
Report on the mid-term evaluation

of the

Environmental Awareness Fund

Mozambique

for the

World Conservation Union (IUCN) – Mozambique

and the

Government of the Netherlands

Dr C J Brown & Ms Sandra Roque
P O Box 245 P O Box
Windhoek Maputo
Namibia Mozambique

May/June 2001

Executive Summary

A mid-term review of the Environmental Awareness Fund (EAF) in Mozambique was carried out from 16-25 May 2001. The mission reviewed a wide range of documents, conducted 12 semi-structured interviews and held a stakeholders' workshop to review findings and recommendations.

The main aim of the Fund (= the Project) is to support local initiatives aimed at promoting the sustainable management of natural resources through stimulation of local participation in environmental projects, awareness raising, applied training and research. In essence, the Project has two areas of focus:

- To support the emergence of an environmentally aware and active civil society, and
- To provide the means to start addressing environmental issues of local to national priority in appropriate ways.

The Fund was launched in November 1999 and is essentially a grant-making initiative. The objectives of the Fund were kept deliberately broad, and the implementation was kept deliberately flexible, so as to be able to respond to a largely untested market, and to be able to better understand the strengths and weaknesses of civil society as it relates to environmental issues. In the design of the Project, an independent mid-term review was planned, to help evaluate the performance and direction of the Fund and, based on the experiences of the first 18 months, to make recommendations for the future implementation of the Project.

There was general consensus from all partners that the Fund was of considerable value to the emerging sector of civil society in Mozambique that is currently working on environmental issues, as well as those sectors that may work in this area in future.

Based on the experiences gained over the first 18 months of the Project, some key findings are highlighted, relevant to the future implementation of the Fund. These findings lead to some key recommendations, which are aimed at (a) positioning the Fund in an effective socio-political setting, (b) providing ongoing support to grass-roots emerging components of civil society, (c) providing more focused and meaningful support to areas of environmental priority, and (d) exploring the potential for sustained funding to sectors of civil society beyond the scope of a single donor project.

The main **findings** of the mid-term reviews are:

Issue	Finding								
Relevance of Fund	<p>The Fund is highly relevant in supposing the present social and environmental development needs of Mozambique. It is promoting the emergence and strengthening of an environmentally more aware civil society, and is providing resources to address environmental issues, build capacity, empower institutions and emerging institutions, raise awareness and disseminate information. These facts, and the importance of the Fund, are widely recognised (Government, NGOs, members of private sector). In addition, the Fund:</p> <ul style="list-style-type: none"> ▪ Fills a “niche” in the funding market (small to medium size funds) ▪ Provides support to civil society (particularly to emerging organisations) ▪ Places emphasis on institutional support, capacity and empowerment; ▪ Addresses a wide range of environmental issues; and ▪ Promotes partnerships and cooperation between sectors and organisations. 								
Focus against the Objectives	<p>The EAF has a very broad focus in terms of issues, types of funded initiatives and methods. This breadth has allowed for a testing phase in the project - to test methods, procedures, types of responses from civil society, and gain experience that would help provide future direction to the project.</p> <p>Essentially, the current objectives of the EAF can be broken down into three components: (i) the environmental focus, (ii) the strategies employed, and (iii) cross-cutting issues relevant to the EAF. These are analysed below in terms of the amount of attention that they have received in the past 18-month funding cycle (XXX = well covered; 0 = no coverage):</p> <table border="1" data-bbox="477 1102 1453 1476"> <thead> <tr> <th data-bbox="477 1102 792 1144">Strategies</th> <th data-bbox="792 1102 1073 1144">Environmental issues</th> <th data-bbox="1073 1102 1453 1144">Cross-cutting issues</th> </tr> </thead> <tbody> <tr> <td data-bbox="477 1144 792 1476"> <ul style="list-style-type: none"> ▪ Awareness raising (XXX) ▪ Research¹ (XXX) ▪ Advocacy (X) ▪ Pilot Projects - (all initiatives are essentially pilot in nature) </td> <td data-bbox="792 1144 1073 1476"> <ul style="list-style-type: none"> ▪ Biodiversity conservation ▪ Natural resources management <p>(Very broad – all projects fall into these categories)</p> </td> <td data-bbox="1073 1144 1453 1476"> <ul style="list-style-type: none"> ▪ Empowerment - capacity building (XX) ▪ Conflict management (X) ▪ Local participation (XX) ▪ Gender 0 ▪ Policy development 0 ▪ Income generating (X) ▪ Geographic spread (X) </td> </tr> </tbody> </table> <p>The EAF has largely <u>reacted</u> to partner’s applications. The direction of investment has thus been influenced by the priorities of those organisations that have been in a position to put together good technical proposals. Because of the broad environmental focus, virtually anything could be funded.</p> <p>The EAF stakeholders would like:</p> <ul style="list-style-type: none"> ▪ to keep EAF flexibility; yet ▪ provide more focus to EAF objectives 			Strategies	Environmental issues	Cross-cutting issues	<ul style="list-style-type: none"> ▪ Awareness raising (XXX) ▪ Research¹ (XXX) ▪ Advocacy (X) ▪ Pilot Projects - (all initiatives are essentially pilot in nature) 	<ul style="list-style-type: none"> ▪ Biodiversity conservation ▪ Natural resources management <p>(Very broad – all projects fall into these categories)</p>	<ul style="list-style-type: none"> ▪ Empowerment - capacity building (XX) ▪ Conflict management (X) ▪ Local participation (XX) ▪ Gender 0 ▪ Policy development 0 ▪ Income generating (X) ▪ Geographic spread (X)
Strategies	Environmental issues	Cross-cutting issues							
<ul style="list-style-type: none"> ▪ Awareness raising (XXX) ▪ Research¹ (XXX) ▪ Advocacy (X) ▪ Pilot Projects - (all initiatives are essentially pilot in nature) 	<ul style="list-style-type: none"> ▪ Biodiversity conservation ▪ Natural resources management <p>(Very broad – all projects fall into these categories)</p>	<ul style="list-style-type: none"> ▪ Empowerment - capacity building (XX) ▪ Conflict management (X) ▪ Local participation (XX) ▪ Gender 0 ▪ Policy development 0 ▪ Income generating (X) ▪ Geographic spread (X) 							

¹ Research is very much biodiversity conservation oriented

<p>Duration of Grants</p>	<p>Current funding cycles per grant (= project approved and funded by the Fund) are up to a maximum of one year. This was considered appropriate for small grants carried out by less-experienced partners. However, in a number of cases where multi-sectoral partnerships needed to be established around focused priority issues/themes, a longer funding horizon is needed – up to three years.</p>
<p>Institutional arrangements</p>	<ul style="list-style-type: none"> ▪ The fund is managed and administered by IUCN-Mozambique under a grant agreement with the Netherlands Embassy. The working arrangements between these organisations is good, with clear shared vision and a professional working relationship ▪ IUCN is an appropriate partner in civil society to be running the fund in Mozambique, both because of its broad acceptability to all partners (NGO and government) and because of its national and regional capacity (from IUCN-Rosa) ▪ The Fund is presently overseen and guided by an informal arrangement between the Netherlands Embassy and IUCN. This worked well during the establishment phase of the Project, but now would benefit from more formal arrangements that include representation by key stakeholders. ▪ The existence, composition and <i>modus operandi</i> of the Scientific Panel for reviewing research grant applications was widely appreciated. ▪ The management of a Fund for grant making is a high intensity task, particularly if a range of additional support services is to be provided. In the context of Mozambique’s development, these additional services are fundamental to the success of the Fund. The work of the Fund is growing as grants need to be assessed and closed off at the same time as new grant proposals are being received, evaluated and contracts prepared. IUCN’s capacity to manage the Project needs to be increased, by making more resource available to IUCN for staffing and other support functions. ▪ The Project document establishing the Fund sets out the intention of creating “Regional NGO/CBO Forums” in the south, centre and north of the country, to help implement the Project in the different regions of Mozambique. This has not yet been done and, in the view of the Evaluation Mission, is not an appropriate mechanism to help deliver the Project to the regions.
<p>Implementation</p>	<p>IUCN is providing good Project management and administrative services. These services go well beyond just administration, and include technical guidance, support and capacity building to less experienced partners, promotion of collaboration and partnership, and related types of support. Specific components of the project are listed below:</p> <ul style="list-style-type: none"> ❖ Communicating the Fund to partners and potential partners <ul style="list-style-type: none"> ➢ Good, dissemination through a number of media - reminders needed ❖ Review of grant applications, including administrative and technical aspects <ul style="list-style-type: none"> ➢ Good both for research and other grant applications ❖ Support to partners, particularly less experienced organisations <ul style="list-style-type: none"> ➢ Good, at both technical and administrative/financial) levels. This level of support is very time-consuming - but essential to the success of the Fund

