By the end of that day, everyone was tired, hungry and instilled with a deep sense of respect for what the BRREP team achieves with the resources they have. It is thanks to them and others like them that this iconic species stands a fighting chance.

COMMUNICATIONS

Our communications team committed to three key strategic goals to support Strategy 2025: activating citizens, raising funds, and influencing business and government on issues at the nexus of climate, food and water.

HIGHLIGHTS

Climate change communications

We produced a suite of communications products in the lead-up to the 2021 United Nations Climate Change Conference (COP26). With COP27 taking place in Africa, we will dedicate substantial resources to amplifying WWF's climate change messaging.

In-person events

The gradual easing of Covid-19 restrictions allowed us to host several in-person events for our supporters during the year, including the March 2022 Earth Hour Adventure Challenge, which saw more than 150 people of all ages engage with climate change concepts by going on an adventure experience at one of our Conservation Champion wine farms.

Online and social media

Our e-newsletter database swelled by nearly 3 000 subscribers in three weeks through our Earth Hour "Say YES" drive, bringing the total number of new subscribers by the end of June to 5 453 (2020/21: 4 010).

During the year, 236 601 unique users visited our website (2020/21: 222 627) and 23 928 more people followed us across all social media platforms, indicating that our online content is resonating with our supporters.

Research outputs

We designed and published eight full-length technical reports, drafted by our environmental teams, which were collectively downloaded more than 1 400 times.



AMPLIFYING THE WWF NAME

The strong WWF brand is one of our greatest assets as we seek to scale our impact.

WWF is widely recognised as a trusted and accessible source of credible, science-based information. Our experts are frequently cited by the media, including reputable publications like the Mail & Guardian and Daily Maverick, and invited to talk on credible broadcast platforms. Indeed, a media clippings exercise conducted during the year indicated that WWF is mentioned, on average, nine times a day.

Our work is also making an impact beyond South Africa's borders. During the year, BBC StoryWorks's Age of Change series produced a moving video on the work of Sissie Matela and Nicky McLeod's work to restore the Eastern Cape Drakensberg Water Source Area – the third-largest river system in southern Africa (see case study on page 27). There is no telling how many people will learn from, and be inspired by, their story.

Similarly, the Journey of Water concept – which invites participants to experience first-hand the long and arduous journey that water takes from its source in nature to reach our urban taps – has been replicated by eight WWF chapters across the world, including Brazil, Kenya and Malaysia. We have hosted four such Journeys in South Africa since 2013.

We believe a great campaign concept has the power to enlist support that extends beyond the confines of our organisation and, indeed, the country. As our environmental teams seek to scale their projects across different landscapes, the WWF brand will help clear the way.

GOVERNANCE

WWF follows a two-tier governance structure, with an independent Board that oversees our strategic direction and financial/non-financial reporting, while our Chief Executive Officer and Senior Management Team oversee day-to-day operations and projects.



© Leanne Williams

Vusi Khanyile (Chair)



© Leanne Williams

Mark Read (Deputy Chair)



© WWF

Prof Alexandra Watson



© Leanne Williams

Masego "Maps" Maponyane



Photo supplied by Thys

Thys du Toit



© WWF

Nomagugu Mtetwa



© WWF

Dr Nomvuselelo Songelwa



© WWF

Pam Yako



© WWF

Shameela Soobramoney



Photo supplied by Shirley

Dr Shirley Zinn



© Danie Nel

Tony Phillips

NON-EXECUTIVE DIRECTORS

01. Chair: Vusi Khanyile (BCom Honours) was appointed Board Chair in 2018, after serving as a non-executive director since 2015. He also chairs the Nominations Committee. **02. Deputy Chair: Mark Read** (BSc, Zoology and Archaeology) is best known for his philanthropy and work to develop the art world. A longstanding supporter of WWF, he joined the Board in 2014, where he is currently Deputy Chair. He also sits on the Nominations Committee and the Remuneration and Human Resources Committee. **03. Alexandra Watson** (BCom Honours) is a leading voice in ethical accountability. She joined the Board in April 2019, chairs the Audit and Risk Committee and serves on the Finance Committee. **04. Maps Maponyane** (BA, Media Studies) joined the Board in 2017, bringing a pro-youth, pro-social lens to the discussion. He also sits on the Nominations Committee. **05. Thys du Toit** (BSc, MBA) joined the Board in 2020, strengthening our investment acumen at Board level. He also sits on the Finance Committee and chairs the Investment Subcommittee. **06. Nomagugu Mtetwa** (MA, Finance) works in asset management and brings to the Board her broad expertise across the technology, insurance and investment sectors. She joined the Board in 2020 and also sits on the Audit and Risk Committee. **07. Nomvuselelo (Mvusy) Songelwa** (PhD, Philosophy of Social Science) brings to our Board more than two decades of experience in conservation, tourism and social development. She joined the Board in 2020 and also sits on the Social, Ethics and Transformation Committee. **08. Pam Yako** (MA, Business Leadership) comes from a background in change management and organisational development. She joined the Board in 2019 and serves on the Nominations Committee and chairs the Social, Ethics and Transformation Committee. **09. Shameela Soobramoney** (MBA; MA, Sustainability Leadership) is the JSE's Chief Sustainability Officer and the winner of the Institute of Risk Management of South Africa's Sustainability Professional of the Year award for 2020. A former WWF non-executive director, she rejoined the Board in 2021 and sits on the Finance Committee and the Investment Subcommittee. **10. Dr Shirley Zinn** (PhD, Education) is the former Head of Human Resources at both Woolworths Holdings and Standard Bank South Africa. She joined the Board in 2020, bringing a wealth of human resources, development and leadership experience to the Board. She is the chair of the Remuneration and Human Resources Committee and sits on the Social, Ethics and Transformation Committee. **11. Tony Phillips** (BSc, Civil Engineering) joined the Board in 2016, bringing to the role his extensive experience as a manufacturing business leader. He chairs the Finance Committee and sits on the Audit and Risk Committee and the Remuneration and Human Resources Committee. **Retirement:** Thebe Ikalafeng (BSc, MBA) retired from the Board in November 2021 after almost a decade of service.

➔ See our website for our Board members' full profiles.



