
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

Executive Summary

A mid-term review of the Environmental Awareness Fund (EAF) in Mozambique was carried out from 16-25 May 2001. The mission was to assess the progress of the Fund, its management, and its impact. The review was conducted in 124 sessions.

The main aim of the Fund (the Project) is to support local initiatives aimed at promoting the sustainable use of natural resources through the promotion of local participation in environmental projects, awareness raising, and capacity building. In addition, the Project has two areas of focus:

- x To support the emergence of an environmentally aware and active civil society and
- x 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 grantmaking initiative. The objectives of the Fund were to be 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, 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 targeted 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 review are:

Issue	Finding
Relevance of Fund	The Fund is highly relevant in supposing the present social and environmental development needs of Mozamb

<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"> 3 Communicating the Fund to partners and potential partners <ul style="list-style-type: none"> Ø Good, dissemination through a number of media - reminders needed 3 Review of grant applications, including administrative and technical aspects <ul style="list-style-type: none"> Ø Good both for research and other grant applications 3 Support to partners, particularly less experienced organisations <ul style="list-style-type: none"> Ø Good, at both technical and administrative/financial) levels. This level of support is very time-consuming - but essential to the success of the Fund

	<p>3 Monitoring and evaluation: two levels necessary -</p> <ul style="list-style-type: none"> Ø 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 Ø 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>
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Information dissemination and collaboration

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 Mozam

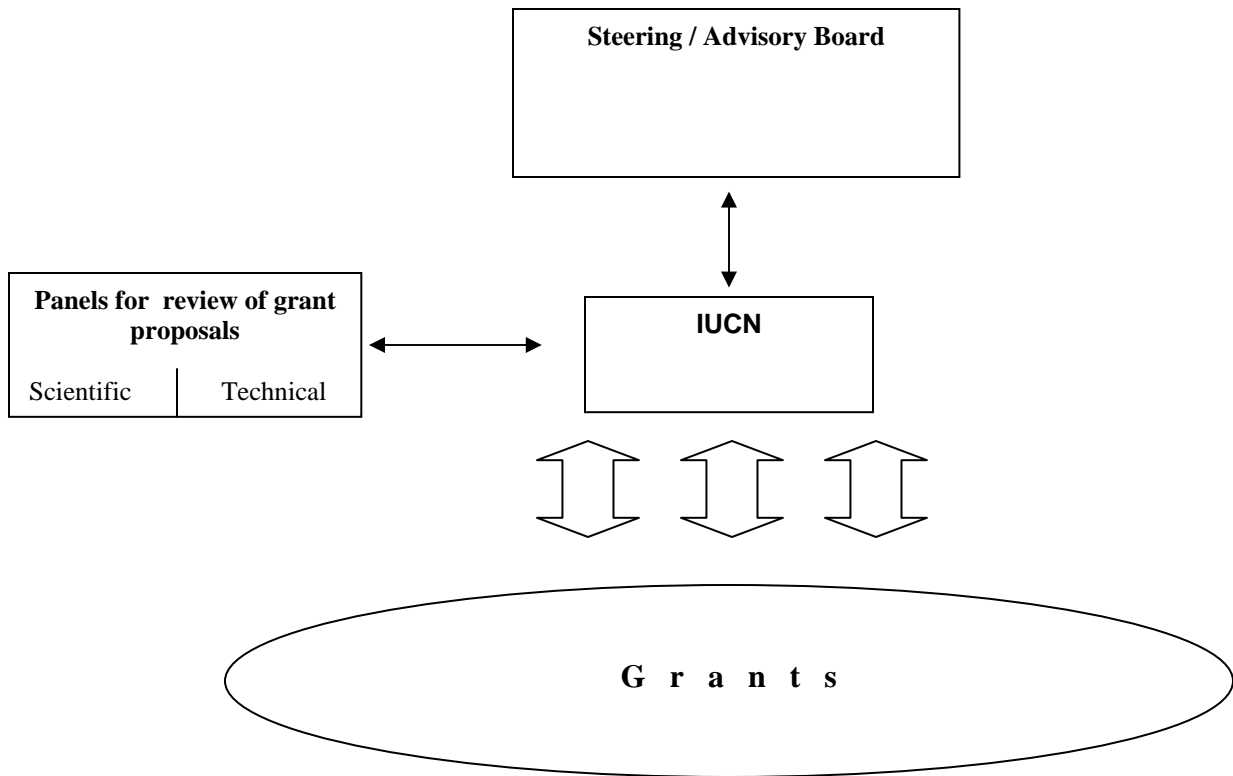
The main **recommendations** of the mid-term review are:

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 someke a ii

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

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 approp

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.

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

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1. BACKGROUND ON EAF

In November 1999 the World Conservation Union (IUCN) – Mozambique and the Government of the Netherlands established an (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.