	<ul style="list-style-type: none"> ❖ Monitoring and evaluation: two levels necessary - <ul style="list-style-type: none"> ➤ Overall Fund level: M&E system not yet in place, though draft provided by IUCN-Rosa. This is considered to be too unwieldy and a much streamlined approach should be developed ➤ Individual grant level, to track performance of each funded activity and the area(s) in which they contribute to the objectives of the Fund. Currently, the performance of each grant is being tracked. Their respective contributions to the overall Fund should be tracked in a streamlined way. <p>The Project is being implemented in an intelligent and thoughtful way, with constant self-assessment. This has resulted in a very adaptive approach, responding to emerging situations and constantly improving management and administrative systems. This approach should be encouraged and supported.</p>
<p>Information dissemination and collaboration</p>	<p>The Project is making its greatest current impact in the area of awareness raising through information gathering (including research) and dissemination. Through this process it is building capacity, fostering partnerships and collaboration, and empowering civil society. This is entirely consistent with the project title and goal. It is also highly appropriate for the stage of Mozambique's current development and evolution of civil society in the area of environmental management and sustainable development.</p> <p>Some thought needs to be given to how specific information from different grants can best be channelled to particular target audiences, and how to best package this information.</p>
<p>Sustainability of a funding mechanism for civil society and sustainable development</p>	<p>The Fund is clearly addressing an important developmental need in Mozambique. This need will continue into the foreseeable future.</p> <p>The ideal size of such a Fund would be set by (a) the demand and (b) a level of competition to ensure that grant applications are both technically good and programmatically well focused to priority issues. This second point needs to be tempered by making provision for new and emerging organisations to receive small grants, thereby building their experience and skills. Because the Fund is still becoming established, it is difficult to predict its ideal size. It is clear, however, that the Fund should be increased to cater for a growing demand. This growth could be achieved while still improving both competition and quality of grant proposals.</p> <p>The Fund is currently supported by one donor agency. This makes the Fund highly vulnerable. The value of establishing the Fund as a longer-term mechanism was clearly expressed by all stakeholder grouping.</p>

The main **recommendations** of the mid-term review are:

1. The Environmental Awareness Fund is well conceived and implemented, highly relevant to Mozambique's development needs and, in the short period since its inception, is starting to make a significant impact on the way civil society is addressing local and national environmental issues. As such, the Fund should be:
 - (a) continued for the remainder of this project cycle (18 months) with some evolving changes to its implementation, based on the experience gained during the first 18 months (see below), and
 - (b) extended for at least another three-year period, to build on the capacity and momentum being created, while using this time to explore ways of securing the Fund in the medium term.

2. The Fund is very broad in scope and currently largely reactive to projects being conceived by partner organisations. This allows for great flexibility and responsiveness to evolving conditions. However, it also has the potential to dilute the impact of the Fund. Also, if the Fund is totally reactive, there is little scope to ensure that it addresses cross-cutting issues of national priority such as policy support, income generating initiatives linked to sustainable resource use, gender equality, etc. As such, the Fund should:
 - (a) retain a reactive component, particularly for micro and small grant applications, so as to support the empowerment of local emerging organisations, but also
 - (b) focus a pro-active component, particularly for the medium-sized grants, so as to encourage work in particular priority areas. The focus should be on:
 - environmental priority issues of national and local importance, e.g. deforestation, fire ecology, threatened species and habitats, wetlands, coastal ecosystems, etc., as well as
 - strategies and crosscutting issues, such as empowerment, policy development, gender equality, income generation through sustainable natural resources management, geographical distribution and strategic sharing of regional experiences.

The priority issues to help focus the Fund could be changed from time to time, to track changes in environmental priorities as well as perceived needs within the overall goal of the project.

3. Within the current grant-making structure, there are two broad categories of grants, research grants and grants to other environmental initiative. The research grants fall into two broad categories, small grants to under-graduate students for mini theses, and larger grants to established researchers. The former are largely of a training nature, while the latter have the potential to more significantly

contribute to the knowledge base in Mozambique and to address key issues of concern. For this reason it is suggested that the grants to these two components of the research community be treated differently, as follows:

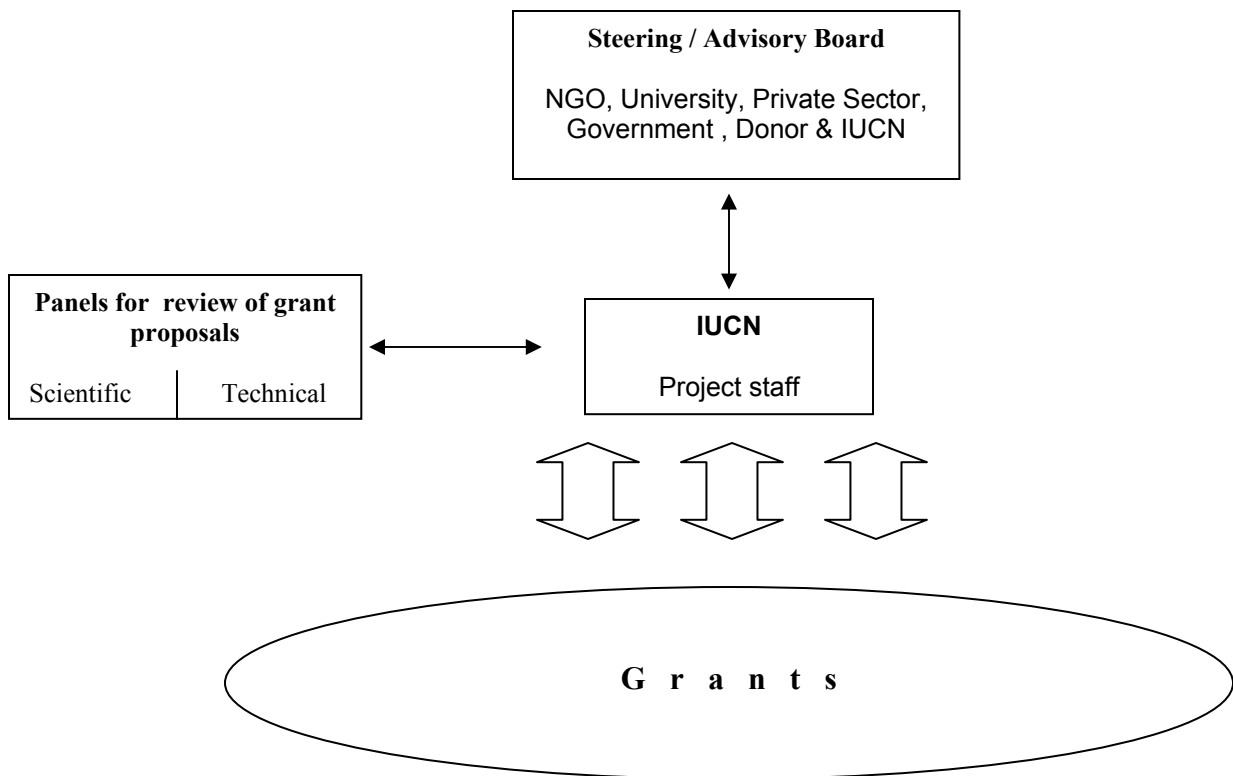
- (a) the mini-thesis grants be viewed as primarily for training purposes. The subject of the grant - provided it is within the sustainable development field – is of secondary significance. Of primary significance is the need for the research methodology and the academic supervision to be good. These would be micro-grants of less than one year duration, and
- (b) the grants to more established researchers be viewed as primarily for improving the knowledge base in areas of priority for environmental management. These grant proposals would be evaluated against the areas of focus discussed above. In addition, criteria such as multi-disciplinary approaches, and multi-institutional partnerships could be considered. Consideration should be given to running these grants for up to three years, based on annual performance criteria.