Dr Morné du Plessis

© Dane Nel



Karen Gabriels

© Dane Nel



Justin Smith

© WWF



Khungeka Njobe

© WWF



Pedzi Gozo

© WWF



Yolande Jacobs

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EXECUTIVE DIRECTORS

01. Dr Morné du Plessis (PhD, Zoology; MBA) has led WWF since 2007. He also serves on various WWF International committees and working groups. **02. Karen Gabriels** (BCom) joined WWF as our Chief Financial Officer in August 2021. She also serves as the Company Secretary at Board meetings.

SENIOR MANAGEMENT TEAM

01. Justin Smith (Master of Laws, Environmental Law, International Economic Law and International Law) joined WWF in 2017. He comes from a corporate background and heads up our fundraising unit. **02. Khungeka Njobe** (MSc, Zoology; PGDip, Management) became the first Head of Programme when she joined WWF in January 2022. **03. Pedzi Gozo** (BA Honours, English and Communications) joined WWF in 2013 as the Executive Manager of the strategic communications team. **04. Yolande Jacobs** (BCom, Industrial Psychology) is the Executive Manager of our Human Resources team. She has been with the organisation since 2011.



Augustine Morkel

© WWF



Dr Glenda Raven

© WWF



Mkhululi Silandela

© WWF



Ruth Beukman

© WWF



Selwyn Willoughby

© WWF

LEADS

01. Augustine Morkel is the Operations Lead (MBA). **02. Dr Glenda Raven** is the Organisational Performance Lead (MA, Environmental Education; PhD, Reflexive Learning). **03. Mkhululi Silandela** is the Programme Impact Lead (MBA). **04. Ruth Beukman** is the Policy Lead and Freshwater Senior Manager (MSC, Botany). **05. Selwyn Willoughby** is the Programme Delivery Lead (MA, Geography).

REMUNERATION PHILOSOPHY

WWF South Africa greatly values its **employees** and always seeks to employ those who are highly motivated, qualified and/or experienced and who are generally also desired by the broader employment market. Remuneration is structured in a fair and reasonable manner, recognising individual contributions and collective results. The remuneration philosophy dictates that we regularly benchmark our salaries. Staff are paid a base salary, but one that is as competitive as WWF can afford. In return, the organisation has an expectation that every staff member will deliver work of high quality. A cost-of-living adjustment can annually be recommended to the Board, for approval by the Remuneration and Human Resources Committee.

As a responsible non-profit organisation of people with a passion for the protection of biodiversity, we are cognisant of the fact that donor funding be redirected to projects and not the standard pay-for-performance approach that is inherent in the remuneration philosophies of corporates. Thus, there is no financial performance incentive scheme. A performance management system is in place to ensure that remedial measures are taken for those who fall short of this organisational expectation.

Non-executive directors are not remunerated for their time in conducting the business of WWF South Africa. Non-executive directors do have the option to be reimbursed for reasonable expenses such as travel to Board meetings. Board members are not eligible to provide paid for consulting services to the organisation.

BOARD AND COMMITTEE MEETINGS

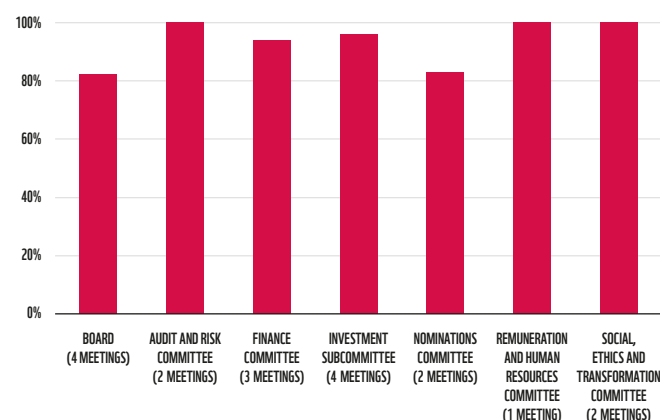
Eighteen Board and committee meetings were held during the year. All meetings achieved a quorum, enabling decisions to be made.

Board Charter and declarations of interest

The Board is governed by a Board Charter that requires Board members to submit formal declarations of interest once a year.

The Board approved the Sanlam Living Planet Fund Investment Policy Statement in June 2022. At this time, Dr Shirley Zinn noted that she is a non-executive member of Sanlam's Board.

BOARD AND COMMITTEE MEETING ATTENDANCE



Key Board decisions

The Board reached the following key decisions during the year:

- A new position, the Head of Programme, was created to drive Strategy 2025. Khungeka Njobe was appointed to the role in January 2022.
- Terms of reference for a Youth Advisory Council were approved. The aim of this council is to identify ways WWF can meaningfully engage with people aged 18 to 30 to tap into what is seen as a potential source of new ideas and approaches in support of Strategy 2025. The council will also act as a sounding board.
- A decision was made to hold strategic discussions in October 2022 on broader diversification of funding streams.

2022 RISK ASSESSMENT

WWF's Enterprise Risk Management Policy, which was approved by the Board in 2008, seeks to:

- Ensure that significant risks within the organisation are identified and that appropriate strategies are in place to manage these risks.
- Implement enterprise risk management across the organisation in accordance with best-practice guidelines.
- Integrate risk management into the organisation's management culture and encourage proactive management of risk.
- Direct appropriate resources towards high-risk areas while providing a framework for ensuring that unavoidable risks are appropriately managed.

WWF assesses and updates its risk register every July and reports to the Senior Management Team and the Audit and Risk Committee in September and then to the Board in October. The risks identified through its risk assessment in 2022 are set out in the table below.

Risk description		Residual risk rating
1	Loss of capacity and inadequate skills within WWF	20
2	Negative publicity and reputation damage	20
3	Breakdown in value and relationships with partners and stakeholders	16
4	Funding not meeting demands	16
5	Lack of responsiveness to take advantage of opportunities	12
6	Significant business disruption	12
7	Loss of information	12
8	Ineffective diversity transformation in the organisation	9
9	Lack of relevance of what WWF does	8
10	Mismatch between WWF capacity, funder expectations and strategic alignment	8

Our most critical risks in 2022 are “Loss of capacity and inadequate skills within WWF” and “Negative publicity and reputation damage”, with a residual risk rating of 20 each. These two risks will therefore receive the closest attention.