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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 convey

1.2 Goal, objectives and expected outputs

The strategic goal of the EAF is to:

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

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 docume

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

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 unfocussed. 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 ach

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-

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:

- Ø 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.
- Ø Research was well addressed, mainly biological research, with little attention in the period under review to social, economic or other.
- Ø 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.
- Ø 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:

- Ø Empowerment – often confused with capacity-building, which is really just one

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.

- Ø Local participation has been quite effective, particularly with respect to partnerships.
- Ø The Policy framework has received virtually no direct attention, and few activities are making indirect contributions. Addressing the policy environm

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 administ(a)Tj12 0 0 12 nd0 Tw 1CN0.0031 Tw 12 0 0 121407.32 646.8598 T8Tm(1is

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 c

The implementation of the Fund can be broken down into a number of steps, from preparing and

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.

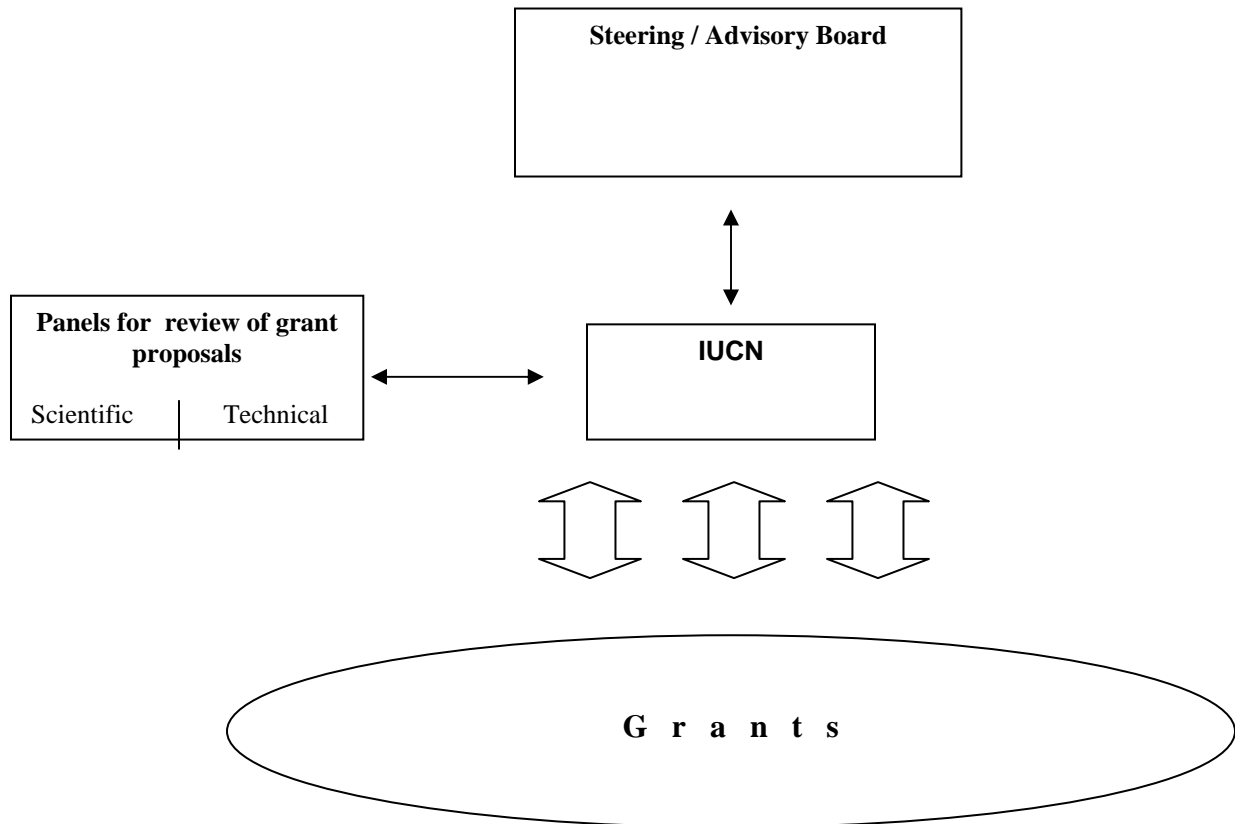
With respect to the other environmental grants, a similar division is suggested. Micro-grants to newly emerging organisations would be for duration of less than one year, with the main criteria being the building of capacity and the empowerment in civil society. Larger grants could be for up to three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

Primary purpose is training	Primary purpose is em
Primary purpose is developing and disseminating knowledge on 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 m

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 o2 Tw 12 0 07ob0001 Tc -00001 Tw 12 0 0 12 153.1698 529

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

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

EAF flexible

(C) Final comments in Plenary on Working Group presentations

WORKSHOP PARTICIPANTS

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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)	

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