With respect to the other environmental grants, a similar division is suggested. Micro-grants to newly emerging organisations would be for duration of less than one year, with the main criteria being the building of capacity and the empowerment in civil society. Larger grants could be for up to three years (subject to performance) and could be focussed to address priority areas, issues and strategies. This is illustrated below:

	<i>RESEARCH</i>	<i>OTHER</i>
<p>REACTIVE GRANTS</p> <ul style="list-style-type: none"> • <i>Micro grants</i> • <i>Max 1year</i> 	<p>Primary purpose is training</p>	<p>Primary purpose is empowerment of emerging environmental organisations</p>
<p>PROACTIVE GRANTS</p> <ul style="list-style-type: none"> • <i>Small-medium grants</i> • <i>Max 3 years</i> • <i>Based on priority issues & criteria</i> 	<p>Primary purpose is developing and disseminating knowledge on priority environmental issues</p>	<p>Primary purpose is addressing priority environmental issues</p>

4. The current fairly informal

arrangements for guiding and implementing the Fund, involving a close liaison between IUCN and the Netherlands, have worked well. They have allowed for a flexible and responsive approach to be adopted. This success has been greatly facilitated by the thoughtful and transparent way in which the work has been done. However, as the Fund grows in stature it becomes appropriate for a more formal and inclusive steering-come-advisory body to be established, to oversee the macro-level policy issues. This Steering / Advisory Board would meet only two or three times per year, should operate under a clear terms of reference and could be composed of about six members, representing each of the following: NGO sector, University, Private Sector, Government (MICOA), the Donors and IUCN (Head of Office). The IUCN Project Coordinator would provide the Secretariat. The structure can be illustrated as follows:



The Terms of reference for the Steering / Advisory Board could include:

- Review progress reports (6 monthly and annual) and annual workplan
- When appropriate, set environmental and cross-cutting priorities to help focus the Fund
- Promote collaboration and cooperation between institutions and sectors
- Help raise funds for the Fund, and
- Promote the Fund and help spread its good name.

5. The role of IUCN in managing and administering the Fund enjoys wide support from stakeholders. When taking into account their efficient and effective management of the Fund to date, as well as the back-stopping provided from the IUCN-Rosa office, IUCN-Mozambique is clearly the right choice for the Fund administrator.

Good fund administration and management is fairly labour and cost intensive. This, however, should be seen against the far greater costs that often result from poor fund and grant management, both in misdirected and unproductive work, and in fund leakage. It is therefore inevitably worth investing in good fund and grant management, particularly when this includes providing guidance and training to emerging, inexperienced organisations. Essentially, this input become part of the empowerment and capacity-building aims of the project, and not simply administration. It is clear that, as the demands of the Fund are growing, so the capacity to manage by IUCN needs to grow, and so do the resources to sustain this increased capacity. Specifically, the following increased support is recommended:

- An additional position, as assistant project coordinator
- Office equipment, such as computer, printer, scanner, camera, projector, and
- Transport budget, to visit project sites for monitoring and evaluation.

In addition, there are a number of programme activities which IUCN is best placed to implement, such as partner coordination, targeted information dissemination - specifically to decision-makers, and looking into the future sustainability of the EAF. Small operational budgets for these activities should be ring-fenced for IUCN. IUCN should not be eligible for competitive grant funds, as this would present a conflict of interest.

6. The Mission advises against the establishment of Regional Forums to help extend the Fund to the various regions of the country. Such Forums would be artificial creations with little long-term reason for existence. Rather, it is suggested that appropriate Fund partners be identified in different regions, expanding this partnership web slowly and carefully. These partners would spread the message of the Fund in their respective regions, help emerging organisations plan and prepare grant proposals and, where necessary, support grantees with the implementation of their work. The review of grant proposals, contracting, and the review of progress and financial reports, should initially remain with IUCN, but could later be reviewed on a case-by-case basis.
7. The Fund is clearly addressing an important development need in Mozambique. This need is likely to continue and grow in the foreseeable future. The value of establishing a medium to long-term funding mechanism for the environmental sector, specifically for components of civil society, was clearly

expressed and strongly endorsed by all stakeholder groups. As such, this phase of the project could play an important role in helping to establish a sustainable funding mechanism for Mozambique. The Fund should actively address the sustainability issue by allocating some resources to:

- Broaden the donor base
- Integrate the private sector
- Look at income-generating activities linked to natural resource use, and
- Integrate Government participation through “resource rent” and other possible options.

Acknowledgements

This work was done for the joint IUCN-Mozambique and Government of Netherlands partnership in the EAF. We would like to thank both organizations for their support and efficiency in facilitating all aspects of the work, particularly Koeti Serodio, Celia Jordao, Isilda Nhantumbo and Jan Huesken, as well as the project partners in the NGO, government and private sectors, who gave of their valuable time to meet with us and discuss their ideas, their experiences, and to take part in a morning workshop. We hope that this report reflects their collective wisdom.

List of abbreviations

CBO	Community-based Organisation
EAF	Environmental Awareness Fund
IUCN	World Conservation Union
MICOA	Ministry for the Coordination of Environmental Affairs
NGO	Non-governmental Organisation

TABLE OF CONTENTS

Executive Summary	1
Acknowledgements	9
1. Background on EAF	11
1.1 Rationale for project	11
1.2 Goal, objectives and expected outputs	12
1.3 Modus operandi	13
2. Mid-term evaluation	13
2.1 Purpose and TOR	13
2.2 Methodology and approach	14
3. Findings of the evaluation	14
3.1 Overall strategic focus / direction of programme	15
3.2 Specific areas of programme support	17
3.2.1 Geographical distribution	17
3.2.2 Types of institutions	17
3.2.3 Grant focus	17
3.3 Institutional arrangements	20
3.3.1 Steering	20
3.3.2 Managing	20
3.3.3 Panels	21
3.3.4 Regional Forums	22
3.4 Implementation of the project	22
3.5 Information dissemination	25
3.6 Sustainability	25
4. Recommendations	26
5. Appendices	
Appendix 1: Terms of Reference	
Appendix 2: Semi-structured interviews	
Appendix 3: Proceedings of stakeholder workshop	
Appendix 4: Suggested draft budget	

1. BACKGROUND ON EAF

In November 1999 the World Conservation Union (IUCN) – Mozambique and the Government of the Netherlands established an *Environmental Awareness Fund* (EAF) to support the democratization and sustainable management of natural resources in Mozambique. This initiative is taking place within the context of an emerging civil society with few well-developed environmental institutions outside of the public sector, and a rapidly developing economy that is largely natural resource based.

1.1 Rationale for project

The recent introduction of a number of new environmental policies in Mozambique, such as the Environmental Impact Assessment Act, the Land Law, the Forest and Wildlife Act, has started to raise awareness amongst an increasingly broad sector of society about environmental issues, sustainable development and wise use of natural resources. A major challenge in Mozambique, as in many developing countries, is to convert policy into appropriate action by means of projects and programmes, and by means of devolving rights and responsibilities over resources to the appropriate level of management.

The involvement of civil society, as a major player in policy implementation, was envisaged by the Ministry responsibly for Environmental Affairs (MICOA) at the time of its establishment. MICOA's main areas of activity include intersectoral coordination, planning, research, environmental education, information dissemination, development of policy and monitoring for quality control. Large-scale implementation is not included. Civil society thus has an important role to play, but for which it is currently poorly equipped.

At the time when this project started, there were few national and local organizations in Mozambique that were working on environmental and sustainable development issues. The majority of the organizations that were active had limited capacity and few resources. The EAF was established with the broad purpose of helping civil society engage meaningfully in the sustainable management of natural resources and relevant environmental initiatives.

1.2 Goal, objectives and expected outputs

The strategic goal of the EAF is to:

Support local initiatives aimed at promoting the sustainable management of natural resources through stimulation of local participation in environmental projects, awareness raising, applied training and research.

