

STRATEGIC ASSESSMENT, BEST PRACTISE AND PROGRAMMATIC EVALUATION ON THE NAMIBIA ENVIRONMENTAL FUND (NEF) SMALL GRANT PROGRAMME

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ABBREVIATIONS

CBO	Community Based Organisation
DANIDA	Danish International Development Association
DRFN	Desert Research Foundation of Namibia
IECN	Integrated Environmental Consultants Namibia
LEF	Local Environment Fund
GEF	Global Environmental Fund
IRDNC	Integrated Rural Development and Nature Conservation
M & E	Monitoring and Evaluation
MRCC	Multi Disciplinary Research and Consultancy Center
NACOBTA	Namibia Community Based Tourism Association
NACSO	Namibia Association of Conservancy Service Organizations
NADEET	Namibia Desert Environmental Education Trust
NEEN	Namibia Environmental Education Network
NEF	Namibia Environment Fund
NGO	Non Governmental Organization
NNF	Namibia Nature Foundation
NPC	National Planning Commission
NRDP	Namibia Rural Development Programme
NDT	Namibia Development Trust
SGP	Small Grant Programme
SC	Steering committee
UNDP	United Nations Development Programme
WIMSA	Working Group of Indigenous Minorities in Southern Africa
TOR	Terms of reference

EXECUTIVE SUMMARY

NEF background

1. The Namibian Environmental Fund (NEF) was established in 2003 as a three year programme that would make available grants for civil society environmental management projects. The goal of the NEF to is *"Improve the quality of life of Namibians by empowering civic society (organizations, institutions and individuals) to care for their natural resources, to derive benefits from these resources and to promote environmental democracy within the context of sustainable development"*.

2. The NEF was established for a three year time period, with an overall volume of 2,8 million DKK (1 DKK approximates 1 N\$) for grant making and administration of the fund. During the three year project procedures for the fund administration were to be developed, pilot grants be granted, and a long-term strategy for fundraising for the replenishment of the NEF be developed. No commitments for further funding through the Danish Government at the end of the project were made.

3. The Namibia Nature Foundation (NNF) submitted the initial project concept to the Danish International Development Assistance (DANIDA), through the Danish Royal Embassy in Pretoria, South Africa, for the establishment of an innovative new civil society grant. NNF has been contracted to serve as the NEF implementing agency and coordination staff are being housed at the NNF.

This assignment

4. Integrated Environmental Consultants Namibia (IECN) were commissioned to carry out a work plan scheduled strategic assessment, which would provide analytical information and recommendations for the implementation of the NEF in the third project year, and further provide information for the potential further development and rolling out of the fund beyond the Danish-funded three year project phase. Expected outcomes of the consultancy include (i) Strategic assessment, best practices and programmatic evaluation of the NEF Small Grant Programme since its inception; (ii) Documentation of programme impacts; (iii) Lessons learned; which projects were/are successful and less successful, why; (iv) Guidelines on long-term strategies for grant making tool kit; (v) Review of the NEF grantee toolkit; (vi) Recommendations to strengthen the implementation of the fund; (vii) Recommendations for long-term fund raising strategies beyond Danish support (terminated end of 2006).

5. A participatory evaluation process was chosen as approach to the assessment. Grant recipients and Steering Committee members of the NEF provided project self-evaluations and views on the NEF through semi-structured interviews. The outcomes from the participatory assessment are substantiated through the review of project documents and reports, field visits and verification meetings with various stakeholders, including NEF coordination staff. Overall key contacts representing ten out of 21 projects funded (two not yet signed), and six out of 12 SC members were interviewed. Interviewed/in the review involved project staff included the project coordinator, his assistant and the Director of the NNF.

Strategic assessment results, impacts and lessons learnt

6. *Overview of projects:* Since inception of the NEF 21 projects received funding so far. Nine of the funded projects supported community-based organizations (CBOs) organized as conservancies or trusts, nine NGO's or national level trusts with environmental mandates, one network and two research projects (associated with trusts; categorized as training, education and research institutions). Most CBO's that received funds were usually supported by either a NGO or individuals working for an NGO. The guidelines for funding state that eight types of institutions would generally be eligible for NEF financing. Although the categorizations are not unequivocal, it can be said that individuals with a good cause, the private sector, traditional authorities and faith based organizations are not represented in the current make-up of funded organizations. All projects funded were submitted by eligible groups and represented the overall target for the NEF, much however needs to be done in terms of reaching community-based initiative specifically in geographical areas where no or minimal support systems are prevailing.

7. Thirteen objectives consolidated into the core objectives of the fund, and core and cross-cutting activities have been identified for the NEF. Almost 40% of the established categories/activity areas of the NEF have not been addressed through project interventions to date.

8. *Project assessments:* The self evaluations indicate that generally all projects have been successful. Although the mentioned key weaknesses were more numerous than the key strength, this is not an indication of the quality of the projects. It was found that a major strength was the capability of most projects to complete projects on agreed time within their agreed budgets with no additional input or support. A key weakness remains a lack of monitoring and evaluation framework and sustainable indicators for almost all projects, and additionally a reduced capacity to implement projects effectively a weakness observed specifically for CBO's who operated on their own.

9. *NEF administration:* The evaluation of the NEF administration focused on the assessment of the grant administration, facilitation and overall implementation, categorized as (i) marketing of fund, (ii) application procedures, (iii) project selection criteria and process, and (iv) admin/technical support. Overall the views of the interviewees were the NEF has been well administered, highlighting the role of the National Steering Committee (SC) responsible for the selection of projects. Comments on most other elements highlighted the need to improve outreach to rural people and community groups, which would require changes in marketing strategy and support. A suite of recommendations are provided based on the assessment results.

10. *Programme impacts:* Although the assessment looked at impacts of intervention, it was found that impacts for this nature of funds were difficult to demonstrate to their full extent. The NEF has been identified as one of the few grant making facilities available to support civil society and community action in the environmental–livelihoods improvement fields. According to the interviewees the following impacts were observed: changing attitudes towards conservation issues, raising awareness e.g. on appropriate technology options, creating opportunities e.g. through infrastructure development and capital investments, mitigating impacts of problem animals, improving knowledge generation through research, disseminating information.

11. *Lessons learned on which projects are more/less successful:* It has become clear that the administration and management capacity of organisations or funded projects is very important to the success of the interventions. This includes an established structure and or understanding of project and implementation thereof according to work plan.

Individual leadership may be essential to project success/failure. A salient point has been payment of project implementation teams – no univocal guidelines are established on salary provisions. Co-financing of projects should be more rigorously requested, including inputs from communities themselves.

Guidelines on long-term strategies for grant making tool kit

12. A more formal grant making tool kit should be produced. It should be simple, and easily accessible. More detailed guidelines on proposal evaluation should be developed to guarantee harmonization of decision making and new SC members should get an orientation lecture on the use of the tool kit. Additional selection criteria should be included in the tool kit especially focusing on long-term financial sustainability.

Review of the NEF grantee toolkit

13. Four key areas of improvement of the grantee toolkit were identified: it needs to be simplified, with concise detail and to the point, with fewer materials to read. To make it accessible and readable to all it should be accommodative of vernacular languages. This may, however, incur prohibitively difficult administrative and financial costs. Project eligibility criteria should include sustainability indicators, and the development of relevant monitoring and evaluation frameworks would be useful. Project outcomes need to be re-defined, not so much in terms of environmental benefits, but also the learning benefits of the project.

Recommendations to strengthen the implementation of the fund

14. Both in terms of fund and project management it is anticipated that the development of a business plan for the NEF would greatly facilitate an improved implementation of the fund. This is particularly so for the proactive soliciting of funds and proposals. It is envisioned that a business plan would help set performance targets such as how many grants should be given out per annum.

Long-term fund raising strategies

15. The long term effectiveness of NEF and its viability as a sustainable source of environmental financing depends on the quality of its strategy for preserving capital and generating adequate income for programme activities. It is important to note that before attempting to identify and pursue new sources of financing, a solid financial foundation should be created by elaborating a "business plan" for the NEF. Such a business plan is key to the sustainability of the project and therefore deserves significant attention. The basic steps of this process include: (i) Develop a management plan for the project, set targets for its performance and define activities to be implemented; (ii) Quantify financial needs according to the planned activities; (iii) Identify existing and new potential funding sources and funding gaps; (iv) Taking these points into account, fine-tune and further develop the fundraising strategy.

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I. INTRODUCTION

1.1 Back ground

Funding for environmental management and conservation action is globally currently mainly extended to governments and well established institutions. Governments are usually tasked with coordination and policy work, whilst it is recognized that much practical implementation action it to be carried out "on the ground", i.e. by civil society.

Several funding mechanisms for civil society conservation and environmental management work have been developed world-wide, and the Global Environment Facility (GEF), the official funding mechanism for the implementation of the Rio Conventions and other specified international agreements, has established a so-called small grand project.

In Namibia the Namibia Nature Foundation (NNF) has a mission and a mandate to facilitate funding for conservation, environmental management and sustainable development action by civil society. Several fund sourcing and grant making mechanism are in place. In September 2003 the NNF signed a contract with the Danish International Development Assistance (DANIDA), through the Danish Royal Embassy in Pretoria, South Africa, for the establishment of an innovative new civil society grant, the Namibia Environment Fund (NEF). Two other grant schemes with similar objectives and implementation arrangements are currently administered by NNF: the GEF Small Grants Project (SGP), and the Local Environment Fund (LEF), supported by the Swedish Government. The NEF was established for a three year time period, with an overall volume of 2,8 million DKK (1 DKK approximates 1 N\$) for grant making and administration of the fund. During the three year project procedures for the fund administration were to be developed, pilot grants be granted, and a long-term strategy for fundraising for the replenishment of the NEF be developed. No commitments for further funding through the Danish Government at the end of the project were made. Thus the three year project can be seen as a piloting phase – the success/failure of this phase would determine if/how grants could be made available for civil society action in Namibia.

The NNF commissioned Integrated Environmental Consultants Namibia (IECN) to carry out a work plan scheduled strategic assessment, which would provide analytical information and recommendations for the implementation of the NEF in the third project year, and further provide information for the potential further development and rolling out of the fund beyond the Danish-funded three year project phase.

1.2 Expected outcomes of the strategic assessment

The consultancy is to deliver a comprehensive assessment report including the following components:

- (1) Strategic assessment, best practices and programmatic evaluation of the NEF Small Grant Programme since its inception;
- (2) Documentation of programme impacts;
- (3) Lessons learned; which projects were/are successful and less successful, why;

- (4) Guidelines on long-term strategies for grant making tool kit;
- (5) Review of the NEF grantee toolkit;
- (6) Recommendations to strengthen the implementation of the fund;
- (7) Recommendations for long-term fund raising strategies beyond Danish support (terminated end of 2006).

1.3 The NEF

The NEF was established with the **goal** to *“Improve the quality of life of Namibians by empowering civic society (organizations, institutions and individuals) to care for their natural resources, to derive benefits from these resources and to promote environmental democracy within the context of sustainable development”*.