The risk of “Loss of capacity and inadequate skills within WWF” increased in its rating. A significant risk event in this category would have a significant impact on the achievement of WWF’s objectives.

In response to two reputational risk incidents occurring in 2022, the risk of “Negative publicity and reputation damage” has been elevated to a rating of 20. It was acknowledged and agreed that mitigation around this risk would need to be elevated, as the risk is already occurring.

The risk of “Loss of information” increased in rating due to the ever increasing risk of cyber threats to information security, especially in light of the new hybrid model of working.

Risk description	Mitigation measures
Loss of capacity and inadequate skills within WWF	<ul style="list-style-type: none"> Investigate contractual employment to improve job security. Conduct risk assessments on high-risk positions to enable management. Ensure individual performance assessments include personalised development.
Negative publicity and reputation damage	<ul style="list-style-type: none"> Ensure position statements are in place to manage reputational incidents and continue staff awareness on social media policy. Produce event guidelines. Update the procurement guidelines. Continue to implement POPIA compliance.
Breakdown in value and relationships with partners and stakeholders	<ul style="list-style-type: none"> Improve awareness of partnership issues and incorporate into how projects are managed. M&E system needs to provide insights to inform further action. Engage with the organisation on learnings and insights in organisation to expand scope of work and awareness (e.g. informal economies). Aim to be more proactive in partnerships and increase regular communication to build trust, improve understanding and reduce misalignment.
Funding not meeting demands	<ul style="list-style-type: none"> Reorientate how we approach funders and opportunities for funding. Continue to ensure robustness of controls around expenditure. Ensure what is taken to market is robustly developed and accurate business cases and costings for fundraising are in place.

ENVIRONMENTAL AND SOCIAL SAFEGUARDS FRAMEWORK

WWF International’s Environmental and Social Safeguards Framework (ESSF) requires country offices to screen the landscapes where they are active for environmental and social risks. During the year, we completed and submitted ESSF screening reports for 12 out of the 16 landscapes in which we are active. No need for mitigation action was identified.

Of the four landscapes that still need to be screened, two have completed project-based assessments that need to be transferred to the landscape level.

The ESSF also requires that a grievance mechanism be in place to enable stakeholders to anonymously lodge complaints related to WWF activities. This mechanism received three complaints during the year. Interestingly, these were not related to WWF activities but were linked to general environmental concerns – such as Shell’s seismic exploration along the Wild Coast – that people wanted to bring to WWF’s attention.

We are in the process of embedding the ESSF within our monitoring and evaluation framework to better integrate it with how we develop and monitor our projects.

MONITORING AND EVALUATION

Our new monitoring and evaluation (M&E) framework and supporting data-gathering tools were developed during the year as the basis for tracking progress towards our Strategy 2025.

The resulting M&E system is used to produce a summary full-year Organisational Performance report, the first of which was presented to the Board in August 2022.

In February and March 2022, we hosted two Learning Forum workshops for Outcome Working Groups – which consist of Senior Management Team members, team leads and select environment portfolio and enabling function staff – to engage with data gathered by the M&E system to date. The workshops served to strengthen integration across portfolios and will be repeated in November 2023.

In 2022/23 we plan to conduct a mid-term deep dive into the progress made towards our 2025 Strategic Outcomes. This deep dive will be supported by field trips to priority landscapes and will culminate in a mid-term Board report.

TRUSTS

These five trusts – for which we provide governance, administrative and business support – fund independent conservation initiatives as well as projects initiated by WWF.



Each trust is an independent legal entity that has contracted WWF to provide supporting services and, in some instances, project management. WWF employs two staff members dedicated to The Table Mountain Fund and one dedicated to The WWF Nedbank Green Trust. The trustees retain their fiduciary duties. The financial year for all trusts ends on 28 February.

THE NATIONAL PARKS TRUST OF SOUTH AFRICA

This trust was jointly established by SANParks and WWF in 1986 with the main aim of buying land to expand South Africa's protected area network. To date, it has disbursed more than R183 million to secure more than 127 000 ha of now-protected land.

wwf.org.za/npt

Trustees: Mr JP Rupert (Chair), Dr MA du Plessis, Dr LE Dziba, Mr FG Mketeni (resigned 1 June 2022), Mr PS Mokoena (appointed 17 March 2022) and Mr MEC Read.

THE WWF NEDBANK GREEN TRUST

This trust, jointly established in 1991 by the organisations now known as Nedbank Limited and WWF, has been funding conservation projects with a social development dividend since 1991. To date, the trust has raised more than R392 million through donations from Nedbank and prudent investment returns, and disbursed R280 million.

wwf.org.za/greentrust

Trustees: Mr V Naidoo (Chair) (deceased 28 September 2021), Ms C Chirwa (appointed 4 March 2022), Dr MA du Plessis, Prof B de L Figaji, Dr BJ Kani, Mr WJ Krüger, Ms MP Mbengashe, Mr PS Mokoena, Ms PB Naidoo and Ms L Rodwell van Hasselt.



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THE SOUTHERN AFRICAN WILDLIFE COLLEGE TRUST

WWF founded this trust in 2000 to fund the training of Southern African Development Community conservation managers at the Southern African Wildlife College in Hoedspruit, Limpopo, and to ensure a sustainable income for the college. To date, the trust has awarded R19 million in scholarships and funding to the college.

wwf.org.za/sawct

Trustees: Ms KV Gabriels (Chair), Mr W Myburgh and Ms TM Sowry.

THE LESLIE HILL SUCCULENT KAROO TRUST

The trust was established by the late Leslie Joseph Hill in 1995, with WWF as the sole beneficiary of the trust, to fund the conservation of indigenous Succulent Karoo plant species through various means, including research and land purchases. On his death, Mr Hill bequeathed a substantial amount to the trust. To date, the trust has funded the purchase of more than 293 000 ha of Succulent Karoo habitat for conservation.

wwf.org.za/lhskt

Trustees: Mr FJ van der Merwe (Chair), Dr MA du Plessis and Prof MT Hoffman.