There are three objectives:

- *Facilitate the development of empowerment programmes, advocacy and the establishment of decision support systems that can contribute to the implementation of alternative natural resource management strategies, resource-based conflict management and policy development;*
- *Support the development of pilot projects that promote the testing and dissemination of best practices in biodiversity conservation and community income generation; and*
- *Facilitate the effective information dissemination and exchange of experiences on innovative methods and approaches aimed at improving environmental management and local participation.*

The intended outputs of the EAF are to:

- Increase the number of empowerment and capacity programmes for local NGOs and CBOs, with self designed and implemented, to support and promote wise resource use, management, conflict resolution and policy development;
- Develop and implement community-based pilot projects to test and disseminate best practices in biodiversity conservation and community income generation; and

- Develop effective information systems and communication strategies for the improvement of environmental management with local participation.

1.3 Modus operandi

The EAF is essentially a grant-making programme. NGOs, CBOs and other organizations are invited to submit proposals to the EAF for consideration, addressing one or more of the three major objective areas. There is a competitive aspect to the EAF. Proposals are carefully screened, against a set of criteria, and only the better proposals are funded.

At the time of the design of the EAF, it was envisaged that a steering committee be established, consisting of IUCN, the Netherlands Embassy and MICOA, to provide strategic guidance and approval of the annual workplan. The IUCN country office is the major technical and administrative manager of the EAF. Responsibilities include compiling and disseminating information on the Fund, preliminary screening of grants applications, grant-making and contracting, financial management, monitoring grant progress and establishing a number of fora to help support the work of IUCN. These include regional NGO/CBO fora in the south, central and northern regions of Mozambique, and a scientific board to review research grants. Some basic selection criteria are listed in the EAF proposal. These include that priority be given to innovative proposals, grant funding and duration limits should be set, focus should be Mozambique, but there could be regional impacts/links, all grantees should be legally registered in Mozambique, and all grantees should make some own contribution to their project.

2 MID-TERM EVALUATION

2.1 Purpose and TOR

The purpose of the mid-term review is to:

- provide an assessment of the performance and impact of the project, including an analysis of the chosen modes of implementation and their feasibility;
- review the management and administration of the EAF;

- look at the EAF and its grant-making role in the light of support to an emerging civil society engaging more actively in environmental issues, particularly the needs in sustainable natural resource management and the human capital deficits.

The mid-term review should specifically reflect on (a) ways of improving the form and content (focus) of the interventions, including gender issues, (b) where to increase, and how long to extend Netherlands Government support to the EAF, and (c) advise on performance indicators for future monitoring of the EAF. The detailed Terms of Reference are in Annex 1.

2.2 Methodology and approach

A mid-term review of the Environmental Awareness Fund in Mozambique was carried out from 16-25 May 2001. All documentation on the project was made available to the Mission. The most relevant documents were translated into English, while others were reviewed in Portuguese. The Mission conducted 12 semi-structured interviews (Annex 2) with partners and other stakeholders, selected to give a cross-section of experiences and organisational viewpoints on the EAF. The Mission participated in one of the ongoing activities of the Fund – the trial recording of a TV environmental awareness programme on tourism impacts and deforestation - and held regular debriefing sessions with the Netherlands Embassy and with IUCN – Mozambique. A stakeholders’ workshop was held towards the end of the Mission, to review the findings and recommendations (Annex 3).

8. FINDINGS OF THE EVALUATION

The Environmental Awareness Fund is a new concept for Mozambique. It specifically addresses civil society and the building of capacity in this sector to address local to national environmental issues. It is evident that the active participation of civil society in the environmental sector – particularly in conservation and sustainable resource use – is historically under-developed.

It is clear from all stakeholders – including those that are not primary recipients of grants – that the Fund is making an important contribution to both the raising of environmental

awareness and to civil society's capacity to respond to environmental issues. Of particular relevance are the following:

- The Fund is making resources accessible to members of civil society. It does this by making it possible for organisations to request very small to medium sized grants to address locally identified needs. This level of grant-making allows new, emerging and less experienced organisations to access resources, and thus build up their capacity and confidence.
- Through a competitive process, the Fund is encouraging organisations to focus their work and to attain high standards of professional project planning and design. This is good for general capacity-building in the sector.
- By virtual of the review process, and by bringing grant recipients together to coordinate their activities, a new level of collaboration and partnership is being achieved within the environmental sector.

In establishing the Fund as a Netherlands funded project, provision was made to continue ongoing support to a number existing activities funded by the Netherlands Embassy, including support to research students at the University and support to a number of environmental awareness initiatives covering both TV and radio programmes and documentaries.

While these might be viewed as expedient tag-on grants, in practice they are compatible with the aims of the fund, and indeed add a level of media attention that has and will raise the whole profile to the Fund.

3.1 Overall strategic focus / direction of programme

The Goal of the project is clear and well structured. The Goal gives good guidance for the overall direction and implementation of the Fund.

The project has three Objectives. These are very broad in focus, and contain a combination of objectives, strategies and cross-cutting issues. For example, the environmental focus is “alternative natural resource management strategies”, “best practices in biodiversity

conservation” and “improved environmental management”. Some of the strategies include empowerment of civil society, advocacy, policy development, and information dissemination, while cross-cutting issues, either explicitly stated or implied, include local participation, gender and equity issues, geographic spread and income generation.

On first review by the Mission team, these objectives seemed too broad and unfocused. However, on better understanding the operational environment, particularly the early level of evolution of an environmentally aware and active civil society, the strategic advantage of keeping the Fund very broad becomes apparent. In essence, the first 18 months of the project has been a testing phase, particularly with regard to drawing in partner organisations, identifying their areas of interest and capacity, but also for developing the methodology for Fund implementation.

Given the state of knowledge on environmental pressures and issues within Mozambique, and the early emergence of CBOs, NGOs, the private sector and partnerships between these and public organisations, it is our view that the objectives of the Fund should be kept broad. This will allow the project considerable flexibility to respond to emerging issues – both to the building of capacity within civil society as well to new environmental information and new pressures. Ways of providing some focus and direction to the grants, within the broad framework of the objectives, are discussed under Recommendations.

While it is too early in the project to reflect on the larger scale impacts of the Fund on the environment, there is clearly a very positive response from emerging civil society. New local organizations are appearing, partnerships for cooperation are being established, new information is being derived, information is being widely disseminated, people are being trained (both formally through the university system and through informal capacity building), and a new level of coordination is being achieved through networks and meetings. It is through these types of activities that civil society, in partnership with the public sector will, in the longer-term, be able to make its greatest impact to promote sustainable natural resource use and sustainable development. The emergence of an aware and empowered civil society is the first crucial step.

3.2 Specific areas of programme support

3.2.1 Geographical distribution

Some 70% of institutions funded to date were in Maputo (N = 33 grants). Seven grants were to four different regions within Mozambique (Inhambane, Niassa, Sofala and Nampula) and two grants supported activities linked to other regions within SADC – Angola and Zimbabwe respectively. Given the start-up stage of the Fund, this geographic spread is good.

3.2.2 Types of institutions

Many projects are carried out as partnerships between organisations, often involving both government and civil society working together. The following breakdown looks at the lead organisation receiving the grants. The University has received 11 grants (33%), all but two going to the Biology Faculty and only one to Humanities. Twelve grants (36%) have gone to public institutions, being well spread across 10 different organisations including education, media, local government, museum, wildlife and environment. These grants reflect good partnerships, with MICOA being involved in three. Eight grants have been made to six NGOs (24%) and the remainder to the private sector.

It is clear that the fund is reaching a wide sector of society, and that it is promoting constructive cooperation and collaboration between organisations.

3.2.3 Grant focus

A number of environmental focal areas, strategies and cross-cutting issues are contained in the project goal and objectives, either explicitly or by implication. The contributions made by the grants towards addressing these aspects are reviewed:

Environmental focal areas:

- Biodiversity conservation and natural resources management issues are essentially the core focus of the Fund, and all activities address these areas.

The breadth of opportunity offered by the very general wording of the objectives allows the Fund to support almost any component of environmental work. This creates a flexible and responsive project. However, it could also lead to a dilution of effort and a shot-gun approach that might reduce impact. There is nothing within the project document that precludes IUCN from setting more focussed areas for support. This focus, encouraged by identifying specific priority environmental issues that will be given preference when evaluating grant proposals, could be changed from time to time to allow for the tracking of changing priorities.