The **overall objective** is “to enhance the sustainable livelihoods of Namibia’s rural poor in the communal areas, and in so doing, reduce the rate of natural resource degradation that is the direct result of the overly dependency on the utilization of natural resources”.

The project aims to contribute in the following manner:

- Promote conservation and wise use of natural resources;
- Improve peoples livelihoods through natural resource based enterprises;
- To support and distribute funds to Namibian environmental organizations that wish to undertake projects within the determined aim and objectives of the Fund;
- To link capacity building components of grants to project activities to help build institutional capacity to monitor and evaluate progress and outputs so as to ensure optimal performance and value for money from each investment;
- To allow for the allocation of small grants to emerging institutions and small organisations, thereby helping to develop local capacity in these organisations while at the same time promoting democratisation within the environmental sector; and
- To provide catalytic, seed and "gap" funding to good ideas and initiatives or to existing projects or programmes that may have insufficient funding due to circumstances beyond the projects’ control.

The Fund provides small to medium size grants of up to N\$ 100,000 with an implementation timeframe of a maximum of 2 years per grant. The grant is administered by a small administration and coordination unit housed at the NNF.

Project implementation is guided by a national Steering Committee (SC), composed of representatives of Government and non-government institutions from a variety of social and environmental backgrounds. The SC is responsible for the selection of projects that would receive funding from the grant.

The operational guidelines for the NEF were developed in an open and participatory fashion by the SC and other relevant stakeholders through consultations and workshops. Selection criteria for prospective grantee projects, the proposal format, selection procedures and to some extent M&E guidance were thus developed locally, and adapted to the needs and requirements prevailing in Namibia.

1.4 Structure of the report

The report follows in its structure the elements of the Terms of Reference (TOR) for this assignment. Section I provides a very condensed background to the NEF programme and its establishment and implementation in Namibia. Section II is at the heart of the report and summarises the research data from the strategic assessment. Sets of recommendations are included under the various paragraphs. Sections III, IV and V build on the findings presented in Section II and synthesise the key recommendations, lessons learnt and results in the form of guiding principles and guidelines for the grant making toolkit, the grantee toolkit and the implementation of the fund per se. Section VI is more of a stand alone section, elaborating on potential approaches and strategies for long-term fundraising for the continuation of the NEF or a similar fund. It is planned that the content of section VI will be discussed with Steering Committee members and other interested stakeholders, potential funders and donors, during a strategy meeting. The section should be updated based on the outcomes of such a meeting.

II. STRATEGIC ASSESSMENT

2.1 Approach to strategic assessment and methodology

It was decided to engage in a participatory evaluation process to generate the most diverse and practical information that would feed into strategic assessment and programmatic evaluation of the NEF. Participatory M&E exercises can provide invaluable information from the end-users/target groups and the management team of projects/interventions feeding into strategy readjustment and formulation. It is recognised through that any such evaluation would need to be verified through independent assessments.

Participatory M&E requires the engagement of key stakeholders throughout the evaluation process and the design of explicitly participatory evaluation methodologies.

Questionnaire-based and semi-structured interviews were held with three key target groups:

- (1) Grantees
- (2) Steering Committee members (SC)
- (3) Project coordination staff (NNF).

Overall key contacts representing ten out of 21 projects funded (two not yet signed), and six out of 12 SC members were interviewed. Interviewed/in the review involved project staff included the project coordinator, his assistant and the Director of the NNF. A list of interviewees is annexed to this report (Annex 5).

Interviews took place during field visits on a north-western circuit (Soriso-Soriso, Doro Nawas Conservancies and OUTHASE farmers association) and in Windhoek. Additionally some grantees from elsewhere were interviewed telephonically. On request of interviewees, most of the results from the consultations are presented anonymously.

The interview data are complemented with information from a desk top review, which focused on the assessment of past and the current projects funded. A set of criteria for the assessment of the success of the funded interventions was developed. Project reports prepared by the project coordination team, minutes of the SC meetings, grantee project proposals, progress reports and financial reports were examined.

2.1. Strategic assessment, best practices and programmatic evaluation of the NEF Small Grant Programme since its inception

2.1.1. NEF funded projects

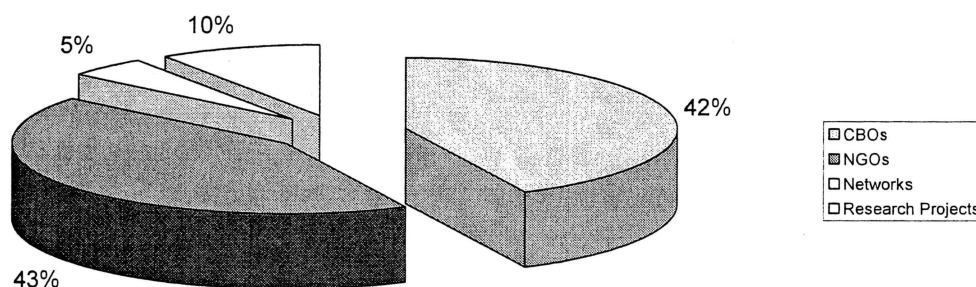
2.1.1.1 Overview of projects

Since the inception of the NEF, overall 21 projects have been approved for funding (see Annex 1). By date of completion of this report (February 2006), ten (two more expected at the end of February) projects had been successfully completed. Another two projects

were generally approved, however had not yet signed a Memorandum of Understanding, thus implementation had not commenced. The assessment was done just prior to a new round of proposals to be solicited/approved for the 3rd implementation year of the NEF. Thus, a number of new projects would be added to the portfolio before the ending of the three year project phase. All 19 running/completed projects were included in the assessment; however, only ten of the projects underwent self evaluations. Several projects were also visited by the consultant. The additional projects were evaluated based on available project reports and based on field evaluations undertaken by the NEF coordinating staff.

Out of the total of 21 funded/potential projects, nine supported community-based organizations (CBOs) organized as conservancies or trusts, nine NGO's or national level trusts with environmental mandates, one network and two research projects (associated with trusts; categorized as training, education and research institutions) (Annex 1). The CBO's that received funds were usually supported by either a NGO or individuals working for an NGO.

Types of funded institutions



The guidelines for funding state that eight types of institutions would generally be eligible for NEF financing. Although the categorizations are not unequivocal, it can be said that individuals with a good cause, the private sector, traditional authorities and faith based organizations are not represented in the current make-up of funded organizations.

A workshop held in April 2004 established the strategic objectives and implementation mechanisms for the newly established NEF (NNF, 2004). Thirteen objectives consolidated into the core objectives of the fund, and core and cross-cutting activities to be supported determined and integrated into funding guidelines/applications for the NEF (NEF – Application for Funding, Summary Form).

For the purpose of this assessment the types of projects funded were categorized according to the core and cross-cutting activities to be funded by the NEF. The numbers of projects classified as per category is indicated (based on Annex 1). It should be noted

that certain projects address more than one area thus the number of projects does not necessarily add up to 21.

Category	Type	No. of projects of type
CC1	Sustainable and integrated natural resource management programmes	8
CC2	Natural resource based enterprises that improve livelihoods	5
CC3	Institutional /Capacity development (infrastructure and organisational) projects through implementation of one or both of the above types of core activities.	4
C1	Environmental educational and awareness-creation programmes	4
C2	Applied research projects	3
C3	Projects pertaining to environmental health	-
C4	Projects that encourage the use/development of appropriate technology	6
C5	Specialist services	-
C6	Gender	-
C7	Projects regarding the urban environment	1
C8	Targeted short to medium term skills development programmes	-
C9	Networking and communication programmes	2
C10	Projects promoting sustainable use of indigenous plants	-
C11	Food security from natural resource base	1
C12	HIV/AIDS in the Environmental Sector	-

It is notable that almost 40% of the established categories/activity areas of the NEF have not been addressed through project interventions to date.

2.1.1.2 Project assessments

The assessment of the projects is based on the questionnaire and interview data. The original questionnaires are located with IECN. Summary tables of the relevant interview information are included in Annexes 1 to 3 of this report. Strengths and weaknesses of the individual projects are highlighted, based on information provided by both grantees and grant coordinators. A third category assesses the impacts and sustainability of the interventions; however these data are presented in section 2.2 below. Additionally to the assessment categories, the consultants developed a performance scoring system, measuring project management, performance to contract and impact potential of each project. A summary average score derived from the three values would then help rank performance of projects against one another. A score of "1" would indicate poor performance, whilst a score of "5" would indicate excellent performance. The score were allocated based on the outcome of the interview and also the consultants' analysis.

Interviews were conducted with eight grantees, representing 10 projects out of 21. Five represented CBOs (amongst other represented by a NGO/private support representative), whilst two interviewees were from NGOs and one from a research project. Additional information on the projects, especially those not represented through self evaluations, was solicited from reports and confirmed by NEF project staff to get a better overview and representation of all funded projects. The results from the individual project assessments are presented in Annex 1. On request of interviewees the results are presented anonymously. Project associations are known to the consultant team.

Assessing the key (administrative) strengths and weaknesses of the various projects, not considering the impact and sustainability of the interventions indicate:

Key strengths:

- Most of the projects were capable of managing projects successfully, according to the project plan. In the scoring at least 80% fell above the score of 4
- At least 60% of the completed projects ended on their agreed timelines; only few requested extensions which subsequently were met
- None of the projects required an increase in project budget and spent the money allocated according to budget
- Out of the eight interviewees only three recorded that they needed some form of financial management and technical input from NNF
- Several CBO projects had NGOs/individuals as facilitators engaged in their project

Key weaknesses:

- A lack of implementation capacity for projects with no support system, two out of the eight interviewees indicated that activities were slow or delayed
- Projects were delayed due to (i) delays in requiring goods for infrastructure support, (ii) difficulties in getting technical assistance, and (iii) involving the larger community in consultations
- In some projects community benefits or socio-economic impacts were hard to demonstrate (see below on impact potential of project interventions and section 2.2 on programme impact)
- At least 60% of the projects ended with project completion with no strategy for further activities or plans to continue the project
- Some projects lacked clear monitoring and evaluation (M&E) processes
- Impact of projects in the long term could not be assessed
- Project designs did not make sufficient provision of logistic support, which caused serious implementation bottlenecks
- Poor financial management for two projects resulted in irregularities
- Hard to measure how interventions addressed priority needs of some CBOs and projects

Impact potential of project interventions and sustainability:

The NEF usually provides so called “catalytic funding” for identified relatively small interventions for established organizations. Thus, for most projects, it is difficult to demonstrate the full extent and impact of the interventions. Generally, it is easier to show impacts from projects that established fixed structures. For some of the projects the immediate impacts were as simple as having clear signboards placed visible enough for tourist to see and act upon. However, long-term impacts of the various interventions ought to be evaluated through improved M&E procedures.

The sustainability of projects much depends on whether there are ongoing activities planned and if the organizations are capable of sourcing funding for such or generate their own sustained income for the operations. Although one requirement for successful

applications is the demonstration of project sustainability beyond the funding horizon, sustainability seems not always well demonstrated at the end of an intervention.