THE TABLE MOUNTAIN FUND

WWF founded this trust in 1998 with R7 million it raised for the conservation of the biological diversity of the Cape Floristic Region and its adjacent marine systems, later supplemented by a US\$4.9 million grant from the Global Environment Facility. To date, more than R93 million has been disbursed to projects that seek to protect and restore the world-famous natural heritage of the Cape, known as the Fynbos biome.

wwf.org.za/tmf

Trustees: Ms Y Firfirey (Chair to 23 June 2021), Mr EB Mnisi (Chair from 23 June 2021), Dr AM Amis (appointed 8 December 2021), Mr RR Buddle (appointed 8 December 2021), Mr JJ Manuel, Mr KA Nenguke, Dr LA Plit, Mr JA Slingsby (appointed 8 December 2021), Mr J Smith and Ms NN Wilson (appointed 8 December 2021).

OUR TRUSTEES

Trustees help us gain legitimacy. They contribute to or increase support for our work and, ultimately, enable us to achieve our strategic goals.

Trustees are not automatically directors and have no fiduciary duty towards WWF. Neither do they have the authority to act on our behalf. The Board formally approves the appointment of trustees. Directors (who do have fiduciary responsibilities) are indicated in bold.

T Abrahamse
G Ackerman
R Andersen
H Appelbaum
W Appelbaum
G Avery
P Bacon
L Bailes
S Barlow
M Barnes
C Beatty
C Bell
D Blackburn
T Boardman
S Botha
M Brey
D Brink
R Bruyns
R Cadiz
C Carolus
A Charter
A Chinsamy-Turan
K Chitepo
P Clarke
P Cluver
L Coelen
J Coulter
D Cronje
B Dames
Bishop G Davies
A de Silva
C de Villiers
W Dewar
M du Toit
D Eggers
E Ellerin
A Enthoven
C Fauconnier
G Ferreira
B Figaji
A Fourie
B Frankel
J Freemantle
M Fürst
J Goldin
A Golding

P Goss
D Haggie
J Hanks
P Harris
M Hau-Yoon
R Havenstein
D Hawton
B Hersov
E Hertzog
G Hossack
B Huntley
T Ikalafeng (retired
November 2021)
H Japhet
J Job
R Jordaan
M Joubert
M Katz
V Khanyile
M Khumalo
F Kilbourn
J King
A Kleinhans-Curd
A Knott-Craig
M Kuzwayo
Countess S Labia
R Lascaris
D Lawrence
D Lewis
A Lubner
E Mafuna
M Makanjee
Archbishop T Makgoba
P Makwana
K Mampeule
P Mann
M Maponyane
E Masilela
J Matsau
A Maule
G May
N Mayema
W McAdams*
E Meaker
R Menell
T Modise

B Mohale
D Mokhobo
MV Moosa
M Morobe
D Mostert
J Mouton
M Msimang
N Mtetwa
N Newton-King
C Olver
N Oppenheimer
K Patel
J Penny
A Phillips
A Pistorius
R Plumbridge
M Rademeyer
F Raimondo
M Ramano
G Ravazzotti
M Read
E Rees-Jones
L Richardson
L Rodwell van Hasselt
L Roode
K Rumble
G Rupert
J Rupert
H Rupert-Koegelenberg
Z Rylands
G Saintz
A Singh
S Singh
B Slingers
W Smith*
N Songelwa
F Sonn
H Sonn
S Soobramoney
R Sparks
J Stofberg
K Taeuber
R Taylor
D Upshon
E van As
V van der Bijl

A van der Merwe
AA van der Merwe
F van der Merwe
G van der Veer
G van Heerden
A van Heeren
J van Huyssteen
A van Jaarsveld
G van Niekerk
J van Reenen
P van Ryneveld
J van Zyl
P van Zyl
J Verster
T Vosloo
K Waddell
A Watson
H Wessels
C Wiese
M Wilson
P Yako
P Zim
S Zinn

*Deceased during the financial year

THANK YOU

We are only able to do our work because of those who support us. Thank you to everyone who contributed to WWF this year.

WWF CONSERVATION CUSTODIANS

The Pandas

**(annual donation of R200 001
or more)**

Neville and Pamela Isdell
Oliver Preisig

The Black Rhinos

**(annual donation of R100 001
to R200 000)**

Edwin Hertzog
Emily van der Merwe
Golden Fleece Merinos
(Francois van der Merwe)
Michael Hainebach
Rona van der Merwe

The White Rhinos

**(annual donation of R25 001
to R100 000)**

Adv Russell MacWilliam
Anel van der Merwe
Matthew Truscott
Michael Stekhoven
Shaun Schneier
Vaunn Kelly
Wendy Ackerman
Wieres Nommer 2 (Pty) Ltd
(Ernst Hertzog)

The Elephants

**(annual donation of R10 000
to R25 000)**

Albert van der Merwe
Amanda Chorn
Audrey Nyman
Audrey van den Honert
Gillian Lay
Jeremy Clowes
Johannes van der Horst
Nicole McGregor (née Bales)
Terry PL Smith
TiAuto Investments

TRUSTS AND FOUNDATIONS

Barbara & Edwin Courtenay Trust
DG Murray Trust
E & J Anderssen Trust
ER Tonneson Trust
FirstRand Foundation
Haggie Charitable Trust
Hans Hoheisen Charitable Trust
(administered by Nedbank
Private Wealth)
Hersov Foundation
Jack Silson Trust
Lamont Will Trust
Lewis Foundation
Rand Merchant Bank Fund
Taeuber Management Trust
The Debschein Trust
The Leslie Hill Succulent Karoo Trust
The National Parks Trust of South Africa
The Roy McAlpine Foundation
The WWF Nedbank Green Trust
Trellis Charitable Trust
UI Strong Will Trust
Wenhold Family Trust
Wesbank Fund

LEGACIES AND BEQUESTS

Adriana Cornelia M Kemna
AME Appleyard Trust
Andrew Murray Brynard
Aziza Dinath-Seedat
Barbara A Nicholson
Edward Cohen
Giddys Trust
Hester Coetzee
Ingeborg Dorter
JL Pabot
Jill M Winter Foundation
LEM Shirley Trust
Maas Maassen Fund
Maurice Perkin
Norma Cloete
Richard Turner
Walter Fehr (late estate)

TRANSFORMATIONAL CORPORATE PARTNERS

Mondi Group Ltd
Nedbank Group Ltd
Sanlam Ltd
Unilever South Africa (Pty) Ltd
Woolworths (Pty) Ltd