Strategies:

- Awareness raising (education, training, information dissemination) received strong input with two major grants (Life and Resources and Children Environmental Education Materials), and several small grants.
- Research was well addressed, mainly biological research, with little attention in the period under review to social, economic or other.
- Pilot projects: the criteria to define pilot projects are not clear. Most of the grants could be classed as pilot, if this definition was taken to imply a potential follow-on activity. The catalytic nature of grant applications is a useful criteria to consider when evaluating proposals.
- Advocacy has received very little attention. Some spin-off advocacy was probably derived from the project “Life and resources” and “Welcome Campaign”, as well as some meetings involving government institutions, although they were not designed specifically for the purpose of advocacy.

Crosscutting issues:

- Empowerment – often confused with capacity-building, which is really just one component of empowerment. Other aspects involve access to resources – natural, human and financial – institutional arrangements, etc. The Fund is clearly working towards empowerment by providing financial resources, helping with training and capacity-building, supporting emerging organisations to address local issues, etc.
- Conflict management has received little direct attention. Conflicts are inevitable around resource issues, and are sometimes difficult to resolve. It is understandable

that, near the beginning of a project, the more intractable issues of conflict resolution be delayed until the project has built a more solid base.

- Local participation has been quite effective, particularly with respect to partnerships.
- The Policy framework has received virtually no direct attention, and few activities are making indirect contributions. Addressing the policy environment usually requires focussed attention, often through natural resource economics work. This area warrants some attention in future, and would benefit from links with ongoing work in other SADC countries.
- It would seem that the grants allocated to date have been fairly neutral to Gender equality. There is scope within the Fund to be more pro-active towards gender issues, and this could be achieved by giving preference to proposals that actively address women's rights and access to resources, income-generating activities by women that are natural resource based, training initiatives for women, etc.
- Similarly, few grants to date have directly addressed issues of poverty alleviation and income generation through natural resources management. This is an important area for diversification of people's livelihoods and for building the necessary incentives for conservation, based on sustainable management of resources. Small focused initiatives can have a strong demonstration impact. Community-based projects are particularly good vehicles for such enterprise grants, and some pro-active partnerships in this direction could be pursued.

To date, the Fund has been largely reactive to the ideas and proposals of partners. This has been appropriate for the early stage of the project, as it has allowed for an assessment of the areas of interest amongst some stakeholders. It is clear, however, that there are some neglected areas and issues clearly deserving of more attention. This would be a good time to start introducing some pro-active influence on the direction of the Fund, by setting some preferential issues and areas of focus that the Fund would support, and by widely disseminating this information. Such focus could include an ***Environmental focus***: e.g. deforestation, water and wetlands, more efficient use of resources, coastal issues, rare and endangered species and habitats, etc., as well as focus on ***strategies and cross-cutting issues***: e.g. gender equality, income-generating activities, policy issues, geographic spread, etc.

3.3 Institutional arrangements

3.3.1 Steering the programme

For reasons of institutional uncertainty, the intended Steering / Advisory body was not established. To date the Fund has been run by IUCN-Mozambique in close association with the Netherlands Embassy. A good, professional working relationship exists between them, and the direction and implementation of the Fund has been excellent.

In the longer term, however, a broader, more representative Steering-come-Advisory Board should be established, to oversee the work of the Fund at the macro and policy levels. This would be representative of the broad environmental sectors of society – NGO, University, Private Sector, Government and Donor. The Board would need to work under a clear terms of reference.

3.3.2 Managing the programme

The Fund is managed and administered by IUCN-Mozambique under a grant agreement with the Netherlands Embassy. This situation enjoys a wide level of support, both from other NGOs as well as from government. In our view, IUCN is the appropriate partner in civil society to be administering the Fund, because of its broad acceptance and its capacity to do the job well. The Fund fits in well with the mandate of IUCN and with its regional and national objectives. The IUCN-Rosa office provides additional back-stopping support to the Fund and to the IUCN-Mozambique office as required.

It is also appropriate that the Fund is held outside government, though accessible to government through partnership grants. This ensures high levels of accountability and transparency, the nurturing of more involvement in environmental issues by civil society, a level of independence and democratization of environmental issues, and the fostering of collaboration and partnership. These valuable aspects could not be safeguarded if funding was within government.

The Fund is being managed and administered in a highly professional and efficient manner. This conclusion is based on an assessment of project documentation, and on the views of grant recipients and stakeholders. The work is being done by one Programme Coordinator providing

70% of her time, with support from the Head of office, the Financial Manager and some limited field implementation staff time. In addition to the core management and administrative tasks required for the smooth running of the Project, a range of other services and activities are being done. These include:

- Providing support to small, emerging organisations to develop their ideas to the level that they can become competitive and receive funding. These emerging grass-roots organisations require ongoing and time-consuming support in project implementation, report-writing, financial management, etc. This type of support is essentially direct capacity building of civil society, and is an essential part of helping make the Fund accessible to less experienced sectors of the community.
- Providing opportunities for partners to coordinate, collaborate and network, thereby leading to synergies, preventing duplication and generally creating a conducive environment for teamwork. This is achieved by organizing meetings and workshops on topical issues, and by sharing information between stakeholders. Another benefit of this is that it raises awareness and creates a forum for discussion and planning.

The nature of the Fund, consisting of a large number of small grants, many requiring technical and financial management support, is highly staff intensive. In addition, given the short duration of most projects, requiring proposal review, contracting, supervision and closing out while new grants are getting established, is far in excess of what one staff member, working part-time, is reasonably able to do. The fact that the project has been working so effectively attests to the efficiency and long hours invested in the Project by the present coordinator. The work load will increase during the second half of this phase, and it is clear that the capacity of IUCN-Mozambique needs to be enhanced to manage the Fund.

3.3.3 The Scientific Panel

The Scientific panel, both its composition and method of work, is generally accepted and appreciated. The Panel seems to be working as envisaged, and its role should simply be continued.

For grant applications that are not research, a less formal approach has been adopted, where the proposal has been reviewed in-house, and then sometimes sent out to another party for assessment. This system has worked well. However, as the Project grows, a more formal approach may be necessary. A review process, similar to that used by scientific journals, could be considered. Two prominent people in the relevant field could be asked to review proposals (once they have been checked for completeness and quality by the coordinator) and to complete a short review sheet. This formal external review process would provide support to the coordinator. These reviewers would constitute an informal second review panel for non-research grants. This system would, essentially, formalize a process which is already in place.

3.3.4 Regional NGO/CBO Forums

The project document establishing the Fund sets out the intention of creating these Forums in the southern, central and northern regions of the country. The purpose of the Forums is to help implement the Fund in the regions. These Forums have not yet been established. It is the view of the Evaluation Mission that the Forums should not be created – at least not in the near future – as they are likely to be neither successful nor sustainable. Creating institutions (such as Forums) for a one-off project is rarely cost-effective or appropriate. Also, expanding the support-base of the Fund to the regions should be done slowly. It is suggested that this expansion be done through forming a small number of partnerships (first one, then a second) with carefully selected NGOs or private sector organisations, and tested on an experimental basis for a fixed (one year?) period.

3.4 Implementation

As stated above, the management and administration of the Fund are being done in a highly professional and competent way. More important is the fact that careful and intelligent thought is being applied to the implementation of the Project. This allows the implementation to be flexible and responsive to evolving conditions. This approach should be encouraged, as it encompasses an ongoing “problem solving” and “improvement of efficiency” attitude by management that is constantly striving to do things better. For this reason, this Mid-term Evaluation avoids making minor recommendations for improvements. Rather, it concentrates on the broader programmatic issues.

The implementation of the Fund can be broken down into a number of steps, from preparing and disbursing information on the Fund, networking with potential partners, preparing and running the review and screening process, providing support to less experienced organisations, creating forums for coordination and collaboration, monitoring and evaluating the grants and project, financial management, dissemination of results and relevant information, and reporting to partners and donors. These aspects have been reviewed and, with the exception of monitoring, found to be functioning smoothly. The monitoring phase is just starting now, and is required at two levels:

- At the individual grant level, to track performance of each funded against stated objectives, as well as to record general information per grant for use in overall Fund performance; and
- At the overall Fund level, to track whether the Fund is achieving its stated objectives and areas of impact.