Some impacts highlighted by the interviewees and project coordinators of the projects include, for example:

- Increased interest in alternative energy use by farmers in OUTASE project area
- Decreased animal damage to waterpoints and property of communities adjacent to waterpoints where protection walls were built in the Soris Soris Conservancy
- The usage of the office for conservancy activities such as administration, meetings, and other conservancy activities has improved the operations of Mashu conservancy
- A great deal of follow-up activities have been identified during the Wild dog research project
- A business plan is being developed to use the Kasika boat for tourism activities

It should be noted that none of these impacts have been measured systematically or quantitatively.

Consultant's comments

- Although most of the interviewees indicated that activities were properly managed, it was difficult to verify this assessment from project reports. Some of the projects reported on activities completed based on their project objectives, and activity plans, others did not, so it was hard to follow what they actually reported on.
- There is no doubt that well established institutions such as NGOs and Trusts, usually with remarkable professional experience, are extremely competent to solicit and manage NEF project funds. However, from the assessment it is clear that CBOs have much more difficulty in tapping NEF funds and in successfully implementing project activities.
- Most projects report only on finances rather than on implementation of activities. Thus impact and sustainability evaluation is difficult.
- Some of the projects required minimal project management, specifically for the ones where they only had to purchase materials.
- Only three out of the eight grantees produced detailed event of activities and reports, whereas for most not much information could be obtained neither from their progress reports nor interviews. Much of the information on progress was obtained from the NEF progress reports and field visit reports.

2.1.2. NEF administration

The administration of the NEF is an important component of the programme's success assessment. The evaluation of the NEF administration focused on the assessment of the grant administration, facilitation and overall implementation, categorized as (i) marketing of fund, (ii) application procedures, (iii) project selection criteria and process, (iv) admin/technical support and (v) financial management. Additionally, a question on the perceived impacts of the NEF was included; however the responses to this question are included in section 2.2. (Annexes 1 to 3). Information was solicited from grantee

interviews as well as focal interviews with a representative selection of Steering Committee (SC) members. Six out of 12 SC members were interviewed for this purpose. Additional and corroborating information was gathered from available reports and interviews with NEF project staff.

As the NEF is only one of the several small grants projects administered by the NNF, some of the administrative functions are performed in a more or less harmonized fashion with the Local Environment Fund (LEF), the GEF Small Grants Programme (SGP-GEF) and the CBNRM grants programme.

(i) Marketing of fund

The marketing of the NEF includes aspects of publicizing and advertising grant availability to potential applicants. One of the key responsibilities of the NNF small grant fund coordination relates to the marketing of its funds. Per annum the NEF is being advertised at least one time in selected local newspapers and publicised over the radio, usually in vernacular. Aside this, official advertising project staff promote the fund through presentations, through the internet and information is further spread by word-of-mouth.

The interviewees were asked if they thought that marketing and advertising of the NEF and other small grants was sufficient. A number of interviewees including grantees, felt that the funds are quite well known and that professionals/practitioners in the field would know that the NNF is a funding agency, thus they would contact them for further information. The majority of interviewees (> 60%) were of the opinion that the fund was not sufficiently marketed. There was a feeling that a much higher effort had to be put in place in reaching out to geographic or focal areas that are underrepresented in the allocation of funds, and to target groups that are harder to get in touch with. It is clear that there is a high demand for small grant facilities, as 90% of the interviewees indicated that they were aware of others interested in obtaining funding. Several SC members felt that the current marketing was adequate as only a limited amount of money is available. They felt that the NEF should avoid over-advertising as it might create unnecessary high expectations which cannot be fulfilled and high number of applications that cannot be funded would create an unmanageable administrative burden for NEF staff – without generating more funded projects.

Marketing of the NEF	No. of Respondents	%	Impact
Through other institutions	4	44%	The NEF still attracts only few applications from certain geographical areas and groups
Newspapers	2	22%	
Email /internet	2	22%	
NNF known as funding organization	1	11%	
Total		100.0%	

Key problem areas related to marketing were:

- The fund is advertised mostly in print media, i.e. in local newspapers, which more remotely situated individuals cannot access regularly
- From the short ad interested people cannot really understand the scope of requirements for project applications; the application procedures are too complicated (see below)
- The lack of e-mail and/or internet access especially outside of larger towns restricts broader and less administratively intensive sharing of advertising and also application materials
- Few applications are received from respondents in more remote areas, For example a very few applications were received from certain geographical locations and some intended target groups of the NEF as they probably are not aware if their specific activities are fundable (e.g. traditional authority)
- In the printed media the NEF is advertised only in English, not in vernacular languages

Recommendations: Marketing of fund

- Use a broader means of communication instruments which are more accessible to the intended target groups, i.e. use of the radio service; and other common local channels;
- Advertise in various languages;
- Send out special information materials to intended target groups e.g. Traditional Authorities, town and regional councils, municipalities, and constituencies;
- The SGP is currently developing a communication and marketing strategy of the fund, this could also be used by the NEF;
- If a NEF communication and marketing strategy is to be developed, link it to the development of a business plan (see below) to harmonize the advertising effort with the fund capability i.e. "demand and supply"

(ii) Application procedures

The NEF project staff with guidance from consultative workshops and the SC has developed a set of application guidelines, which can be obtained from the NNF office by interested applicants. These are also available for people outside Windhoek and are available either by fax or e-mail. The guidelines indicate what type of projects are eligible for funding, who the key target groups for the fund are, and how the proposal needs to be structured. Proposals are submitted to the NEF project staff at the NNF, who then start with the screening process (see below).

Interviewees, both grantees and SC members, were asked whether the application instructions were clear and what type of challenges they encountered or observed during the application process. The majority of respondents felt that the application instructions were very clear; however they also found that the guidelines/requirements and procedures could be simplified. It was observed that the application procedures were

readily accessible to well educated environment practitioners mainly representing NGOs and the research sector, however CBOs and less educated (even the highly driven) individuals were probably overburdened by the application requirements. This is particularly true for those CBOs and individuals who have no access to a "support system" e.g. through associated NGOs/individuals or the project team. It was stated several times that applicants would understand from the application instructions what was required from them, however they would not have the capacity to develop and write a proposal up to the required format and standards. Proposal writing was the most mentioned capacity constraint for applicants. Alone the word "proposal" sparked off fear to apply.

Some of the challenges faced by grantees included:

- The project design process was difficult;
- Communication with NEF team was not always clear and logistically easy;
- For certain projects (esp. research) the requirement to demonstrate a socio-economic impact of the project was inherently difficult;
- Incentive/payment for a local project coordinator budgeted was not allowed/has been rejected in some projects¹;
- Lack of acknowledgment of receipt of proposals; and feedback and response to unsuccessful applicants (this was specifically true for the first call of proposals)

SC views on applications procedures highlighted that:

- Project requirements should consider proposals prepared in vernacular ; the requirement of presenting proposals in English posed problems specifically for CBOs;
- The required project proposal presentations are too formal for the everyday person;
- There should be a simpler way of explaining to applicants the environmental aspects required for projects;
- Funding focal areas underrepresented by current applications/approved projects should be fostered through intensive project idea formulation and training on proposal writing;
- NNF/the NEF coordination team could take on more active support functions;
- "Exchange visits" or other peer-learning mechanisms could be put into place.

¹ It was noted elsewhere (Minutes of the 6th SC meeting that irregular guidelines were applied – some funds were made available for labour by community members, whilst such payments were not granted in other communities. Clear guidelines should be applied.

Recommendations: Application procedures

- Application guidelines and procedures should be simplified, esp. for less experienced applicants (e.g. use of vernacular, both in guidelines and accepted proposals; although the administrative efforts might be too high)
- The newspaper ads should be self-explanatory and not require that interested people need to request more detailed application guidance;
- Procedures should minimize the administrative effort both of the applicants and the NEF coordinators;
- Potential applications from less represented target groups and or representing interventions under less tapped focal areas could be specifically promoted;
- A special support programme for less experienced applicants could be established (such as through the already practices “twinning” with NGOs and other);
- “Exchange visits” or other peer-learning mechanisms could be put into place to enhance project development, implementation and M&E;
- Application guidelines need to be easily accessible, e.g. be integrated into the “advertising” step
- Again, the effort to be put into the simplification and improvement of the guidelines should be considered in “balance” with a business plan.

A summary review of the grantee toolkit is included in section IV.

(iii) Project selection

The project selection process is facilitated by the NEF coordinating staff in conjunction with the steering committee (SC). NEF staff is responsible for the pre-screening of proposals and only the most suitable ones are submitted for review to the SC. The SC (and the project team) reviews the proposals in accordance with established selection criteria (see SC TORs; NNF, 2004). Proposals are usually recommended for funding with no objections or specific revisions, under which circumstances revised proposals will be tabled again at the next meeting.

Representatives of the SC were asked to evaluate the established selection procedures. All interviewees found that the selection procedure was well conducted. Projects were selected based on their potential for successful performance and the environmental conservation/management impacts vis-à-vis livelihoods improvements they would leverage. Key target groups and core and cross-cutting activities of the NEF are targeted in particular. Three interviewees recommended that the make-up of the SC should include representatives from civil society to improve the committees operations and ensure a more broad representation of project selection.

According to SC representatives amongst the interviewees the selection criteria should include

- A stronger component on the sustainability of projects beyond the once-off NEF funding intervention;
- Considerations on co-financing; this is described as co-financing in terms of kind, cash contribution from communities and donor funds;
- Thoughts on how the intervention could serve as demonstration project for replication by other “environmental investors”, not necessarily dependent on NEF funding;
- Capacity building contribution of the interventions should become one key criterion.

It is notable that most of the grantees were not aware or not clear on the selection criteria. They seem to be not very easy to grasp. The most prominent and clearest criterion for applicants has been that the major objective was to link the environment and the human aspect in their projects.

SC members corroborated the notion that many proposals struggled with the integration/addressing of the criteria. It was observed that many applications focused on income generating activities with little linkages to environmental conservation. This was particularly true for projects focusing on a “urban” context.

Recommendations: Project selection

- Review the membership of the SC to include civil society representatives; such representation could be chosen from the community of successful grantees, as these will have first hand experience with the advantage and pitfalls of the NEF;
- Place a stronger emphasis on the sustainability and impact of interventions; the measuring of impacts indicators and development of simple but relevant M&E procedures could be helpful;
- Financial sustainability should potentially be seen as an asset of a project; it is noted that the notion has been that “income generating” activities should not be supported; however to contribute to the financial sustainability of the NEF and the projects a “financial sustainability” approach could be beneficial. Co-financing and microfinance solutions could be sought;
- The selection criteria should be clear to the applicants to enhance chances of success of their applications; the criteria need to be better communicated e.g. through simplification or illustration;
- The development of a medium- to longer-term business plan for the NEF would specify how many grants will be available per annum for funding according to the fund-raising strategy; the number of proposals short-listed can be adapted accordingly.