PROJECT FUNDERS

3M
Anheuser-Busch InBev
AVI Community Trust
Barloworld Ltd
FirstRand Foundation
Food Lover's Market
HSBC Africa
Irvin and Johnson Ltd
Neville and Pamela Isdell
Ocean Basket Wholesale (Pty) Ltd
PepsiCo
Pick n Pay
Rand Merchant Bank
Reckitt Benckiser Group
Sappi Ltd
Shoprite Holdings Ltd
Spur Corporation
The Coca-Cola Foundation
The Spar Group Ltd
Vodacom Group Ltd

BUSINESS NETWORK PARTNERS

Principal partner/green

Aspen Pharmacare Holdings Ltd
Beiersdorf Consumer Products (Pty) Ltd
CHEP South Africa (Pty) Ltd
Danone Southern Africa (Pty) Ltd
Eco-Cycle Environmental Group
FirstRand Ltd
Liberty Group Ltd
Luno Pte Ltd
Naspers Ltd
Nedbank Ltd
Old Mutual Ltd
Remgro Management Services Ltd
Sanlam Ltd
Standard Bank Group Ltd
Taeuber Management Trust
The Foschini Group (Pty) Ltd
Vodacom Group Ltd
Woolworths (Pty) Ltd

Senior partner/gold

Barloworld Ltd
Belgotex Flooring South Africa
Distell Group Ltd
Egis Operations South Africa (Pty) Ltd
Emira Property Fund
Fairtree Asset Management (Pty) Ltd
Interwaste Holdings Ltd
Investec Bank Ltd
ITL International Holdings
MediClinic Group Services (Pty) Ltd
Melbro Wholesale (Pty) Ltd
Momentum Metropolitan Holdings Ltd (MMH)
National Ceramic Industries South Africa (Pty) Ltd
Rallen (Pty) Ltd
Sappi Ltd
Shoprite Holdings Ltd

Partner/silver

Competitive Capabilities International (Pty) Ltd
Fruit and Veg City Group
Graylink Cloud Solution (Pty) Ltd
Haggie Charitable Trust
Isibindi Africa Lodges
MBB Services International (Pty) Ltd
Monteagle Property Holdings (Pty) Ltd
Mr Price Group Ltd
New Clicks Group Ltd
Oceanic Salt
Penguin Random House (Pty) Ltd
Plus Quo (Pty) Ltd
South African Sugar Association
Werksmans Attorneys

PUBLIC-SECTOR PARTNERSHIPS

Dutch Fund for Climate and Development (DFCD)
Embassy of the Federal Republic of Germany
Embassy of the Kingdom of the Netherlands
Embassy of Sweden
European Union
Federal Ministry for Economic Cooperation and Development, BMZ
Government of Flanders
Marine Stewardship Council
Ministry of Foreign Affairs of Denmark
Norwegian Agency for Development Cooperation (Norad)
Swedish Environmental Protection Agency
UK PACT (UK Department for Business, Energy and Industrial Strategy – BEIS)
United Nations Development Programme
United Nations Industrial Development Organization (UNIDO)
US Agency for International Development (USAID)
World Resources Institute

CAUSE-RELATED MARKETING

Carrol Boyes (Pty) Ltd
Crystal Direct Trading (Pty) Ltd
Kauai Juice (Pty) Ltd
Kool Africa
Luno South Africa (Pty) Ltd
Nebu Gold
PicFlick
Tuffy
Woolworths (Pty) Ltd

ADDITIONAL PROJECT FUNDING

WWF Austria
WWF Canada
WWF France
WWF Gabon Country Office
WWF Germany
WWF International
WWF Madagascar Country Office
WWF Mediterranean Programme Office
WWF Netherlands
WWF Norway
WWF Sweden
WWF United Kingdom
WWF United States


DONATIONS IN KIND

Adreach (Pty) Ltd
Alive Advertising
Aura Media Group Ltd
Avis Car Rental, South Africa
Brand IQ (Pty) Ltd
DStv
eMedia Holdings
Everard Read Gallery
Google LLC
Insight Outdoor
JB Media Group
Primedia Outdoor (Pty) Ltd
Reveal Outdoor
SB Outdoor
Spoor & Fisher
The Media Factory
Tractor Outdoor
Turn Left Media
Viacom/Paramount Africa

BRAND INFLUENCERS

Carishma Basday
Sonia Booth*
Zoë Brown
Michelle Constant*
Catherine Constantinides
Intro Herimbi*
Kia Johnson
Hakim Malema aka Trashgodd
Riaan Manser
Claire Mawisa
Sizwe Moeketsi aka Reason HD
Khetsiwe Morgan
Zola Nene
Chad Saaiman*
Ryan Sandes
Ilze Saunders*
Tebogo “ProVerb” Thekisho
Pearl Thusi

*Influencers without contracts



SUMMARY ANNUAL FINANCIAL STATEMENTS

© Angus Burns / WWF

SUMMARY ANNUAL FINANCIAL STATEMENTS

Statement of responsibility and approval by the board of directors for the year ended 30 June 2022

The Directors are responsible for the preparation, integrity and fair presentation of the annual financial statements of WWF South Africa. The summary annual financial statements presented on pages 51 to 57 have been derived from the annual financial statements of WWF South Africa for the year ended 30 June 2022, prepared in accordance with International Financial Reporting Standard for Small and Medium-Sized Entities (IFRS for SMEs) and include amounts based on judgements and estimates made by management.

The going concern basis has been adopted in preparing the financial statements and the directors are of the opinion that the organisation will continue as a going concern in the future.

The annual financial statements have been audited by the independent auditors, PricewaterhouseCoopers Inc., who were given unrestricted access to all financial records and related data, including minutes of all meetings of the Board of Directors. The audit report of PricewaterhouseCoopers Inc. is presented below.

The summary annual financial statements, which have been derived from the audited annual financial statements of the organisation for the year ended 30 June 2022, were approved by the Board of Directors on 14 October 2022 and are signed on their behalf by:



Mr Vusi Khanyile
Chair

14 October 2022



Prof Alexandra Watson
Director

Independent auditor's report on the summary financial statements to the members of WWF South Africa (Voluntary Association not for gain)

The summary financial statements of WWF South Africa (Voluntary Association not for gain), set out on pages 51 to 57, which comprise the summary statement of financial position as at 30 June 2022, and the summary statement of comprehensive income, summary statement of changes in funds and summary statement of cash flows for the year then ended, and the related notes, are derived from the audited financial statements of WWF South Africa for the year ended 30 June 2022.