The monitoring should be kept as streamlined and simple as possible. For example, at the individual grant level, a simple one-page form could be completed (see below).

IUCN-Rosa has undertaken to assist IUCN-Mozambique with their overall Fund monitoring system. The Review Mission would simply caution against making the process too complex and time consuming. By combining the results of the individual grants as set out on the above form, most of the monitoring information will be obtained that is needed to guide the successful implementation of the Fund, i.e. the diversity of organisations receiving grants, their geographic spread, the areas in which the grants are making a contribution, and how well they have achieved their specific aims. From this, gaps will be identified and the focus of the Fund can then be directed to filling the gaps.

3.5 Information dissemination

The Fund has now reached the stage at which the first round of grants is coming to an end. The results from this work now need to be assessed and, where relevant, disseminated to target audiences. This is an important step in the process, and some recommendations are made in Section 4 of this report.

3.6 Sustainability of the Fund

The Fund is clearly addressing an important development need in Mozambique, and its impact and effectiveness is likely to grow as the capacity of partner organisations grow, and as its geographic influence spreads. The size of the Fund should ideally be set by a trade-off between the demand set by good grant proposals and maintaining a strong competitive edge, so that there is an incentive created to constantly be improving the quality of the proposals and to focus ever more critically on priority issues. This second point, however, needs to be tempered by making provision for new and emerging organisations to receive small grants, thereby building their experience and skills. Because the Fund is in an establishment phase, it is difficult to predict its ideal size. It is clear, however, that some expansion of the Fund would be justified at this stage, based on the growing demand and the generally improved levels of grant applications.

One donor – the Netherlands Government, presently supports the Fund. This makes the Fund highly dependent on one source of funding, and thus vulnerable. The Fund is a valuable long-term mechanism for environmental protection and the promotion of sustainable development in Mozambique, particularly its role in building the capacity of civil society to address these issues. As such, it is important that the Fund acquire a broader base of funding as a first step, and thereafter explores ways of acquiring some sustained income.

4. RECOMMENDATIONS

One of the greatest strengths of the Environmental Awareness Fund is the flexible, rolling planning approach of the implementation team (comprising a partnership between IUCN staff and Netherlands Embassy staff). This flexible, responsive approach works well if staff are skilled and dedicated – which they are. It allows for problem solving and Project improvement on an ongoing basis. The Evaluation Mission strongly recommends that this approach to the Fund management be continued and promoted within any new institutional arrangements that might be established (see 4.4).

4.1 The Environmental Awareness Fund is well conceived and implemented, highly relevant to Mozambique's development needs and, in the short period since its inception, is starting to make a significant impact on the way civil society is addressing local and national environmental issues. As such, the Fund should be:

- (a) continued for the remainder of this project cycle (18 months) with some evolving changes to its implementation, based on the experience gained during the first 18 months (see below), and
- (b) extended for at least another three-year period, to build on the capacity and momentum being created, while using this time to explore ways of securing the Fund in the medium term.

4.2 The Fund is very broad in scope and currently largely reactive to projects being conceived by partner organisations. This allows for great flexibility and responsiveness to evolving conditions. However, it also has the potential to dilute the impact of the Fund. Also, if the Fund is totally reactive, there is little scope to ensure that it addresses cross-cutting issues of national priority such as policy support, income generating initiatives linked to sustainable resource use, gender equality, etc. As such, the Fund should:

- (a) retain a reactive component, particularly for micro and small grant applications, so as to support the empowerment of local emerging organisations, but also

(b) focus a pro-active component, particularly for the medium-sized grants, so as to encourage work in particular priority areas. The focus should be on:

- environmental priority issues of national and local importance, e.g. deforestation, fire ecology, threatened species and habitats, wetlands, coastal ecosystems, etc., as well as
- strategies and crosscutting issues, such as empowerment, policy development, gender equality, income generation through sustainable natural resources management, geographical distribution and strategic sharing of regional experiences.

The priority issues to help focus the Fund could be changed from time to time, to track changes in environmental priorities as well as perceived needs within the overall goal of the project.

4.3 Within the current grant-making structure, there are two broad categories of grants, research grants and grants to other environmental initiative. The research grants fall into two broad categories, small grants to under-graduate students for mini theses, and larger grants to established researchers. The former are largely of a training nature, while the latter have the potential to more significantly contribute to the knowledge base in Mozambique and to address key issues of concern. For this reason it is suggested that the grants to these two components of the research community be treated differently, as follows:

- (a) the mini-thesis grants be viewed as primarily for training purposes. The subject of the grant - provided it is within the sustainable development field – is of secondary significance. Of primary significance is the need for the research methodology and the academic supervision to be good. These would be micro-grants of less than one year duration, and
- (b) the grants to more established researchers be viewed as primarily for improving the knowledge base in areas of priority for environmental management. These grant

proposals would be evaluated against the areas of focus discussed above. In addition, criteria such as multi-disciplinary approaches, and multi-institutional partnerships could be considered. Consideration should be given to running these grants for up to three years, based on annual performance criteria.

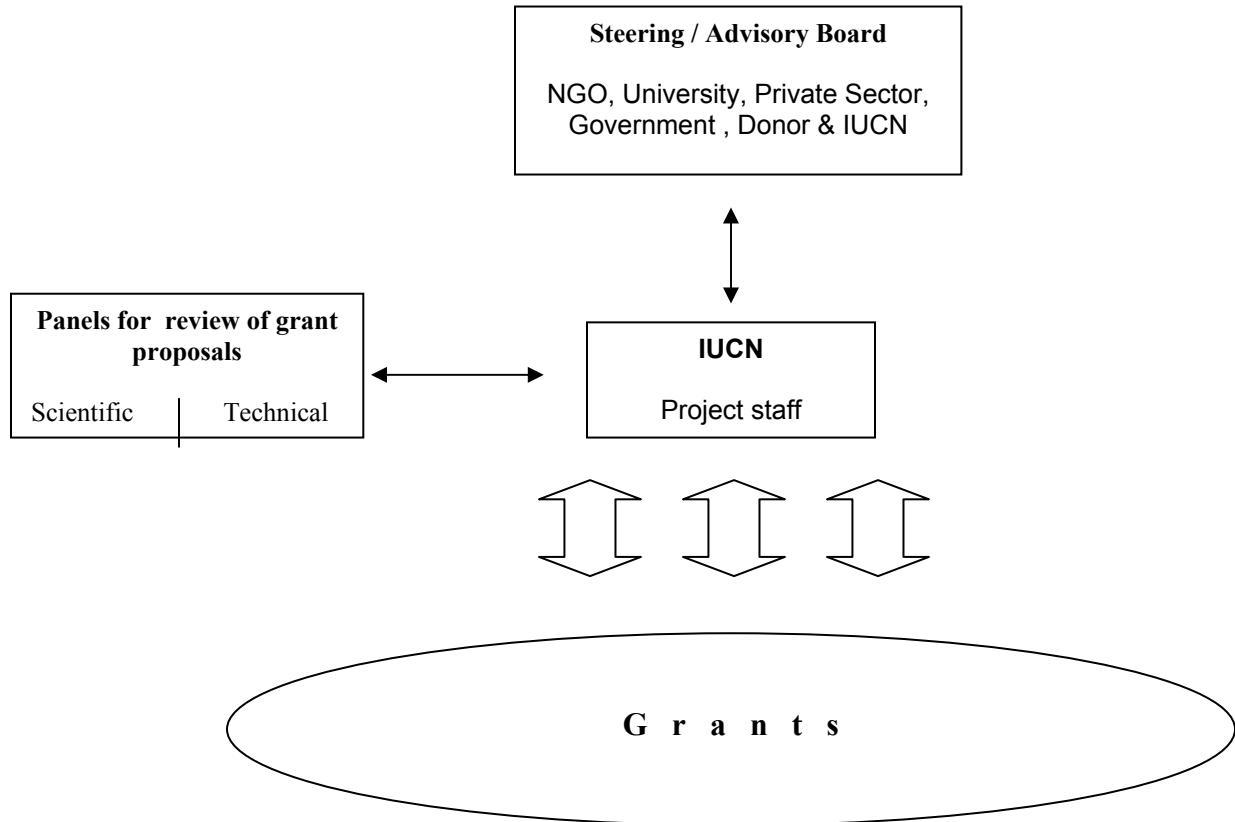
With respect to the other environmental grants, a similar division is suggested. Micro-grants to newly emerging organisations would be for duration of less than one year, with the main criteria being the building of capacity and the empowerment in civil society. Larger grants could be for up to three years (subject to performance) and could be focussed to address priority areas, issues and strategies. This is illustrated below:

	<i>RESEARCH</i>	<i>OTHER</i>
REACTIVE GRANTS <ul style="list-style-type: none"> • <i>Micro grants</i> • <i>Max 1 year</i> 	Primary purpose is training	Primary purpose is empowerment of emerging environmental organisations
PROACTIVE GRANTS <ul style="list-style-type: none"> • <i>Small-medium grants</i> • <i>Max 3 years</i> • <i>Based on priority issues & criteria</i> 	Primary purpose is developing and disseminating knowledge on priority environmental issues	Primary purpose is addressing priority environmental issues

4.4 The current fairly informal

arrangements for guiding and implementing the Fund, involving a close liaison between IUCN and the Netherlands, have worked well. They have allowed for a flexible and responsive approach to be adopted. This success has been greatly facilitated by the thoughtful and transparent way in which the work has been done. However, as the Fund grows in stature it becomes appropriate for a more formal and inclusive steering-come-advisory body to be established, to oversee the macro-level policy issues. This Steering / Advisory Board would meet only two or three times per year, should operate under a clear terms of reference and could be composed of about six members, representing each of the following: NGO sector,

University, Private Sector, Government (MICOA), the Donors and IUCN (Head of Office). The IUCN Project Coordinator would provide the Secretariat. The structure can be illustrated as follows:



The Terms of reference for the Steering / Advisory Board could include:

- Review progress reports (6 monthly and annual) and annual workplan
- When appropriate, set environmental and cross-cutting priorities to help focus the Fund
- Promote collaboration and cooperation between institutions and sectors
- Help raise funds for the Fund, and
- Promote the Fund and help spread its good name.

4.5 The role of IUCN in managing and administering the Fund enjoys wide support from stakeholders. When taking into account their efficient and effective management of the Fund

to date, as well as the back-stopping provided from the IUCN-Rosa office, IUCN-Mozambique is clearly the right choice for the Fund administrator.

Good fund administration and management is fairly labour and cost intensive. This, however, should be seen against the far greater costs that often result from poor fund and grant management, both in misdirected and unproductive work, and in fund leakage. It is therefore inevitably worth investing in good fund and grant management, particularly when this includes providing guidance and training to emerging, inexperienced organisations. Essentially, this input become part of the empowerment and capacity-building aims of the project, and not simply administration. It is clear that, as the demands of the Fund are growing, so the capacity to manage by IUCN needs to grow, and so do the resources to sustain this increased capacity. Specifically, the following increased support is recommended:

- An additional position, as assistant project coordinator
- Office equipment, such as computer, printer, scanner, camera, projector, and
- Transport budget, to visit project sites for monitoring and evaluation.

In addition, there are a number of programme activities which IUCN is best placed to implement, such as partner coordination, targeted information dissemination - specifically to decision-makers, and looking into the future sustainability of the EAF. Small operational budgets for these activities should be ring-fenced for IUCN. IUCN should not be eligible for competitive grant funds, as this would present a conflict of interest, but rather, these activities should be budgeted ahead of time, as an integral part of IUCN support to the Fund. An indicative budget is attached as Appendix 4. This budget is divided into three main categories: (A) the funds from which grants are made, divided into (1) the micro grants whose focus is primarily civil empowerment and capacity building, (2) the small to medium sized grants, whose main focus is addressing environmental priority issues (see point 4.3), and (3) the pre-selected carry-over issues; (B) the budget needed to administer and implement the core Project, being staff costs, transport, equipment, etc.; and (C) some selected few Fund activities which IUCN is best placed to implement. These include:

- Networking and coordinating with partners and stakeholders,

- Providing carefully selected and concise information to key decision-makers (e.g. Parliamentarians) through carefully designed products (e.g. Parliamentary “updates”), and
- Pursuing the issue of sustainability of the Fund- see point 4.7.

4.6 The Mission advises against the establishment of Regional Forums to help extend the Fund to the various regions of the country. Such Forums would be artificial creations with little long-term reason for existence. Rather, it is suggested that appropriate Fund partners be identified in different regions, expanding this partnership web slowly and carefully. These partners would spread the message of the Fund in their respective regions, help emerging organisations plan and prepare grant proposals and, where necessary, support grantees with the implementation of their work. The review of grant proposals, contracting, and the review of progress and financial reports, should initially remain with IUCN, but could later be reviewed on a case-by-case basis.

4.7 The Fund is clearly addressing an important development need in Mozambique. This need is likely to continue and grow in the foreseeable future. The value of establishing a medium to long-term funding mechanism for the environmental sector, specifically for components of civil society, was clearly expressed and strongly endorsed by all stakeholder groups. As such, this phase of the project could play an important role in helping to establish a sustainable funding mechanism for Mozambique. The Fund should actively address the sustainability issue by allocating some resources to:

- Broaden the donor base
 - Integrate the private sector
 - Look at income-generating activities linked to natural resource use, and
 - Integrate Government participation through “resource rent” and other possible options.
-

ANNEX 1

**Terms of Reference for the mid-term Evaluation
of the Environmental Awareness Fund**

ANNEX 2

Semi-structured areas of discussion for interviews

(Note: this is for guidance only and will be used flexibly depending on the type of institution and its relationship to the programme)

1. Introduce team and purpose of meeting.
2. Objectives of the programme:
 - (a) What does the person being interviewed see as the main focus of the programme?
 - (b) After going through the three objectives, how well do these capture the way you see the programme? Are the objectives as stated still relevant?
3. Effectiveness of the programme:
 - (a) What do you see as the strengths and weaknesses of the programme in its present form?
 - (b) How have you benefited from the programme – in terms of your institution's contribution to the environment and to your institutional capacity and sustainability?
 - (c) If you were implementing the programme, what are the strategic areas that you would focus on? (and why)
 - (d) What specific outputs would you like to see come out of the programme?
 - (e) How would/will you judge whether the programme has been successful or not?
 - (f) What activities would you think are important to lead to optimal future benefits, even though you might not have tangible outputs in the short-term?
4. Institutional arrangements:
 - (a) What do you see as your role in the overall programme?
 - (b) What do you see as the roles of civil society and the public sector respectively in environmental management and this programme in particular?
 - (c) What are the advantages and disadvantages of the present institutional arrangements for the effective management/administration of the programme?
 - (d) Could you envisage an efficient alternative structure? (Use this more as a prompt for above questions than as a stand alone question)
5. Big picture impressions:
 - (a) Does the programme (or could the programme) make a significant different (impact) to Natural Resource Management / Biodiversity Protection / Sustainable Development in Mozambique? – in what ways?
 - (b) Does the programme (or could it) make a significant impact on peoples' capacity to manage their environment better, through empowerment / capacity building / access to information / networking & partnerships, etc? – in what ways?
 - (c) What is your vision for the future of the programme?

6. Sustainability issues:

- (a) What will happen after the end of this donor funded project? What would you like to see happen?
(prompt if necessary on impact on grant recipients and their work, on the environment, on IUCN, etc.)
- (b) Do you see that a grant-making mechanism such as this should be established as a long-term institution in Mozambique? If yes, in what form? – how could it be resourced?
- (c) How could this programme help its grant recipients become sustainable?

7. Any other issues?

ANNEX 3 Stakeholders' Workshop Proceedings

A morning workshop was held to allow stakeholders to express their views on the findings and recommendations of the mid-term review of the Environmental Awareness Fund. The workshop was attended by representatives of some 17 different organisations (see attendance list attached).

The Fund coordinator in IUCN explained the overall scope and nature of the Fund, and progress achieved to date. This was followed by a presentation of the main **findings** and **recommendations** from the mid-term review. Thereafter, the workshop participants split into two working groups to review (i) the focus, objectives, structure and type of grants, and (ii) the institutional arrangements of the Fund. The proceedings capture (A) some general questions and comments from the plenary session immediately following the presentations, and (B) the outcome of the two working groups. Part (C) captures some final comments from Plenary on the report backs by the two Working Groups.