(iv) Admin/technical project support

The NNF developed the NEF project concept and was commissioned to administer the implementation, disbursement and longer-term development of the fund. Currently two full-time programme staff are hired to mainly, but not exclusively, work on the NEF. Other similar funds are administered by the same programme officers. Project staff is administering the project funds from their Windhoek based offices; they see to the

conceptual development of the project and also conduct field trips and visits to intervention sites. The NNF receives an administrative fee from the overall NEF.

The participatory assessment included questions reflecting on the administrative and partially technical support provided by the NEF project staff to grantees, the operations of the SC and the implementation of the NEF in general. Although the administrative support was generally been rated to be adequate a number of projects experienced problems with (i) communicating with project staff in Windhoek as these were not always available to answer questions, (ii) the development of project proposals - misunderstandings arose and ambiguous guidance was given to applicants, (iii) advanced monies were not always reimbursed immediately.

Generally few of the grantees required intensive administrative support, other than two CBOs which had little other support through an associated NGO or individual. Support was needed and granted mostly pertaining to financial management and in exceptional cases logistic/transport support was provided where it was required for the execution of planned activities.

Recommendations: *Admin/technical project support*

- Develop a medium- to longer-term business plan for the NEF (based on the financing strategy included in this document); a clearly formulated business plan will include staffing considerations and administrative/technical services that can be provided.
- If CBOs and other not so experienced target groups should be the main recipients of the funds some capacity support/development component e.g. carried through the administrative setting should be considered. Alternatives would be peer support activities.
- Outreach to the more remotely situated projects should be mainstreamed e.g. through improved technologies. Reporting and regular M&E exercises could be undertaken by cell phone technology, for example.
- An improved M&E component, including impact monitoring, should be developed for all projects as part of the administration.

2.2. Documentation of programme impacts

Two different aspects of impact have been looked in the context of this assignment, the relative impacts of

- (i) individual projects, and
- (ii) the programme per se.

The documentation of project and programme impacts is problematic in a sense that no formal impact indicators were formulated at the design phase of neither the individual projects nor the overall programme.

The self-evaluations of projects undertaken by the various grantees have been included in section 2.1.1.2 on project assessment. Overall the grantees felt that their projects were successful and did contribute to

- *changing attitudes* towards conservation issues
- *raising awareness* e.g. on appropriate technology options
- *creating opportunities* e.g. through infrastructure development and capital investments
- *mitigating impacts of problem animals*
- *improving knowledge generation* through research
- *disseminating information*

Thus project impacts were voiced by grant recipients. Unfortunately, this study could not assess in more depth the evaluation of project impacts by other stakeholders and the broader community, other than through informal consultations during the field visit. The spot visits to selected sites indicate that project impacts were assessed more ambivalently in some communities, where disagreements on project implementation and fund administration had raised discomfort and disagreements amongst community members.

Looking at the overall programme impact it is notable that all interviewees said that they found the NEF a very useful and needed intervention. The NEF is widely regarded as one of the few grant-making facilities available to support civil society and community-action in the environmental – livelihoods improvements fields. Aside the perhaps quite critical assessment of some of the bottlenecks in the NEF's implementation the overall assessment of the NEF has been highly positive.

When measuring impact of the programme, one may argue that funding of merely 21 projects over a two years life-time of the fund is very meagre, looking at the size of the country (not the availability of funds). During 2004, some 156 applications were received and eight projects funded. There is no record as to how many applications were received in 2005, however ten projects were funded. The projects are allocated in 9 of the 13 regions of Namibia, thus geographical impacts is relatively small. Individual projects such as the printing of the Environmental Directory can, in principle, have quite widely spread impact, depending on the dissemination strategy (no such strategy seemed to be in place as part of the NEF funded component).

2.3. Lessons learned; which projects were/are successful and less successful, why

Aside the assessments on project performance and impact indicated in the previous sections, certain lessons learned on which projects are more successful than others can be drawn.

Administrative/management capacity

A key is the administrative and management capacity of the institution/project/individual to be funded. Not only is the capacity to conceptualize a strategic project idea important, but implementation of activities according to the work plan requires some understanding

and knowledge of management. Although the reporting requirements under the NEF are relatively simple and focus on financial reporting, it is noted that some basic capacities need to be in place.

It has been noted that the "twinning system", where a more experienced NGO or individual took "custodianship" for a CBO or other can be a very effective system. However, there is currently no/little incentive system set for such organisations/individuals to get involved. Some projects have budgeted for such support services, which can inflate budgets quite substantially.

Individual leadership

It has been noted that self-drivenness and individual leadership can make a project stand or fall. On one hand individual leadership can be a weakness – if the leader dies or moves there might be no other to step in to successfully complete the interventions. On the other hand it is dedicated individuals that ensure that a project is being implemented according to plan.

Focal areas

It is difficult to assess if projects that address specific core and cross-cutting NEF activities are more successful than others. Certain infrastructure development and capital investments seem to have sparked off income generating activities and follow-on activities, really serving as catalytic interventions. Research based projects seems to generate clear outputs, however real lasting impacts could not necessarily be determined.

Self-investment/co-financing

Some of the funded interventions raise the question on how much own initiative and investment should be required to pull their own weight. Co-financing or at least own initiative should be required. Some of the projects seemed to be less successful because funding was provided even for activities which usually should have been performed for free. For example marking off-road tracks should be a relatively cost-free exercise if the community members have a real interest in combating the problem. Where a capital investment e.g. for the purchase of a boat is being made, there is no harm to request own payments or rather facilitate a loan.

Summary of challenges and recommendations

Marketing of the fund	
Challenge	Recommendations
<ul style="list-style-type: none"> Targeting the most isolated potential recipient groups and ensuring that the fund is accessible by the least literate and underrepresented, whilst, at the same time, avoiding creating high expectations 	<ul style="list-style-type: none"> Improve communication instruments using radio services in vernacular; or more directly target underrepresented groupings through outreach activities Tailor make information packages to different information groups Making newspaper ads self explanatory without requiring more information
Financial management procedures	
Challenge	Recommendations
<ul style="list-style-type: none"> Financial administration and reporting guidelines are needed; requirements that could easily be mainstreamed into project activities should be formulated (especially important for CBO's) 	<ul style="list-style-type: none"> Clear financial guidelines and reporting should be developed. With clear set out guidelines on disbursement of funds Develop a financial system that could be replicated easily by organizations with no financial system in place Using a simple financial system that is effective and will not overburden the grantees with additional bank charges
Admin/technical support	
Challenge	Recommendations
<ul style="list-style-type: none"> Support and administration specifically friendly to CBOs and other emerging organization 	<ul style="list-style-type: none"> Include a component of capacity building in project budgets or include this as part of NEF coordination staff activities Develop simple monitoring and evaluation framework upfront and potentially include it as a budget line in all projects and make grantee integral part of the process
Project selection criteria and process	
Challenges	Recommendations
<ul style="list-style-type: none"> The selection of projects that address criteria on environment –social linkages, display ability for further interventions and co-financing 	<ul style="list-style-type: none"> Develop simple but relevant M & E procedure and impact indicators as a selection criteria Identify options or opportunity for financial sustainability for projects Communicate better the selection criteria even through simplification or illustration

Application procedures	
Challenges	Recommendations
<ul style="list-style-type: none"> • Simplifying application procedures and fostering intensive project idea formulation for applicants lacking capacity 	<ul style="list-style-type: none"> • Develop clear and simple guidelines that reduces administrative effort of both applicants and NEF staff • Facilitate a special support programme for less experienced target groups for example through NGOs

III. GUIDELINES ON LONG-TERM STRATEGIES FOR GRANT MAKING TOOL KIT

At this stage there is not a single or formal “grant making tool kit”, however the “tool kit” as currently composed is a selection of documents, which guide the work of the NEF coordinating staff and the multi-stakeholder Steering Committee. The “grant making tool kit” includes

- Terms of Reference for the Steering Committee (SC)
- The criteria for eligibility of projects (including information on the target groups, core and cross-cutting activities intended by the NEF)

Notably the eligibility criteria were developed in Namibia, based on Namibian circumstances and needs, by a range of relevant stakeholders during a strategic workshop, which was held at the beginning of the NEF programme in 2004. Thus, guiding principles for the tool kit include

- Namibian need based adaptation of guidelines
- National ownership of the programme and process

The fact that this strategic assessment is being carried out at the end of the second project year, indicates that a M&E process is linked to the programme implementation and that grant making procedures are being reviewed and adapted based on the experiences made. Further guiding principles thus are

- M&E of grant making tool kit
- Continuous review, evaluation and adaptation of materials

Some key points raised from interviews and also reviews of SC meeting minutes for the improvement of guidance include

- There is a need to harmonize assessment criteria. For example, in some projects funding was made available for community members to be paid for work there rendered in the project, whilst other proposals were rejected demanding that community members would pledge work for free (as sort of co-financing). Clear guidance and standards have to be set and agreed to. (Based on a discussion during the 6th SC meeting);
- Co-financing/self-contributions to a project by the proponent/the community should become a evaluation criteria.

A set of key recommendations is presented in the below box. Kindly note that these recommendations ought to be read in conjunction with those made earlier in the text, in section II.

The consultants recommend that

1. a more formal grant making tool kit be produced (it should be simple, however a bit better organised than what is available at the moment);
2. based on the first two years of NEF implementation experiences, some more detailed guidelines on proposal evaluation be developed to guarantee harmonization of decision making;
3. new SC members get a orientation lecture on the use of the tool kit;
4. the content of the grant making tool kit be also made available to applicants, so that they can improve their proposals;
5. additional selection criteria should be included in the tool kit; long-term financial sustainability e.g. through income generation from through the project intervention leveraged activities should be encouraged or through co-financing;
6. a "quota" system should be developed to guarantee the balanced granting of funds to various target groups and addressing the full-breadth of intended activities;
7. that capacity building and peer-exchange of best practices should become focal areas of the grant;
8. a business plan be developed that that sets out targets for grant dissemination;
9. the overall range of expertise represented on SC is maintained as is currently the case, but also consider adding a broader range to aid in project selection.

IV. REVIEW OF THE NEF GRANTEE TOOLKIT

Overall most interviewees commented that the grantee toolkit including the application forms and procedures were clear, but a number of recommendations were recorded to improve the system and make it accessible to a widely distributed public. Specific recommendations are already included in section II of this report, and these should be read in conjunction with the below.

The NEF grantee tool kit currently uses its own components of a tool kit alongside with the guidelines from the GEF-SGP tool kit. The tool kit materials are handed out to interested applicants as guidance for proposal development. The currently use tool kit includes a six page information package including on the intended target group and core and cross-cutting activities of the NEF, descriptions of the proposal process, and information on the aims and objectives of the fund. It provides detailed information on who qualifies, what type of activities are funded, key elements to keep in mind for the application process and example of a project proposal format. The application package also includes important elements that should be in the project proposal and example of a format that includes a workplan and a budget.

(1) Notes on what could generally be improved

Keeping it simple, short and concise; reduce to the essential

The application process even though simplified from the SGP format is still quite heavily induce with words; it is still difficult to understand for less experienced applicants. An example is that currently the application information package explains in much detail elements to keep in mind when considering an application to the fund , in a separate section, an example for the proposal format is given, refining the application process with clear guidelines. It almost seems as if these are two different processes required during application. A suggestion would be to provide the proposal format without including the key elements or have them as short directive bullet points.