In our opinion, the accompanying summary financial statements are consistent, in all material respects, with the audited financial statements, in accordance with International Financial Reporting Standards for Small and Medium-sized Entities as applicable to summary financial statements

Summary Financial Statements

The summary financial statements do not contain all the disclosures required by International Financial Reporting Standards for Small and Medium-sized Entities as applicable to the annual financial statements. Reading the summary financial statements and the auditor's report thereon, therefore, is not a substitute for reading the audited financial statements and the auditor's report thereon. The summary financial statements and the audited financial statements do not reflect the effects of events that occurred subsequent to the date of our report on the audited financial statements.

The Audited Financial Statements and Our Report Thereon

We expressed an unmodified audit opinion on the audited financial statements in our report dated 21 October 2022.

Directors' Responsibility for the Financial Statements

The directors are responsible for the preparation of a summary of the audited financial statements in accordance with the International Financial Reporting Standards for Small and Medium-sized Entities as applicable to summary financial statements.

Auditor's Responsibility

Our responsibility is to express an opinion on whether the summary financial statements are consistent, in all material respects, with the audited financial statements based on our procedures, which were conducted in accordance with International Standard on Auditing (ISA) 810 (Revised), Engagements to Report on Summary Financial Statements.

PricewaterhouseCoopers Inc

PricewaterhouseCoopers Inc.

Director: NA Jacobs, Registered Auditor

5 Silo Square, V&A Waterfront, Cape Town, 8002

24 October 2022

SUMMARY STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2022

	Notes	2022 R'000	2021 R'000
ASSETS			
Non-current assets		622 637	563 173
Property, plant and equipment	2	265 086	246 458
Financial assets at fair value through profit and loss	3	357 551	316 715
Current assets		54 703	46 590
Accounts receivable and other debtors		3 481	8 798
Inventory		694	774
Cash and cash equivalents	4	50 528	37 018
Total assets		677 340	609 763
FUNDS AND LIABILITIES			
Funds		542 953	477 643
General fund		11 462	8 897
Capital fund		178 812	193 059
Project funds - Restricted		88 747	31 849
Property fund		263 932	243 838
Current liabilities		134 387	132 120
Accounts payable and other liabilities		9 276	7 732
Provisions	5	12 958	11 690
Deferred income	6	112 153	112 698
Total funds and liabilities		677 340	609 763

SUMMARY STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2022

	2022 R'000	2021 R'000
INCOME		
Subscriptions and donations - other	66 576	78 934
Donations - property	10 445	23 697
Public sector funding	48 670	38 852
WWF Network project funding	29 629	22 022
Bequests	79 084	17 318
Interest and dividends	8 548	9 581
Earned income	18 821	15 223
DISBURSEMENTS	192 097	183 398
Conservation disbursements	149 626	148 654
Finance and Business support	24 827	21 873
Marketing and Fundraising	17 644	12 871
Operating surplus for the year	69 676	22 229
Net fair value (losses)/gains	(4 015)	39 372
Depreciation and Impairment - Buildings	(351)	(16 839)
Total comprehensive income for the year	65 310	44 762

STATEMENT OF CHANGES IN FUNDS FOR THE YEAR ENDED 30 JUNE 2022

	General Fund R'000	Capital Fund R'000	Project Funds R'000	Property Fund R'000	Total R'000
Balance at 1 July 2020	-	162 608	33 294	236 979	432 881
Total comprehensive income/(loss) for the year	1 316	36 599	(696)	7 543	44 762
Transfer of funds	7 581	(6 148)	(749)	(684)	-
Balance at 30 June 2021	8 897	193 059	31 849	243 838	477 643
Total comprehensive income/(loss) for the year	(6 209)	(4 269)	65 694	10 094	65 310
Transfer of funds	8 774	(9 978)	(8 796)	10 000	-
Balance at 30 June 2022	11 462	178 812	88 747	263 932	542 953

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2022

	2022 R'000	2021 R'000
Cash flows from operating activities		
Cash receipts from donors and other income	258 551	190 972
Cash payments to suppliers, employees and projects	(188 115)	(174 400)
Cash generated from operations	70 436	16 572
Interest received	1 290	1 189
Net cash inflow from operating activities	71 726	17 761
Cash flows from investing activities		
Purchase of property, equipment and improvements to leasehold property	(20 622)	(23 929)
Disposal of property, equipment and improvements to leasehold property	-	32
Purchase of investments	(69 000)	(36 700)
Drawings of investments	31 406	37 531
Proceeds on sale of property, plant and equipment	-	31
Net cash utilised in investing activities	(58 216)	(23 035)
Net increase/ (decrease) in cash and cash equivalents	13 510	(5 274)
Cash and cash equivalents at the beginning of the period	37 018	42 292
Cash and cash equivalents at the end of the period	50 528	37 018

NOTES TO THE SUMMARY ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2022

1 ACCOUNTING POLICIES

The principle accounting policies applied in the preparation of these annual financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

Basis of preparation

The summary financial statements have been prepared in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities (IFRS for SMEs). The financial statements have been prepared on the historical cost basis, except for financial assets which are recognised at fair value, and incorporate the principal accounting policies set out below. They are presented in South African Rands.

The preparation of financial statements in conformity with the IFRS for SMEs requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the organisation's accounting policies.

The following is an extract of the more important accounting policies, relevant to the summary annual financial statements:

1.1 Property, plant and equipment

Certain of WWF-SA's properties are classified as Investment Property to Section 16 of IFRS for SME's. However, management's view is that the fair value cannot be reliably measurable without undue cost or effort and investment property is included in property, plant and equipment under Section 17 of IFRS for SMEs.

Property, plant and equipment are stated at cost or, if donated, at valuation on date on which WWF-SA obtains control of the asset less accumulated depreciation and any impairment losses. Land has an indefinite useful life and is therefore not depreciated. Property, plant and equipment are depreciated on a straight-line basis over their expected useful lives.

Land is not depreciated. The depreciation charge on other assets for each period is recognised in total comprehensive income unless it is included in the carrying amount of another asset.