(A) General comments and questions from Plenary

EAF received around 100 proposals. Around 70% were rejected. Why? What criteria guided the evaluation of proposals?

Did proposals meet IUCN's expectations?

Most of applying organisations are emerging and they do not have great capacity in a specific field as environment is. So, they might lack capacity to meet IUCN's criteria. What effort has been made by IUCN to avoid such an important number of rejected proposals?

FCA does not allow equipment purchase. Equipment is necessary. Is that possible to include it in the future?

Local and emerging organisations cannot have a "political vision" of environmental issues. As a result, they cannot integrate crosscutting issues, in their proposals.

Rejected proposals: are they definitively rejected or does IUCN work with the proponent to improve the proposal?

[Köeti: some proposals were rejected because: i) the amount requested was superior to USD 50,000 which is EAF limit; ii) some were outside EAF thematic areas; iii) some were very weak in content, especially research-oriented ones. In any case, number of rejected proposals decreased with time: IUCN simplified and made clearer selection criteria; IUCN acquired more experience.]

Projects weakness in crosscutting issues: probably related to the fact that there are in Mozambique other funds and NGOS working on these specific fields.

Advocacy and policy development: organisations' approach is very technical. They lack the political vision. Disseminate the results of their work / projects could contribute to that end.

Number of rejected proposals: is that linked to composition of Scientific Panel? Is that linked to limitation in funds?

(B) Results of Working Groups

Group 1: Focus, objectives and structure

Fund limited so: Need to reformulate fund with regard to openness: to whom is it addressed; grant possibilities

Observation: meeting participants did not represent small, emerging institutions EAF wants to reach.

Even at central level grants should address national issues. Limited funds prevent that.

EAF expansion to other regions should use existing NGOs Fora to disseminate EAF down to CBOs

EAF should grow

Applications to EAF only through formal proposals: can EAF "fund" small organisations' ideas?

Need to involve potential beneficiaries for defining access criteria

Empowerment of emerging NGOs and small associations is important. Need to define how: through training on project design?

They should become valid "social actors". They should become a source of pressure to government when necessary / appropriate.

EAF has been supporting too much theoretical research. Research should be applied to national or local important problems and relevant regional issues. Even diploma research should be oriented to these criteria.

Need to define target-group for capacity building. Important component for university reinforcement is bibliography; facilitating information circulation.

Need to select grant subjects through their "social utility"

EAF:

Limitation in funds

EAF open

EAF flexible

Doesn't this mean that there is a need for more focus? (Leave it open? Focus? Relevancy of issues?)

Duration of projects

When project is successful institution should be able to continue (restriction to funding one activity for more of one year). Need for continuity. Even to keep EAF good image.

Need to think about how to disseminate results of funded activities.

Keep on promoting environmental education / awareness (particularly for young people and grassroots)

National representativity is not so important: important is that issues to be raised and addressed are of national importance and nationally shared.

Group 2: Institutional Arrangements and EAF Sustainability

Institutional Arrangements

“Consultative Board” : Should be temporary; it would become a permanent figure and turn into an “Administration Board” whose decisions would have more power. Meet twice a year

“Panels”: Technical panel should be able to introduce changes in rejected proposals (objective: reduce number of rejected proposals)

EAF should define limit in funding for different types of projects

Increase institutional “interaction” and information sharing

Expansion of EAF: Criteria for selection of region and local partner NGO

Integrated in good local NGO network

Where there is university

Existence of private sector and organised communities

Existence of important emerging government initiatives

Sustainability: IUCN should consult partners

Present to them a sustainability proposal (to be discussed, for them to contribute, to give ideas...)

Associate to other Foundations

Guarantee that there is a routine of annual funding (annual sustainability)

(C) Final comments in Plenary on Working Group presentations

Comments on Group 1

EAF should keep flexibility, but at the same time increased focus [several people put emphasis on this idea]

Suggestion to EAF promoting ideas (from civil society) as opposed to promoting only formal project proposals: is that feasible?

Emphasis on the need to support institutions outside Maputo so we create capacity there.

Duration: is the fact that EAF funded activities should last not for more than one year related to presumptions about what the projects content should be?

IUCN should organise meetings with partners and potential beneficiaries to let know and clarify project proposals format and criteria [to reduce proposal rejection].

2. Comments on Group 2

Sustainability:

Importance of IUCN's role in mobilising funds through partnerships at national and regional levels.

Need to look for private sector companies that may have interest in funding research / activities in a certain environmental subject or a specific geographical area.

Strong idea that IUCN should integrate sustainability in its plan of activities

Participants don't believe in the possibility of government contribution to the fund – at least for the moment (many priorities...)

WORKSHOP PARTICIPANTS
23rd May 2001, Natural History Museum

Name	Institution	Contact
Isilda Nhantumbo	UICN	490599
Köeti Serôdio	UICN	490599
Augusto Cabral	M.H.N (Museum)	491145
Abel Otacala	UICN	082 480261
Lucília Chuquela	M.H.N.	491145
Alfredo Cossa	IAP (Government Institute)	082 494757
Helena Motta	WWF (NGO)	301186
Samiro Magane	DNFFB (Government)	460036 / 96
António J.L.M. Reina	FNP (NGO)	308924
António M. Hogueane	GTA (NGO)	493102
Samira Izidane	INIA/Botanical Dept. (Gov.)	460255 / 460130
Salomão Bandeira	UEM – Biology (Univ.)	494757
Almeida Guissamulo	UEM + MHN	491145
Maria da Conceição P. Faria	UEM – Law Faculty	492721; 082306607
Eusébio Saíde	ARO Juvenil (NGO)	308836; 082495795
Daúde Mohamed	DNGA / MICOA (Gov.)	466244
Aidata Mussagy	UEM – Biology	490009
Célia Jordão	The Netherlands Embassy	490031/2
Roland Bronwer	UEM – Forestry Dept	490009 – 117
Venâncio Mondlane	CMCM	424654/425271
Jorge Manuel Banze	SEACAM	300642/1 – 300638
John Soussan	University of Leeds, UK	
Chris Brown	Consultant – Mid-Term Review (Namibia Nature Foundation)	+ 264 61 248345
Jan Huesken	The Netherlands Embassy	490031
Nöel	TOPCOM (Translator)	082 393033
Nobre dos Santos	ANAB (NGO)	082 326588
Pedro Celestino	ANAB	082 461412
Sandra Roque	Consultant – Mid-Term Review	493338; 082499150

ANNEX 4

Suggested Draft Budget for the Environmental Awareness Fund

(A) EAF grant-making funds	US\$
1. Reactive micro/small grants (emphasis on empowerment, capacity building, emergence of environmentally informed civil society) GRANT CEILING of US\$ 2,000	
1.1 Research (mini theses – max duration 1 year)	15,000
1.2 Other environmental initiatives (max 1 year)	40,000
2. Proactive medium-sized grants (emphasis on environmental issues via criteria giving focus for themes, strategies and cross-cutting issues and encouraging multi-disciplinary collaboration) GRANT CEILING per institution of US\$ 25,000	
2.1 Applied research (up to 3 years, evaluated after 1 st yr)	150,000
2.2 Environmental initiatives	200,000
3. Pre-selected initiatives	
• TV documentary – dissemination	?
• SNV community outreach	?
• Environmental education	?
 (B) IUCN EAF Management	
1. Staff time (2 full-time plus supporting staff)	65,000 / year
2. Transport site visits, M&E, etc (20,000 km/yr)	10,000 / yr
3. Equipment (computer with CD writer, printer, scanner, camera, projector – held by IUCN but shared by partners)	8,000 for 1 st yr only
4. Running costs (communications, photocopy)	4,000 / yr
5. Annual audit	1,000 / yr
 (C) IUCN EAF focused implementation	
1. IUCN networking to members/potential members	5,000 / yr
2. Parliamentary Environmental Updates	4,000 / yr
3. Sustainability of EAF	8,000 / yr
 Management overhead @7.5%	 \$ / yr

TOTAL