Translate into vernacular; accept submissions in vernacular

It is important to note that a majority of the prospective applicants are from the rural areas, where the language of command is still predominantly vernacular languages. Many people only converse or understand local languages. It has been indicated that advertisement has been wide and useful, but only manage to reach the English literate. Making communication of this fund known to a wider range of the population and especially the intended target groups would, require the use of additional communication channels such as the radio. Announcements could be made at church or similar community gatherings. A strategy could be developed to identify people in specific areas to create awareness of the fund. Such people could be peers who have successfully implemented a NEF or similar funded projects before. Another suggestion is to consider applications submitted written in vernacular, however it is recognized that this would perhaps be prohibitive in terms of administrative effort, but it is nevertheless something that needs consideration and could be facilitated through field based institutions in respective areas.

Make the tool kit more accessible to CBOs in particular

Many CBO's enthusiastically start their organizations, sometimes with assistance from outside and at times with no support at all. In order to ensure that CBOs can become more active and hopefully self-sustaining, funds such as the NEF should make it a priority to provide funding to these groups. A majority of CBOs in the environmental sector support natural resource management activities to benefit the community at large. However, it takes time to build such organizations, and without the funds, they are not able to proceed effectively. As the NEF is aimed at supporting a broad range of flexible environmental initiatives, it will be useful to implement support activities for CBOs, necessarily meaning that other organizations are left out. There has been so many conservancies springing up, and they will require a high number of funds to tap into.

Include impact indicators

In order to assess impact of projects, it should be a requirement for projects to include measurable impact indicators. Otherwise, the grant makers should devise a system that would allow them to assess the impact of the projects and the success and failure of these. This should be done against the project objectives of the fund and objectives of individual projects against the fund; this will help both the grantees and the grant makers to report tangible outcomes and deliverance of projects. This will also assist the NEF to provide an overall evaluation of the impact of the programme.

(2) Notes on what should be adjusted based on recommendations:

Criteria

It is the goal of the NEF that the *"Quality of lives for Namibians improved by empowering civic society to care for their natural resources, to derive benefits from these resources and to promote environmental democracy within the context of sustainable development."*

The criteria for project eligibility for funding have been developed along these lines, with different components that accommodate every aspects of the goal. Subsequently objectives and activities that can be supported were formulated. Criteria were developed to determine how well projects addressed the three core activities of the fund, as well as twelve crosscutting activities.

The selection criteria should focus on the sustainability and impacts of interventions, measuring of impacts and indicators and development of a relevant monitoring and evaluation procedure. The financial sustainability of projects is very important however much not stipulated as a requirement, this should be seen as looking at projects as a business that need ongoing supply of finances for operation.

V. RECOMMENDATIONS TO STRENGTHEN THE IMPLEMENTATION OF THE FUND

Based on the strategic assessment and the recommendations made in previous sections of this report, a set of summary recommendations for the strengthening of the implementation of the fund is elaborated on in the below:

Key recommendations (in no order of priority)

Fund management

1. The development of a business plan for the NEF would greatly facilitate an improved implementation of the NEF. This is particularly so for the proactive soliciting of funds and proposals. It is envisioned that a business plan would help set performance targets such as how many grants should be given out per annum etc.
2. It should be considered to establish one significant national civil society fund (see section V.) instead of managing many small grants. NNF is in principle doing this through already optimising administrative procedures e.g. though using one SC for three small grants projects. This idea should be further developed e.g. under the business plan.
3. Currently almost 25% of the overall NEF budget is spent on programme management; a long-term financing plan vis-à-vis the business plan should be established to ensure that funds are most appropriately spent.

Project management

4. The management of the NEF should be more proactive, rather than being reactive (e.g. waiting for fund applications to come in). Of course the NEF aims to fund civil society ideas, but sometimes it would be helpful to help applicants with the identification of strategic interventions to render the highest benefits.
5. Impact indicators should be developed for each project, probably as part of the Memorandum of Understanding (MoU) and in collaboration between the project proponent and NEF coordination staff (or the SC).
6. Stronger admin and technical support to CBOs should be provided either by NEF coordination staff or through smart partnerships with more experienced peers. If a business plan would be developed for the NEF additional staffing in this regard could be considered.

VI. RECOMMENDATIONS FOR LONG-TERM FUND RAISING STRATEGIES BEYOND DANISH SUPPORT (TERMINATED END OF 2006)

The NEF was established with the once-off contribution from the Danish Government of DKK 2,8 million (1 DKK approx. 1 N\$), of which about 25% were used for project administration and 75% for grant making. From the beginning of the project it was planned to develop a long-term fund raising/financing strategy during the initial project life-time of three years. The following sections should be discussed with a broader community including the Steering Committee members and potential donor. The "assessment" of the options should take place in discussion with such members. Annex 7 provides summary guidelines for the successful establishment of environmental funds.

The need for a NEF Business Plan

The long term effectiveness of NEF and its viability as a sustainable source of environmental financing depends on the quality of its strategy for preserving capital and generating adequate income for programme activities.

It is important to note that before attempting to identify and pursue new sources of financing, a solid financial foundation should be created by elaborating a "business plan" for the NEF. Such a business plan is key to the sustainability of the project and therefore deserves significant attention. The basic steps of this process include:

2. Develop a management plan for the project, set targets for its performance and define activities to be implemented;
3. Quantify financial needs according to the planned activities;
4. Identify existing and new potential funding sources and funding gaps;
5. Taking these points into account, fine-tune and further develop the fundraising strategy.

The strategic assessment forms a good foundation of lessons learnt for the development of a business plan. It is, however, important to develop a clear vision for the NEF and to underpin such a vision with proactive management interventions. The number of grants provided, should, for example not be determined by the funds available, but rather should a fundraising strategy be developed that would suffice the implementation of the business plan targets.

Potential fund raising approaches and existing and new funding sources

In principle six approaches are presented:

- 1.) Continued donor support (potentially as endowment fund)
- 2.) Business/social responsibility fund (potentially as endowment fund)
- 3.) Establishment of a membership programme (potentially as endowment fund)
- 4.) Micro-finance approach to grants – i.e. investment loans
- 5.) CBO Development Fund (CBODF, suggested under NDP II)
- 6.) Linkages to Environmental Investment Fund (EIF)

It is recognized that a mix of these approaches could be pursued to diversify the financial pillars of the NEF.

Some underlying considerations for the strategy are:

- Long-term sustainability of fund
- Administrative efforts/investments required
- Probability of success

1.) Continued donor support (potentially as endowment fund)

Rationale: Funding of civil society conservation and environmental management action as catalytic funding for the improvement of livelihoods could be a key interest of a variety of donors. Contributions could be once-off funds such as those already provided for a three years period by the Danish Government, or an endowment fund could potentially be established from which fixed annual amounts could be drawn. Once-off grants are low in sustainability. An endowment fund would establish a long-term fund. The magnitude of the endowment fund and required "dynamic" would need to be established against the NEF objectives and targets. In this regard it would especially be beneficial if a NEF business plan (see section V) would be developed.

It has also been observed that various donors and projects establish "CBO" or "civil society" funds e.g. the GEF/WB supported Namibia Integrated Community-Based Ecosystem Management (ICEMA) (see Annex 4 for a short synopsis). There could be some merit in coordinating such funds and to develop a long-term Namibian strategy with regards to such funding mechanisms. A concerted effort might spark off larger returns than piecemeal approaches.

Actions:

- Identify and pursue potential contributors/donors
- Solicit contributions
- Develop project proposals
- Develop NEF business plan
- Administer largely as had; if endowment clear strategy to be developed and channels to be established

Potential difficulties:

- It might be difficult to find interested donors
- There are a number of other endowment funds (being) established and conflicts and/or competition could occur

Ratings:

Sustainability:

Endowment

Non-endowment

Administrative effort:

Probability of success:

2.) Business/social & environmental responsibility fund (potentially as endowment fund)

Rationale: Several Namibian and international Namibia-based businesses and industry maintain "social and/or environmental" responsibility funds. Whereas it is often observed that these funds are dispersed fairly ad-hoc the opportunity channel funds through a well administered and established NEF would allow to more strategically and systematically support interventions with high turn out. If the NEF would be established with a more sophisticated M&E element (see Section V), high returns could be achieved and also marketed.

Actions:

- Hold potential contributors meeting and establish interest/practicability
- Identify and pursue potential contributors/donors
- Solicit contributions
- Develop NEF business plan
- Set up more intense administrative setting; need fundraiser for professional interactions with contributors (PR person might be required)
- Might have to be underpinned with a strong communication strategy
- If endowment - clear strategy to be developed and channels to be established

Potential difficulties:

- Potential contributors might be reluctant to have an "intermediary" in place "administering" their social/environmental responsibility funds
- Contributions might be too little to establish a meaningful endowment fund

Ratings:

Sustainability:

Endowment

Non-endowment

Administrative effort:

Probability of success:

3.) Establishment of a membership programme (potentially as endowment fund)

Rationale: Membership programmes can generate meaningful amounts of funds, however are very high in administrative effort. As no well-established environmental membership fund currently exists in Namibia, it could be worthwhile to undertake a feasibility study that would establish, if such a fund could be prospective. It is envisaged, that not only Namibians would contribute to such a fund, but also that tourists and visitors to Namibia could be targeted. Memberships could be established through annual payments, once-off contributions and other. Examples for more successful membership programmes in the environment field are the WWF and Green Peace. An added advantage of a membership programme would be that such a programme in itself could leverage significant awareness raising and conservation and environmental management impacts.




Actions:

- Feasibility study that would establish the potential to establish a membership programme
- Develop NEF business plan
- Set up more intense administrative setting; need fundraiser for professional interactions with contributors (PR person might be required)
- Might have to be underpinned with a strong communication strategy
- Management of membership programme
- Link to grant making aspects

Potential difficulties:

- Too few potential members/contributors
- Namibia is a developing country - cash-limited potential membership groups
- High administrative effort; logistical frame conditions in Namibia might not be conducive

Ratings:

Sustainability: 
Endowment
Non-endowment
Administrative effort: 
Probability of success: 

4.) Micro-finance approach to grants – i.e. investment loans

Rationale: Although recognizing the rationale for grant making, it should be considered that meaningful and long-term investments into conservation and environmental management, especially if linked to clear livelihood improvement, should be investment driven. Thus a micro-finance approach i.e. through provision of competitive loans, could be a suitable strategy for a long-term sustainable NEF. Civil society beneficiaries would be encouraged to make their projects a real success, and performance and repayment responsibilities are vested within the project proponents.