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each reporting date.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These are included in the statement of comprehensive income.

Project Assets which were acquired from external funds, and which have been made available for the organisation's specific use are expensed as project disbursements and ownership vests with the donor until completion of the project

1.2 Financial instruments

The organisation classifies its financial instruments into the following categories:

- financial assets at fair value through profit or loss and
- financial assets and liabilities at amortised cost.

The classification depends on the purpose for which the investments were acquired. Management determines the classification of its investments at initial recognition.

Financial assets at fair value through profit or loss

Financial Instruments are initially measured at the transaction price. Financial Instruments at fair value through profit or loss are subsequently carried at fair value. Gain and losses arising from changes in the fair value are recognised as follows: for "financial assets at fair value through profit or loss" – in the statement of comprehensive income within "net fair value (losses)/gains". Dividends on financial assets at fair value through profit or loss are recognised in the statement of comprehensive income as part of interest and dividends when the organisation's right to receive payments is established. Interest income from financial assets at fair value through profit or loss is included in interest and dividends in the statement of comprehensive income.

Accounts receivable and other debtors

Accounts receivables are recognised initially at the transaction price. They are subsequently measured at amortised cost using the effective interest method, less provision for impairment. A provision for impairment of trade receivables is established when there is objective evidence that the entity will not be able to collect all amounts due according to the original terms of the receivables.

Accounts payables and other liabilities

Trade payables are recognised initially at the transaction price and subsequently measured at amortised cost using the effective interest method.

1.3 Foreign currency translation

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation of monetary assets and liabilities denominated in foreign currencies at year-end exchange rates are recognised in the statement of comprehensive income.

1.4 Leases

Leases in which a significant portion of the risks and rewards of ownership are retained by the lessor are classified as operating leases. Payments made under operating leases (net of any incentives received from the lessor) are charged to the statement of comprehensive income on a straight-line basis over the period of the lease. The leases have varying terms, escalation clauses and renewal rights.

1.5 Revenue recognition

Revenue comprises receipts of subscriptions, donations and bequests, sponsorship income, project funding, earned income, interest, dividends and the fair value of the consideration received or receivable for the sale of goods and services in the ordinary course of the organisation's activities. Income is shown net of Value Added Tax, returns, rebates and discounts.

The entity recognises revenue when: the amount of revenue can be reliably measured; it is probable that future economic benefits will flow to the entity; and specific criteria have been met for each of the entity's activities, as described below.

(a) Interest income

Interest income is recognised using the effective interest method.

(b) Dividend income

Dividends are recognised when the right to receive payment is established.

(c) Subscriptions, donations, sponsorship income and bequests

Subscriptions, donations, sponsorship income and bequests are recognised when received. Donations of non-cash items of a capital nature are brought to account at valuation on the dates of the transactions. Donations with donor imposed restrictions are retained within a restricted reserve until such time that it is utilised in line with such restrictions.

(d) Project income

Project income is recognised when the entity has entitlement; revenue is probable; and the amount can be reliably measured. When income is received in advance of providing goods or services, it is deferred until the entity has performed the services for which the consideration was received

(e) Earned income

Earned income comprises of management fees received from associated trusts, project coordination and support fees, investment management fees and traversing fees. Earned income is recognised as it accrues and any advances received for project co-ordinations are deferred until the entity has performed the services for which the consideration was received.

1.6 Funds

There are four main types of funds identified within reserves:

General fund – unrestricted funding received to support operational sustainability.

Capital fund – unrestricted funding received or transferred from the General fund that can be used at the discretion of the board.

Project funds – these are restricted donations where the donor has specified that the funds must be used for a particular objective or in respect of an identified project.

Property fund – restricted donations received where the donor has specified that the funds is to be utilised to support property acquisitions, which include freehold properties.

1.7 Retirement benefits

The organisation participates in a defined contribution scheme, the assets of which are held in a separate trustee-administered fund. The organisation's contributions to the scheme are charged to the statement of comprehensive income in the year to which they relate. The organisation has no further payment obligations once the contributions have been paid.

1.8 Provisions

Provisions for network fees are recognised when: the entity has a present legal or constructive obligation as a result of past events; it is probable that a transfer of economic benefits will be required to settle the obligation; and the amount can be reliably estimated.

Provisions are measured at the present value of the amount expected to be required to settle the obligation using a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the obligation.

1.9 Inventories

Inventories are measured at the lower of cost and net realisable value. Net realisable value is estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

2 PROPERTY, PLANT AND EQUIPMENT

Land and buildings

	2022 R'000	2021 R'000
Land (at cost)	253 380	232 934
Buildings (at cost)	43 521	43 521
Accumulated depreciation and Impairment of buildings	(32 969)	(32 617)
	<u>263 932</u>	<u>243 838</u>

Vehicles

At cost	156	156
Accumulated depreciation	(151)	(120)
	<u>5</u>	<u>36</u>

Equipment and leasehold improvements

At cost	11 842	11 752
Accumulated depreciation	(10 693)	(9 168)
	<u>1 149</u>	<u>2 584</u>
	<u>265 086</u>	<u>246 458</u>

Certain of WWF-SA's properties are classified as Investment Property to Section 16 of IFRS for SMEs. However, management's view is that the fair value cannot be reliably measurable without undue cost or effort, as the revaluation method is too costly for the entity, especially as a not-for-profit. Investment property is included in property, plant and equipment.

Included in Land are nature reserves. The use and management of nature reserves has been transferred to relevant statutory conservation agencies by way of long-term lease agreements at nominal rentals. Details regarding these nature reserves are available at the registered office of the organisation.

Impairment of buildings (in the prior year):

The Southern African Wildlife College (SAWC) buildings were evaluated for impairment during the previous financial year, due to the impact of COVID-19 on the operations of the college entity and the market in which the organisation operates. The fair value of the buildings, based on an external valuation, has been determined as a recoverable amount. The external valuation has been obtained from a professional valuer of Panoramic Property Valuation Service Pty (Ltd) with the necessary experience and competence in property valuations. The SAWC buildings comprises Phase 1, owned by WWF South Africa and Phase 2, owned by SAWC. The SAWC buildings (combined Phase 1 and 2) had a carrying value of R72 437 384 prior to the recognition of impairment, which consisted of a cost of R82 629 399 and accumulated depreciation of R10 192 015. WWF South Africa's attributable proportion of the carrying value was R29 663 012, which was determined on the basis of cost. The recoverable amount of the entire property, based on the independently determined valuation was R42 400 000. WWF South Africa recognised an impairment loss of R25 259 163. This has now been restated to R9 734 397 as accumulated depreciation of R15 424 766 has now been recognised as at the end of June 2020 on the SAWC buildings at the rate of 2% per annum.

