



Responsible
exits - what do
they look like
and how do we
deliver them?



NFWF

Responsible exits - what do they look like and how do we deliver them?

Contents

- Background - we're not alone!
 - Experience – principles
 - Examples
 - Emerging guidance, process and tools
 - What we haven't done - and another big question
 - Summary and what next?
-



NFWF

Responsible exits - what do they look like and how do we deliver them?

Background – we're not alone. *But why now?*

- Much discussion around responsible exits in UK Int NGOs – limited guidance and sharing of good practice
 - WWF-UK Strategic Plan – refocus on new priorities in the global south and east,
 - 13 programmes identified for exit → redirecting ca. £4 million of unrestricted funding
 - Transformations Team established to manage exits and to provide guidance
 - WWF-UK hosted workshop in February 2014 – 17 NGOs and ca.50 people attended.
 - Underlined common experiences, willingness to share and provide guidance;
 - Action Learning Set established with development and environment NGOs.
-



NFWF

Responsible exits - what do they look like and how do we deliver them?

Types of exit

- Stop – project/programme comes to an end;
- Funding handover – programme continues to be supported by other Donors
- Strategies handover – other organisations take on the implementation
- “External spin-offs” – projects that become independent entities in their own right, typically new charities under UK law.



NFWF

Responsible exits - what do they look like and how do we deliver them?

Six principles of responsible exits

- Ensure that planning for exits *is part of the strategic planning process (prog + org)*;
- Design: Ensure (where appropriate) the *long-term sustainability* of the work;
- Plan a *realistic process and timetable* for implementing an exit (takes longer than you think: 1.5-2 years)
- Maintain the momentum for positive change during the exit process;
- Ensure that the necessary *capacities and funding are available* to deliver the exit (costs more than you think e.g. legal advice for new org.)
- *Support the staff* in the projects/programmes from which you are exiting.



NFWF

Responsible exits - what do they look like and how do we deliver them?

The culture of responsible exits

- Change perceptions - especially the connotations around the “e” word;
 - Responsible exits should be part of personal and organisational development;
 - Development of skills and experience should lead to greater flexibility amongst staff;
 - Responsible exits should be an accepted way of working – *not exceptional*;
 - As and when people do leave, they should be better equipped for new roles in other organisations.
-



NFWF

Responsible exits - what do they look like and how do we deliver them?

Some thoughts on processes and tools

- Core guidance/ templates: general principles of designing for sustainability/ exits
 - Tools/ questionnaire to support planning of exits (at the start, or retro-fit)
 - Also to help frame a dialogue between donors, recipients and beneficiaries
 - And post exit assessment
 - Examples/ case studies
 - Organisational planning and budgeting processes
-



NFWF

Responsible exits - what do they look like and how do we deliver them?

The Exit Process – NFWF Approach

Part 1: Determining to Exit

Part 2: Develop and Implement an Exit Plan

Part 3: Exiting the Initiative





NFWF

Responsible exits - what do they look like and how do we deliver them?

The Exit Process – NFWF Approach

Part 1: Determining to Exit

Step 1: Assess status of goals

Step 2: Consider impact on long-term sustainability

Step 3: Consider impact on relationships, reputation

Step 4: Identify best option. If exit, prepare memo

Step 5: Communicate recommendation to Board

Part 2: Develop and Implement an Exit Plan

Part 3: Exiting the Initiative





NFWF

Responsible exits - what do they look like and how do we deliver them?

Assess Long-Term Sustainability: NFWF Example

RISKS TO SUCCESS	Score
Regulatory: Regulations have not been developed to limit bycatch; uncertain whether they will be.	High
Financial: Conservation organizations in key geography face challenges obtaining funding but have been able to do so.	Low
Environmental: Beach erosion from stronger storms reducing nest habitat.	Low
Scientific: Lack of information on the impact of bycatch on nesting creates uncertainty about population trajectory.	Moderate
Social: Cultural beliefs have created some challenges but the impact on outcomes has been low.	Low
Economic: Poachers depend on eggs for income.	Low
Institutional: Drug-related crime creates dangerous conditions but nest protection has continued.	Low



NFWF

Responsible exits - what do they look like and how do we deliver them?

Assess Long-Term Sustainability: NFWF Example

- NRCS Wetlands Reserve Program ensures progress will continue.
- Outreach coordinators and invasive species control could be funded through other NFWF programs.





NFWF

Responsible exits - what do they look like and how do we deliver them?

The Exit Process – NFWF Approach

Part 1: Determining to Exit

Part 2: Develop and Implement an Exit Plan

Step 6: Develop long-term sustainability and transition plan describing NFWF role (funding, leadership, monitoring) during transition and after exit.

Step 7: Develop documents to communicate exit. Share with external partners.

Part 3: Exiting the Initiative

Best Practices:

- Timing of exit
- Communicating with partners





NFWF

Responsible exits - what do they look like and how do we deliver them?

The Exit Process – NFWF Approach

Part 1: Determining to Exit

Part 2: Develop and Implement an Exit Plan

Part 3: Exiting the Initiative

Step 8. Summarize history and lessons learned for internal distribution

Step 9. Post program overview on website

Step 10. Recognize contributions of key partners.

Step 11. Review monitoring data. Reassess decision as needed.





NFWF

Responsible exits - what do they look like and how do we deliver them?

The Exit Process – NFWF Lessons Learned

Initiative-Specific:

- Supporting landowner-based coalitions is a very good return on investment as these groups have ability to scale up and ensure sustainability.

Cross-cutting:

- NFWF staff engagement enables conservation gains well beyond those made by direct grant-making.





NFWF

Responsible exits - what do they look like and how do we deliver them?

The Exit Process – NFWF Approach

Part 1: Determining to Exit

Part 2: Develop and Implement an Exit Plan

Part 3: Exiting the Initiative

Step 8. Summarize history and lessons learned for internal distribution

Step 9. Post program overview on website

Step 10. Recognize contributions of key partners.

Step 11. Review monitoring data. Reassess decision as needed.





NFWF

Responsible exits - what do they look like and how do we deliver them?

Discussion Questions

- Other examples of exits and best practices?
- Where should we go from here as a community of practice?
- Useful products?