Actions:

- Commission micro-finance feasibility study

Potential difficulties:

- Micro-finance initiatives should preferably not be “topically bound” i.e. fixed for environmental interventions; usually credits should be rendered to any business/investment idea that a proponent develops
- Competent micro-finance structures might be difficult to establish
- In Namibia, a relatively good and accessible commercial finance sector is established (this could also be an opportunity)

Ratings:

Sustainability: 
Endowment

Non-endowment

Administrative effort:
Probability of success:

5.) CBO Development Fund (CBODF, suggested under NDP II)

[IT IS NOTED THAT THIS FUNDS HAS NOT BEEN ESTABLISHED AS FORESEEN DURING THE NEF PROGRAMME DEVELOPEMTN PHASE]

Rationale: The CBO Development Fund was first suggested under NDP II, but in fact the National Planning Commission culminated it into the partnership policy recently approved by cabinet. The NPC will be responsible for creating linkages between CBO and grant making organisation or donors in and outside the country.

Actions:

Potential difficulties:

Ratings:

Sustainability:
Endowment
Non-endowment

Administrative effort:
Probability of success:

6.) Linkages to Environmental Investment Fund (EIF)

Rationale: The Namibian Environmental Investment Fund has been incepted during 2005. Its goal is to capture funds and channel these into programmes and activities that ensure appropriate natural resource management. The fund aims to procure funds for the maintenance of an endowment that will generate a permanent stream of income which will be used to finance projects and activities that support its objectives through the provision of grants and loans. The EIF will not stop at the end of projects it funds, and some initiatives are long term. The EIF should fund interventions in support of Community-based Natural Resources Management (CBNRM), the preservation of biological diversity and other. Hence the EIF will be in place to take over financing of projects and activities beyond their donor support. The fund will be a revolving fund that receives new resources on a regular basis from special taxes, fees and levies designated to pay for conservation programmes. The NEF could potentially source funds from the EIF and become an intermediary organisation that provides service to grantees, as the EIF might not necessarily be evolving into an executing agency.

Action:

- Develop business plan
- Closely follow up on the progress of the EIF specifically the 15 month work programme and plan accordingly
- Clearly develop target and objectives against those of EIF
- Facilitate civil society project proposal formulation for EIF

Potential difficulties:

- The EIF is only now in the process of raising funds and to establish itself administratively through the appointment of a CEO
- The EIF has been delayed for a long time
- The NEF could be considered competition

Ratings:

Sustainability: [REDACTED]

Endowment

Non-endowment

Administrative effort: [REDACTED]

Probability of success: [REDACTED]

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Namibia Environmental Fund Steering committee meetings 6-11

Files of individual NEF grantees; including, proposals, terms of agreement, technical progress reports and final reports

SGP/GEF grantee kit

Terms of reference for the Steering committee

The Local Environment Fund and Namibia Environment Fund, North East Monitoring and Evaluation Visits (Katima Mulilo, Rundu and Tsumkwe) 08.2005

Progress Report of the Namibia Environment Fund 2005, as at June 2005

Workshop to Determine the Strategic Objectives and Implementation Mechanisms for the Namibia Environment Fund (NEF), Windhoek April 2004

1st Biannual Report of the Namibia Environment Fund 16 June 2004

Progress Report off the Namibia Environment Fund 2004//05 as at 31st December 2004

ANNEXES

Annex 1: List of NEF funded projects and assessment of their strength, weakness, impact and performance

No:	Organization	Project Name & Interventions	Type*	Project duration	Approved/used Budget	Info source**	Strength	Weakness	Impact & Sustainability	Overall Assessment
1	Brown Hyena Research Project	Brown Hyena Research Project	CC1,C2	23 Sep 2004 complete: Sept 2004	N\$ 75,000.00/	I, R	<ul style="list-style-type: none"> Professional management of funds and project Competent organisation 	<ul style="list-style-type: none"> Pure research support, community benefits hard to demonstrate 	<ul style="list-style-type: none"> Research outcomes measurable Improved conservation of species questionable 	Average Score***: 4
							Project Management Score***: 5	Performance to contract Score***: 5	Impact potential Score***: 2	
2	NEEN	Namibian Environmental Directory (NED) <i>Update, print and launch NED</i>	C8	15 Sep 2004 complete: 10 Decembe 2004	N\$ 30,000.00	R	<ul style="list-style-type: none"> Professional management of funds and project Competent organization 	<ul style="list-style-type: none"> No clear dissemination plan for NED No M&E of distribution and sales, thus no impact assessment possible 	<ul style="list-style-type: none"> Potential to self sustain through sales of NED 	Average Score: 4,3
							Project Management Score: 5	Performance to contract Score: 5	Impact potential of intervention Score: 3	

3	NACSO	<p>Conservancy Solar Panels and Printers</p> <p>17 <i>Conservancies to benefit from a computer, printer and/or solar panel installation Training on use</i></p>	CC1, CC3, C	01 Se 2004 complete (11/05) extension	N\$ 100,000.00	R P	<ul style="list-style-type: none"> Professional management of funds and project Competent organisation 	<ul style="list-style-type: none"> Easily delivery of "goods" No clear demonstration for what infrastructure/e uipment will be used Too much money spent o Upgrading was computer programs were incompatible 	<ul style="list-style-type: none"> Difficult to assess if NRM is improved through intervention No maintenance plan, so not sure who takes ultimate responsibility Recipients reported that they save transport cost to main centres for administratio n 	
							Project Management Score: 5	Performance to contract Score: 4	Impact potential o intervention Score 4	Average Score: 4,3

4	Sorris-Sorris Conservancy	Improving Elephant Human Interaction at Goedgevind Post <i>Build protection walls around around water installations</i>	CC1, CC2,	30 Nov 2004 – completed 12/05 (no cost extension)	N\$ 48,000.00	I, R	• True CBO project	<ul style="list-style-type: none"> • Project design did no make provision of logistic support (transport) • Successful implementation depended on leader who passed away; success of plan-B (crises management) still to be determined • Project management constrained • Poor reporting • Poor financial management • Agreements not adhered to 	<ul style="list-style-type: none"> • Already reported that elephant damage has decreased • Conservancy needs to work on its management any progress to be made. 	
							Project Management Score: 3	Performance to contract Score: 2	Impact potential o intervention Score 4	Average Score: 3
5	OUTASE Energy Supply Project	Institutional Support to Okandjatu Farmers Association <i>Purchase of Toyota vehicle to transport biogas construction material Conduct awareness raising in and around Otjonzondjupa</i>	CC1, C1, C4	09-04– completed 11-05 (no cost extension)	N\$ 100,000.00	I, R	• Competent active coordinator	<ul style="list-style-type: none"> • Guidelines of agreements not adhered 	<ul style="list-style-type: none"> • Number of applications 50 and invitations from farmers and outside for biogas has increased • Project plans to apply for grant to assist farmers in obtaining biogas digesters 	

							Project Management Score: 4	Performance to contract Score: 3	Impact potential o intervention Score 5	Average Score: 4
6	Kyaramacan Trust	Equipment for Natural Resource Monitoring <i>Purchase of office furniture, bicycle, binoculars, rucksacks, water bottles</i>	CC1	11-04 Nov – completed (09/05)	N\$ 62,000.00	R	<ul style="list-style-type: none"> Competent project coordinator 		<ul style="list-style-type: none"> Impact is hard to assess unless we receive feedback Dependency on support organisation for operation 	
							Project Management Score: 4	Performance to contract Score: 4	Impact potential o intervention Score 4	Average Score: 4
7	Doro Nawas Conservancy	Combating Uncontrolled Off-road Driving <i>Purchase of Signboards, cement bags</i>	CC1	11-04 completed 11/05 (no cost extension)	N\$ 40,000.00	I R P	<ul style="list-style-type: none"> True CBO Competent coordinator Projects has executed most of its activities successfully 	<ul style="list-style-type: none"> Project delayed for 4 months High influence and control by chairperson 	<ul style="list-style-type: none"> Clear signs at junctions with good instructions Established relationship with routsm board Impact can only be assessed over a longer period through Monitoring of track on off-road areas 	
							Project Management Score: 4	Performance to contract Score: 3	Impact potential o intervention Score 4	Average Score: 3.5

8	Mashi Conservancy	Conservancy Office Construction <i>Construction materials and labor</i>	CC3	09-04 completed 11-04	N\$ 100,000.00	R	<ul style="list-style-type: none"> Professional management of funds and project Competent organisation 	<ul style="list-style-type: none"> Project was completed on time No weaknesses experience during construction 	<ul style="list-style-type: none"> Office successfully constructed Sustainable, because it a long-term investment 	
							Project Management Score: 5	Performance to contract Score: 5	Impact potential o intervention Score 4	Average Score: 4.7
9	Oskop Conservancy	Wildlife water point Construction <i>Purchase of construction materials and labor incurred</i>	CC3	10-04. – completed 09-04	N\$80,000.00	R, P	<ul style="list-style-type: none"> Professional management of funds Competent Organization Well planned activities and delivery 	<ul style="list-style-type: none"> Project was delayed in beginning extension was granted 	<ul style="list-style-type: none"> Difficult to measure unless ongoing M & E Water available for wildlife and livestock Report on Wildlife increase in area of waterpoint , which I situated far from the livestock 	
							Project Management Score: 5	Performance to contract Score: 5	Impact potential o intervention Score 4	Average Score: 4.7
10	NAMIBIA WILD DOG PROJECT	Namibia Wild Dogs Project <i>Research, Environmental education and training workshops</i>	C1,C2, CC1	01 June 2005 – ongoing until 02/06	N\$ 40,000,00	R	<ul style="list-style-type: none"> Professional management of funds and project Competent organisation 	<ul style="list-style-type: none"> No weaknesses 	<ul style="list-style-type: none"> Ongoing activities are identified Well presented mid term reports on activities, providing overview on identified issues during research 	

							Project Management Score: 5	Performance to contract Score: 5	Impact potential o intervention Score 4	Average Score: 4.7
11	Kasika Conservancy	Purchase of a Water Boat	CC3,	07 June 2005 - ongoing until 02/06	N\$ 46,000.00	I, R	<ul style="list-style-type: none"> Professional management of funds and project Competent organization 	<ul style="list-style-type: none"> Delayed of boat purchase but finished on time 	<ul style="list-style-type: none"> Objective was reached Boat was purchased, would only be able to measure once boat is used Boat to be used for cruises and fishing trips 	
							Project Management Score: 5	Performance to contract Score: 5	Impact potential o intervention Score 3	Average Score: 4.3
12	NaDEET	Upgrading NaDEET Centre facilities-weatherproofing	C1	06 July 2005 - ongoing until 03/05	N\$40, 650.00	I, R	<ul style="list-style-type: none"> Professional management of funds and project Competent organisation 	No weaknesses		
							Project Management Score: 5	Performance to contract Score: 5	Impact potential o intervention Score 4	Average Score: 4.7