The Braamfontein office building was evaluated for impairment during the previous financial year, due to the impact of COVID-19 on operations and the market in which the organisation operates. The fair value of the building, based on an external valuation, has been determined as the recoverable amount. The external valuation has been obtained from a

professional valuer of C2C Valuations cc with the necessary experience and competence in property valuations. A valuation of R6 500 000 has been determined on the total building owned and recognised by WWF South Africa. The cost of the property is R13 858 057. The carrying value after deducting accumulated depreciation of R444 309, is R13 413 748. The impairment loss recognised by the organisation amounted to R6 913 748.

	2022 R'000	2021 R'000
3 FINANCIAL ASSETS AT FAIR VALUE THROUGH PROFIT AND LOSS		
Investments		
Regulated Collective Investment Schemes	357 551	314 070
Regulated Administrative Income Funds	-	2 645
Total Funds managed by financial institutions at market value	<u>357 551</u>	<u>316 715</u>

All investments are categorised as Financial assets at fair value through profit and loss. Financial assets are mainly invested in regulated Collective Investment Schemes (unit trusts), managed by authorised and regulated Financial Service Providers. Market and portfolio risk is managed by specialist and knowledgeable investment managers according to the strategic mandate. Asset class exposure is diversified and the long term strategic benchmark are: Equity 70%, Income Funds 30%.

4 CASH AND CASH EQUIVALENTS

Current accounts	6 515	1 735
Cash advances	6	6
Term and call deposits	44 007	35 277
	<u>50 528</u>	<u>37 018</u>

Cash resources are structured on a combination of floating and fixed interest rates. The organisation's exposure to interest rate risk and the effective interest rates at year-end are:

Local institutions – Call and fixed accounts 1.7% to 5.05% (2021: 2.3% to 3.5%)

Local institutions – Current accounts 0.63% to 3.63% (2021: 0% to 3.00%)

Cash resources are monitored by management on a proactive basis.

5 PROVISIONS

Provision for network fees

Opening balance	11 690	13 109
Payments	(4 556)	(7 759)
Previous years adjustments	(1 059)	(794)
Amounts charged against provision current year	6 883	7 134
Closing balance	<u>12 958</u>	<u>11 690</u>

WWF-SA is part of the WWF International Network. WWF-SA contributes a percentage of grants received to WWF International to cover the support services provided by WWF International. The amount due is estimated by management at year end and confirmed by WWF International after their consolidation of results from all WWF offices. The final notification of the balance due is received by June the following year, with payment due on receipt of invoice.

6 DEFERRED INCOME

Deferred earned income	9 559	9 447
Deferred project income	102 594	103 251
	<u>112 153</u>	<u>112 698</u>

	2022 R'000	2021 R'000
7 COMMITMENTS		
The organisation is committed to make payments on:		
7.1 Approved projects		
Within the next 12 months	85 144	98 020
Thereafter	17 450	5 231
	102 594	103 251
7.2 Office rental		
Within the next 12 months	3 774	3 511
Between 2 – 4 years	7 269	7 410
	11 043	10 921

8 CONTINGENT LIABILITIES

The organisation has provided a guarantee to the value of R27 100 to ABSA Bank Limited for provision of electricity by ESKOM to the Southern African Wildlife College. The Foundation has also provided a guarantee to the value of R975 112 to Eris Property Group (Pty) Ltd on respect of the lease agreement of 1st Floor, Bridge House, Boundary Terraces, Mariendahl Lane, Newlands.

9 RETIREMENT BENEFITS

The organisation participates in a defined contribution scheme. Most permanent employees are members of the scheme, which are privately administered independent of the finances of the organisation. The scheme is governed by the Pension Funds Act of 1956 (as amended).

10 TAXATION

The organisation has been approved by the South African Revenue Services as a “public benefit organisation” in terms of section 30 of the Income Tax Act and is exempt from income tax in terms of section 10(1)(cN) of the Act. Donations to the organisation are exempt from donations tax and estate duty and will be tax-deductible in the hands of donors in terms of and subject to the limitations prescribed in Section 18A of the Income Tax Act.

11 GOING CONCERN

The annual financial statements have been prepared on the basis of the accounting policies applicable to a going concern. This basis presumes that funds will be available to finance future operations and that the realisation of the assets and settlements of liabilities, contingent obligations will occur in the ordinary course of business.

WWF South Africa has adequate financial resources to continue in operation for the foreseeable future. There is no reason to believe that WWF-SA will not be a going concern in the foreseeable future based on available cash resources, forecasts and the measures put in place. WWF-SA is not aware of any new material changes that may adversely impact the organisation.

12 IRREGULAR EXPENDITURE

A forensic investigation concluded after yearend highlighted fraudulent project expenditure totalling R242 429, to be re-imbursed to the donors.

13 MATERIAL EVENTS AFTER YEAR-END

Besides the irregular expenditure reported in Note 12, no further matters which are material to the financial affairs of the organisation has occurred between the statement of financial position date and the date of approval of the financial statements.

14 RESTATEMENT OF STATEMENT OF COMPREHENSIVE INCOME AND CHANGE IN FUNDS AND STATEMENT OF CASH FLOWS

In the prior year, the impairment on the SAWC building was overstated as historical depreciation on the building was not recorded. The prior year figures have been restated to reflect correct depreciation and impairment amounts, with the carrying amount of the property remaining unchanged.

In the prior year, the total interest and dividends received was included as cash transactions in the Statement of Cash Flows even though R8 391 794 was automatically reinvested in the investment portfolio. The prior year figures have been restated to reflect only the cash portion of interest and dividends

➔ The annual audited financial statements are available at the registered office of the organisation.

A FUTURE IN WHICH PEOPLE AND NATURE THRIVE



Working towards lasting, positive outcomes for people and nature in the places where we work and from priority environmental challenges we focus on.

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