13	Omba Trust	Arts	Building Capacity for Local Economic Development in the Craft Sector Project <i>Product development and training workshop outsourced to consultant</i> <i>Upgrade of display area</i>	CC2,	20 July 2005 – to have ended 01/06	N\$ 30,000.00	I, R	<ul style="list-style-type: none"> Professional management of funds and project Competent organisation 	<ul style="list-style-type: none"> Project was extended due to organizational changes No report as yet 	<ul style="list-style-type: none"> Consultant report as produced a document of product designs Omba craft is the only centre that markets products abroad and provide ongoing product development Self sustaining as products are locally materials and only source of income for some people 	
								Project Management Score: 5	Performance to contract Score: 4	Impact potential o intervention Score 5	Average Score: 4.7
14	Desert Research Foundation of Namibia		Energy Playground Project	C1,C4	20 July 2005 – ongoing until 03/06	N\$ 100,000.00	R	<ul style="list-style-type: none"> Professional management of funds and project Competent organisation 	Could not be determined at this stage		
								Project Management Score:	Performance to contract Score:	Impact potential o intervention Score	Average Score:

15	Joseph Mbambanga ndu Conservancy	Conservancy Campsite	CC2	17 Augu: 2005 ongoing until 02/06	N\$ 100,000.00	R	<ul style="list-style-type: none"> • True CBO • Project management structure not well explained 	Could not be determined at this time	<ul style="list-style-type: none"> • Campsite construction is finished , will be launched in the February • Long term invest for income generation 	
							Project Management Score: 4	Performance to contract Score: TBD	Impact potential o intervention Score 5	Average Score: TBD
16	Cooperative League of the USA (CLUSA)	Conservation Farming: <i>Research & training of farmers o determine the suitability of Conservation Farming for Caprivi and Kavango</i>	CC1, C2	22 Augu: 2005 ongoing until 06/06	N\$ 99,550.00	R	<ul style="list-style-type: none"> • Professional management of funds and project • Competent organization 	Could not be determines at this stage	<ul style="list-style-type: none"> • Important practical step to determine and identify issues fro conservation farming in area long run. • Projects results broken down number of beneficiaries to trained a well be intensively 	
							Project Management Score: 5	Performance to contract Score: TBD	Impact potential o intervention Score 4	Average Score: TBD
17	IRDNC	Chili Production as elephant deterrents	CC1	15 Augu: 2005 ongoing until 05/06	N\$ 71,359.00	R	<ul style="list-style-type: none"> • Professional management of funds and project • Competent organisation 	<ul style="list-style-type: none"> • Could not be determined at this stage 	<ul style="list-style-type: none"> • Project has been tested successfully and has sustainability potential • Excellent partnership in the project 	

							Project Management Score: 5	Performance to contract Score: TBD	Impact potential o intervention Score 4	Average Score: TBD
18	Namibia Arts and Cultural Foundation	Film Documentary on craft production	C8,CC 2	14 Decembe 2005 ongoing until 04/06	N\$ 96,000.00	R	<ul style="list-style-type: none"> Professional management of funds and project Not sure of organizational setup 	<ul style="list-style-type: none"> First progress report submitted 	<ul style="list-style-type: none"> No long term-goal or ongoing built on activities No distribution plan or awareness creation n craft No demonstratio n of partnerships or links with other similar organizations 	
							Project Management Score: 4	Performance to contract Score: 4	Impact potential c intervention Score 3	Average Score: 4
^19	NACOBTA	Extension of the Ombalantu Heritage Center	CC2	10 Januar 2006 ongoing until 08/06	N\$ 100,300.00	R	<ul style="list-style-type: none"> Professional management of funds and project Competent organisation 	<ul style="list-style-type: none"> Could not be determined at this stage 	Project impacts a bit hard to measure	
							Project Management Score: 4	Performance to contract Score: TBD	Impact potential c intervention Score 3	Average Score: TBD

20 [^]	JMAC, COSDEC, VVCT	Glass Recycling and Design Initiative	C4	Not signe - to b completer 11/06	N\$ 100,000.00	R	<ul style="list-style-type: none"> Professional management of funds and project Competent organization 	<ul style="list-style-type: none"> Could not be determined at this stage 	<ul style="list-style-type: none"> Great partnership network and support Recycling of its first and ongoing available waste glass 	
							Project Management Score: 5	Performance to contract Score:	Impact potential c intervention Score 5	Average Score:
^21	Tsintsabis Trust	Solar energy for the Treesleeper Camp	C4	Not signe - to b completer 11/06	N\$ 100,000.00	R	<ul style="list-style-type: none"> Management structure not well explained 	<ul style="list-style-type: none"> Could not be determined at this stage 	<ul style="list-style-type: none"> Projects seems completely driven from the outside. Solar energy is needed for a cultural centre that is not there yet 	
							Project Management Score:	Performance to contract Score:	Impact potential c intervention Score	Average Score:

*CC1; Sustainable and integrated natural resource management; CC2= Natural resource based enterprises that improve livelihoods; CC3= Institutional /Capacity development (infrastructure and organisational) projects through implementation of one or both of the above types of core activities.

C1= Environmental educational and awareness-creation programmes; C2= Applied research projects; C3= Projects pertaining to environmental health; C4= Projects that encourage the use/development of appropriate technology; C5= Specialist services; C6= Gender; C7= Projects regarding the urban environment; C8= Targeted short to medium term skills development programmes, C9 Networking and communication programmes;C10; Projects promoting sustainable use of indigenous plants 11 Food security from natural resource base;C12; HIV/AIDS in the Environmental Sector

**I=interview/questionnaire; R=reports; P=project leader (NNF) assessment

***Scores: 5=excellent, 4=good, 3=satisfactory, 2=below standard, 1=poor

^Projects from which strength, weaknesses and impact sustainability could not be determined as they started recently, or have not started on activities, therefore no overall score indicated

Annex 2: Participatory assessment of NEF administration and procedures - Grantees

Interviewee No.	Type*	Marketing of fund	Financial management procedures	Admin/technical support	Project selection criteria and process	Application procedures	Other
1	G	<ul style="list-style-type: none"> • Good • NNF known to be a funding organisation, thus one would contact them 	<ul style="list-style-type: none"> • Clear • No problem for organisation as registered as trust with specific financial management requirements • Some difficulties in recovering advances from NNF 	<ul style="list-style-type: none"> • Limited admin support from NNF • Clear reporting procedures 	<ul style="list-style-type: none"> • Intensive communication with grant maker important to ensure that proposal idea will qualify 	<ul style="list-style-type: none"> • Clear instructions • Communications with NNF project team not always clear which led to some serious frustrations 	<ul style="list-style-type: none"> • NEF and NNF grant making work very important to facilitate civil society projects
2	G	<ul style="list-style-type: none"> • Not enough • Mostly in printed material and newspaper is not regular • Learned about it in the media 	<ul style="list-style-type: none"> • No regular or formal financial system • Use quotation system, we submit quotation and NNF pays • We report to community on what money we have and what it was spent on • There's been some mismanagement of funds due to misunderstandings amongst committee 	<ul style="list-style-type: none"> • Most of our admin we receive from NNF • Project responsibility lay on the coordinator's with assistance from committee 	<ul style="list-style-type: none"> • Responsibility should be delegated to more than one person 	<ul style="list-style-type: none"> • Clear • Experienced no challenges 	<ul style="list-style-type: none"> • Grant makers should scrutinise the situation on the ground before giving funds
3	G	<ul style="list-style-type: none"> • Learned about it through DRFN • Print media and newspapers are irregular • Coordinator tried information farmers during awareness 	<ul style="list-style-type: none"> • Lack in financial management No formalised financial system, • DRFN does our books for us • We use the budget we gave to NNF as a guideline 	<ul style="list-style-type: none"> • Some technical support and Office space from DRFN • NNF provides support on the project • Present report to NNF on quarterly basis 	<ul style="list-style-type: none"> • There should be a component for capacity building 	<ul style="list-style-type: none"> • Instructions are directive and clear • Similar process as SGP • A component of allowance for project coordinator was rejected • NEF is advertised, 	<ul style="list-style-type: none"> • NEF should reconsider providing incentives to project coordinators , to ensure they don't look for other opportunities

						but many people don't even know how to write proposals	
4	G	<ul style="list-style-type: none"> • Not enough many people are not aware of these funds, and also they usually require an already existing structure in place • Learned about it through RISE 	<ul style="list-style-type: none"> • No formal system in place though we obliged by conservancy to use 3 people for disbursing funds • Requisition forms are filled out upon all expenses with receipts used as proof, no spotchecks are done • Chairperson does our books with assistance from RISE 	<ul style="list-style-type: none"> • NNF provides limited support • RISE assist us in implementation, including training and our finances 	<ul style="list-style-type: none"> • Most of our budget was on buying Sign, There should be more money allocated to training and awareness 	<ul style="list-style-type: none"> • Instructions were clear • The design process of the project was a bit difficult 	<ul style="list-style-type: none"> • Boundary disputes strained the completion of activities, and can only be done once its resolved
6	G	<ul style="list-style-type: none"> • First heard about it at NACSO members meeting • I'm on the NNF mailing list • Saw it in the Newspaper • High demand low margin 	<ul style="list-style-type: none"> • Established trust, director is responsible for the finances • We have a coordinator responsible for daily recording and management 	<ul style="list-style-type: none"> • We do all our admin ourselves • Not require admin or technical support from NEF except for financial matters, which was responded to efficiently 	<ul style="list-style-type: none"> • Made a good case with our project as it reach requirements, not our first time for grants 	<ul style="list-style-type: none"> • Instructions are clear similar to the LEF format • Our project is capacity building and income generation from natural resources 	<ul style="list-style-type: none"> • Its crucial to have access to small grants • Took project much longer as it requires resources
7.	G	<ul style="list-style-type: none"> • From the Namibian development trust (NDT) • Not aware of other interested in the funds, people are hardly aware of funds 	<ul style="list-style-type: none"> • We do not have anything in place, we have not had any money in conservancy account so there is currently no system • NDT does all our management • Had difficulties in obtaining 	<ul style="list-style-type: none"> • We reported to the NDT office in Keetmanshoop and the reported to head office in Windhoek who send report to NNF, • All technical support from NDT, MARWD and DRFN 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Clear instructions, NDT did our proposal with conservancy consultations 	<ul style="list-style-type: none"> • Thank NNF to help us get our dream come true

			quotations on time form suppliers				
8	G	<ul style="list-style-type: none"> • Media • Mostly print media available and not all people have access to internet or daily news papers • Mailing through post mail, and sending info to town councils and municipi who can adv locally 	<ul style="list-style-type: none"> • As a registered non for profit company we are obliged to have a bookkeeper and audited once a year. 	<ul style="list-style-type: none"> • We do our own administration • Require no technical support or input from NNF 	<ul style="list-style-type: none"> • Demonstrating Socio-economic impact is important if you would like funding 	<ul style="list-style-type: none"> • Clear, but may prove difficult for first timers 	<ul style="list-style-type: none"> • The meeting with community members were postponed quite often and it made it difficult to complete specifically where there is co-financing is involved
9	G	<ul style="list-style-type: none"> • Yes, but much need to be done to reach regional offices and farmers associations 	<ul style="list-style-type: none"> • All the finances were done by NDT head office upon submission of receipts and quotations 	<ul style="list-style-type: none"> • Limited support from NNF • Only required request of money 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • They were clear • The English format, lack of access to information, and lack of writing proposals is a major constraint for many communities 	<ul style="list-style-type: none"> • In areas far from main centres, they are not always capacitated to respond to request of things like quotations, on time

* Grantee=G; Steering Committee Member=SC

Annex 3: Participatory assessment of NEF administration and procedures – Steering Committee members

Interviewee No.	Type*	Marketing of fund	Admin/technical support	Project selection criteria and process	Application procedures	Impact of NEF	Others
1	SC	<ul style="list-style-type: none"> • More needs to be done to ensure underrepresented geographic areas are reached • Omaheke neglected 	<ul style="list-style-type: none"> • Provide technical support to San communities • Project proposal writing and implementation 	<ul style="list-style-type: none"> • Linkages between environment and people should be the most important criteria • Civil society should be involved in selection of projects as steering members 	<ul style="list-style-type: none"> • Proposals should be required to be presented in vernacular if English is a problem. • Presentation for the proposal required is too formal for the everyday guy • Projects should find the environmental link 	<ul style="list-style-type: none"> • Impact created by infrastructure is immediate 	
2	SC	<ul style="list-style-type: none"> • Well marketed 	<ul style="list-style-type: none"> • Assist in proposals writing • Assist in implementation, • Provide networking mechanisms, & training 	<ul style="list-style-type: none"> • Sustainability, Co-financing and long term plans should be part of criteria, even if its difficult to attach sustainability to small grants 	<ul style="list-style-type: none"> • Instructions may be clear, writing proposals is difficult • Some areas underrepresented that needs to be looked into • Grantees need ongoing support from the application to the management of project 	<ul style="list-style-type: none"> • Improved knowledge bases • Commitment from project • Project has become independent from support 	<ul style="list-style-type: none"> • Projects that show no impact at the end of project, are not sustainable • Grantees should be obligated to monitor themselves
3	SC	<ul style="list-style-type: none"> • Yes, it is enough but also need to do it in vernacular • Should avoid creating too many expectations • SGP busy developing a marketing and communication strategy 	<ul style="list-style-type: none"> • Technical advice to the fund • Selection of projects 	<ul style="list-style-type: none"> • Instructions are clear • Criteria needs to be updated every year to accommodate identified changes • Grantee kit a bit friendlier and develop guidelines for the vulnerable ad marginalized. 	<ul style="list-style-type: none"> • Procedures are clear • NEF should have a component in formulating and developing project ideas with applicants 	<ul style="list-style-type: none"> • Impacts could be seen during project life time for e.g. Physical things like waterpoints, others have long term impacts 	<ul style="list-style-type: none"> • Small grants aid in diversifying livelihoods and provide opportunities for thinking in a different box, for example from an environmental perspective

4	SC	<ul style="list-style-type: none"> • NEF is good ,but must target areas were they don't receive so many applications • Intensively target train and develop proposals for areas with no support groups 	<ul style="list-style-type: none"> • Advice on project that are viable • Assist in refinement of ideas • Provide no technical support to NEF projects 	<ul style="list-style-type: none"> • NEF is very flexible • Has taken on risk projects that wont usually receive grants • Projects divert ing from NEF objectives are assisted in formulating better ideas 	<ul style="list-style-type: none"> • Instructions are quite clear • Community and out put oriented • There/s a need for capacity building in proposal writing 	<ul style="list-style-type: none"> • Small grants contribute to the National Poverty Reduction programme, Some projects are localized but have impacts on the national economy, 	<ul style="list-style-type: none"> • NEF could support more projects but have limited time frame and budget • Taking on risks projects is important as long as the ideas are will developed.
5	SC	<ul style="list-style-type: none"> • Marketing is enough, we currently review from 5-15 projects at a time • Don't want to create high expectations 	<ul style="list-style-type: none"> • Technical advice to committee on energy related projects • Technical advice and support on energy projects 	<ul style="list-style-type: none"> • Most people in city focus on income generating projects often difficult to link environment to it. 	<ul style="list-style-type: none"> • Instructions are clear • Format is simple • Challenge to explain the environmental component to people in city 	<ul style="list-style-type: none"> • Depends from pject to projects, impact from a solar pump is immediate, while the long term would be to see if its really reducing impact on environment 	<ul style="list-style-type: none"> • Small grants are vital, small but more effective compared to large scale funds, • Delegation of task to grantees to new group or be represented on the steering committee. • Use review to solicit funding from other donors such as the GTZ and the EU • Give steering committee formal written mandate as members of the NEF

Annex 4: ICEMA funded CBO fund

The Community Funding Facility (ICEMA)

The Community Funding Facility (CFF) is concerned with sustainable use of natural resources and ecosystem services. Funds are available to communities for small-scale community-based economic activities, and related capacity and governance building to generate equitable benefits to community members. The CFF supports income-generating activities from registered conservancies and community forests.

Activities of the CFF include:

- Providing funds to communities for small-scale community-based income generating activities
- Promoting local capacity through support of tailored business planning, feasibility support, training, and mentoring
- Contributing to increase economic benefits to community members from the sustainable use of natural resources and ecosystems
- Seeking to develop joint development initiatives between groups of conservancies exploring income-generating activities

Activities eligible for funding by the CFF are among the following main classes:

1. Ecosystem-based income generating activities
2. Rehabilitation projects relating to degraded land, soil erosion, and the tourism infrastructure
3. Social infrastructure that does not derive direct income-generating activities
4. Non income-generating activities with the potential to reduce poverty and support investments

Annex 5: List of Interviewees

1. !Hoab, Leonard; Doro Nawas Conservancy
2. //Gaseb, Nickey; SGP
3. Agnew, Ian; WIMSA
4. Beukes, K; Oskop conservancy :
5. Davids, Ulrich; Oskop Conservancy (Project coordinator NDT)
6. Hindjou, Jackson; OUTASE Energy Supply Project
7. Howoseb, Bruce; Sorris-Sorris Conservancy
8. Keding, Victoria; NaDEET
9. Le Roux, Karen; Omba Arts Trust
10. Infante, Margarete **Factors Important for Successful Operation of the Environment Fund; NRDP**
11. Mosimane, Alfons; UNAM MRCC
12. Schulz, Robert; R3E Project
13. Wiesel, Ingrid; Brown Hyena Research Project

Annex 6: Questionnaires: grantees and steering committee respectively

**STRATEGIC ASSESSMENT, BEST PRACTISE AND PROGRAMMATIC EVALUATION OF THE NAMIBIA
ENVIRONMENTAL FUND (NEF) SMALL GRANT PROGRAMME**

Questionnaire: Grantees of the NEF

Introduce self and study

Name of interviewee? Group:

Position/ Project name

Location, date and time:

Project Site Code:

1 = Erongo

2 = Caprivi

3 = Windhoek

4 = Otjozondupa

5 = Hardap

6 = Karas

Sex of respondent:

1 = male

2 = female

Name of interviewer(s):

A. Marketing

	QUESTIONS	CODING	RESPONSE
1	Where did you first hear about the NEF fund	0=Media 1=Word of mouth 2=through another institutions	
2	How clear were the application instructions		
3	What challenges did you face in terms of application procedures? (What was the most difficult part of the application process)	0 = A few 1= Averag 2 = Many	
4	Are you aware of other community members/individual interested in funding for projects	1=Yes 2=No	
5	What have hindered them from obtaining funding	Record all	
6	Do you think outreach/ marketing of financial assistance such as the NEF fund is sufficient	Yes No	
7	Why? Or why not		

Financial Management

	QUESTIONS	RESPONSE
8	What kind of financial management system do you have in place (Elaborate on recording, planning, budgeting, responsibility, dispersion of money, accountability)	
9	How effective has this been in the management of your project	
10	How do you think it could be improved upon	

11	Dou you feel you have budgeted effectively/sufficiently for your project	
12	What kind of assistance would ensure that your financial management is effective as possible	

Project impact s

	QUESTIONS	RESPONSE
13	What do you hope to achieve with this project (project goals and objective : (Once funding has ceased what would you like to see (Impact or end result):	
14	What type of indicators do/did you use to assess the progress of you project.	
15	What kind of impact has the project had locally so far (Emphasize on long-tern sustainability, impact on environment, on livelihoods, attitudes)	
16	What impacts will be felt at a national and global level	
17	Who has the project benefited (individuals, committee group, area, structure	
	What opportunities do you foresee in this project	
18	Do you think projects has/or will reach its objective, if not Why not	
19	What is the next step or way forward for your project	

Organization and Management

	QUESTIONS	RESPONSE
20	What are/were your strength in implementing this project	
21	How do you monitor project activities	
23	What challenges have you faced in terms of executing activities?	

Support

	QUESTIONS	RESPONSE
24	What kind of support services do you have for your project	
25	How has the support been helpful in assisting in the management of the project	
26	How do you report your activities to the grant makers	(record all mentions)
27	Would you consider the relationship between yourself and the grant makers as good?	1. Yes 2. No
	If no: Why not	
28	Do you have any questions you feel need to be addressed: (Prompt) burning questions regarding the fund and project, or questions you feel were not addressed in the this interview)	
29	Do you have any other comments (Prompt) general comments	

Questionnaire: Steering committee members of the NEF

Introduce self and study:

Name of interviewee? Group:

Position/ Project name ;

Location, date and time:

Project Site

3 = Windhoek

Sex of respondent:

1 = male

2 = female

Name of interviewer(s):

B. Overview

	QUESTIONS	RESPONSE
1	What role does your organization play in the objective of the NEF funds	
2	What has been the greatest challenge are faced by applicants during application procedures?	
3	Are you aware of community members/individual interested in funding for projects	
4	What in your opinion and from experience hinders organizations from obtaining funding	
5	Do you think outreach/ marketing of financial assistance such as the NEF fund is sufficient	
6	Why? Or why not	

Funding Mechanisms

	QUESTIONS	RESPONSE
8	What small grants and funding mechanisms are you aware of that support environmental initiatives	
9	Do small grant adequately address or support livelihood needs for communities	
10	What makes a project financially sustainable	
11	Has the selection process been open and accessible and has the outcome been communicated effectively	
12	What lessons could be learned from the Namibia Environmental Fund	

Project Evaluation

	QUESTIONS	RESPONSE
13	What should be the most important criterion during the selection process	
14	Do the projects selected address the needs NEF is trying to address if so how	
	What impacts has the NEF and other small grants had on the at local level, ground	
15	What impacts has it had on the national and global level	
16	Who should the projects benefit(individuals, committee group, area, structure, Why	

17	What type of indicators should be used to assess the progress of projects(Prompt)	
18	How should projects be monitored	

Support

	QUESTIONS	RESPONSE
19	What kind of support services ensure that projects are in full ownership and effective	(record all mentions)
20	What type of support does your organization provide or would provide additionally to assist in the management of the projects	(record all mentions)
21	Would you consider the relationship between yourself and the grant makers as good?	1. Yes 2. No
	If not: Why not	
22	Do you have any questions you feel need to be addressed: (Prompt) burning questions regarding the fund and project, or questions you feel were not addressed in the this interview)	
23	Do you have any other comments (Prompt) general comments	

Thank the interviewee for the time they made, and explain that the purpose of this interview is to ensure a better grant making process and improvement for support for current projects.

