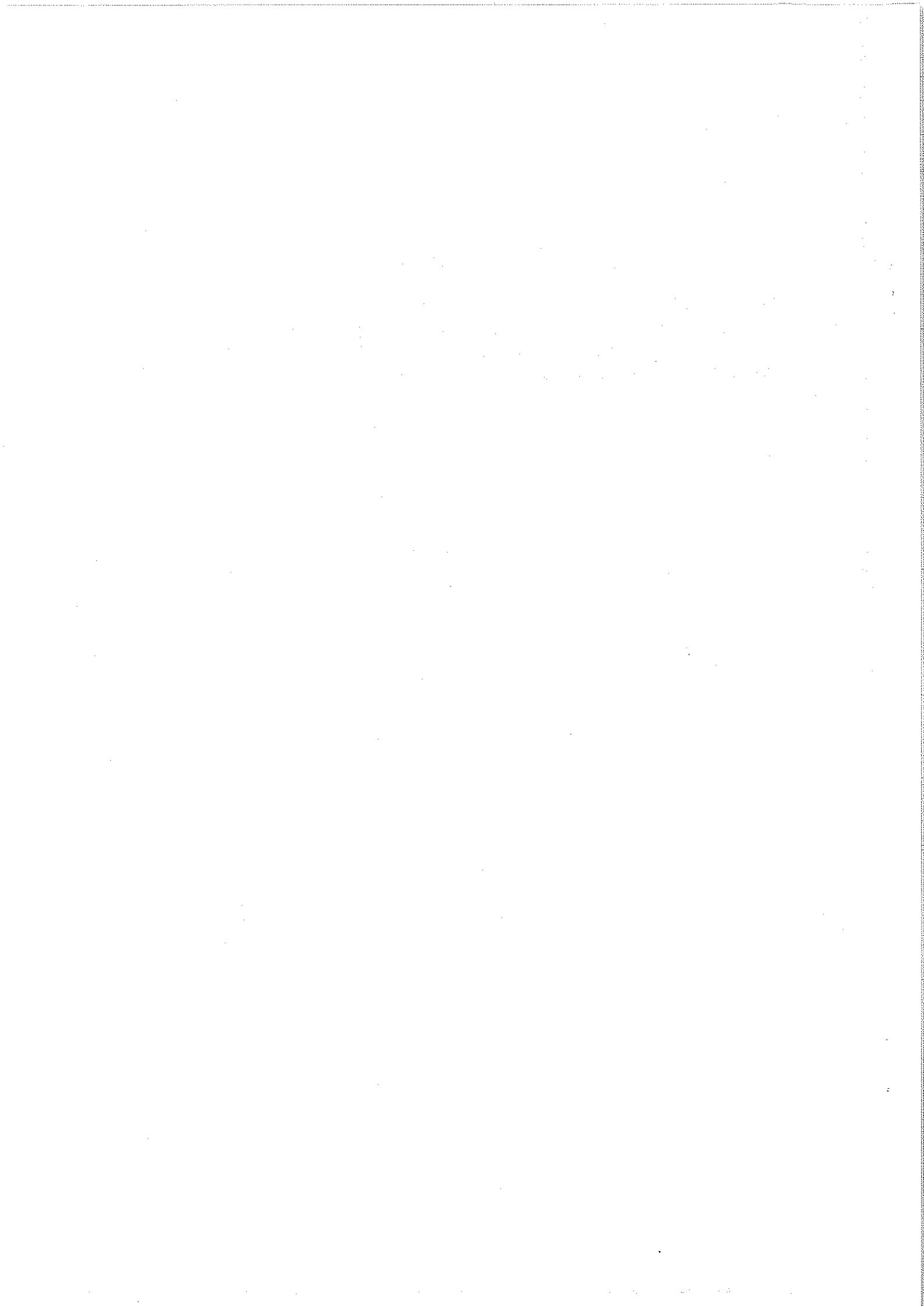
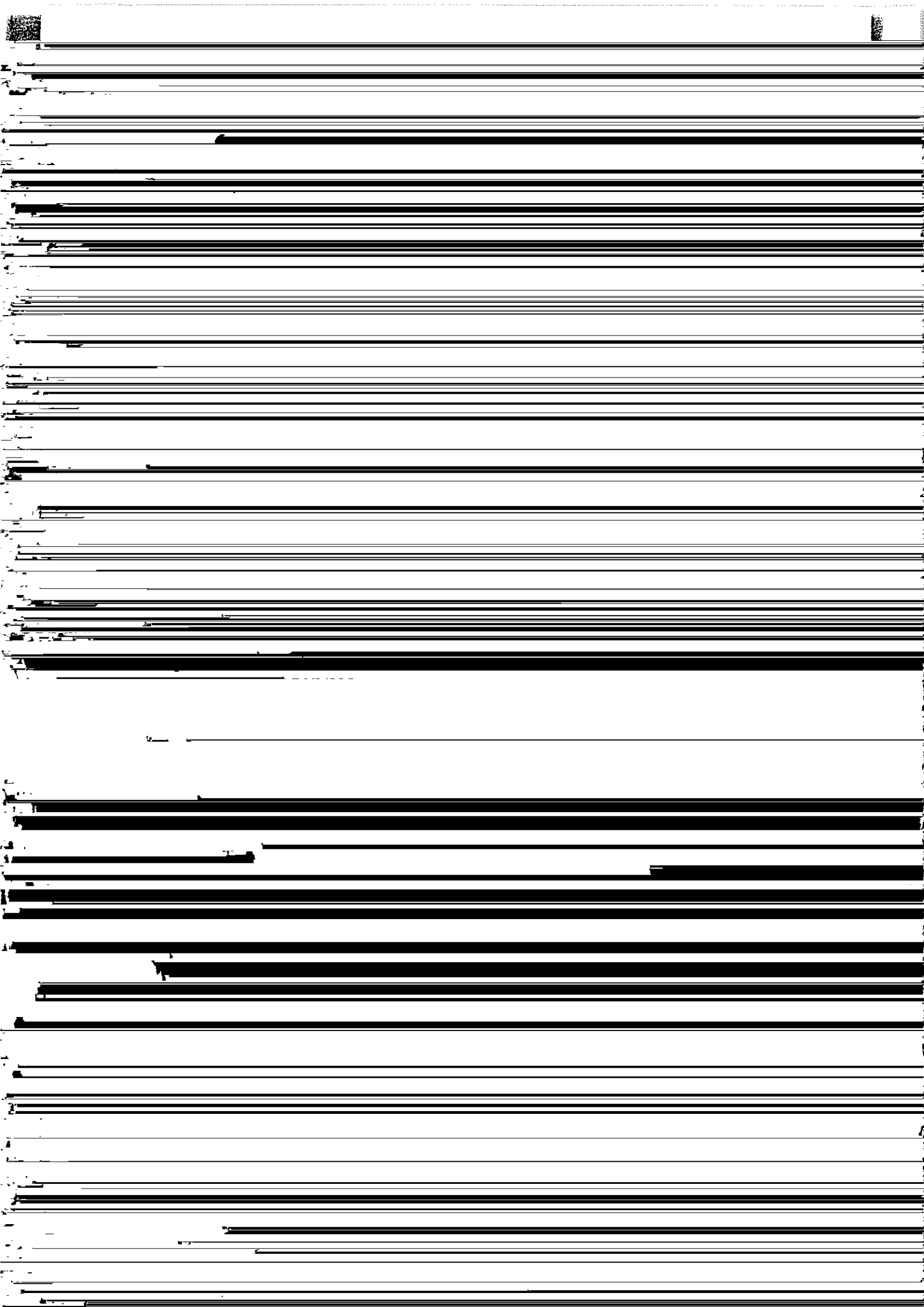


## ACKNOWLEDGEMENT

The Review Team would like to express sincere appreciation to all stakeholders for their time, interest shown and support given to the team during the review. Special thanks go to the PCI, for the comprehensive







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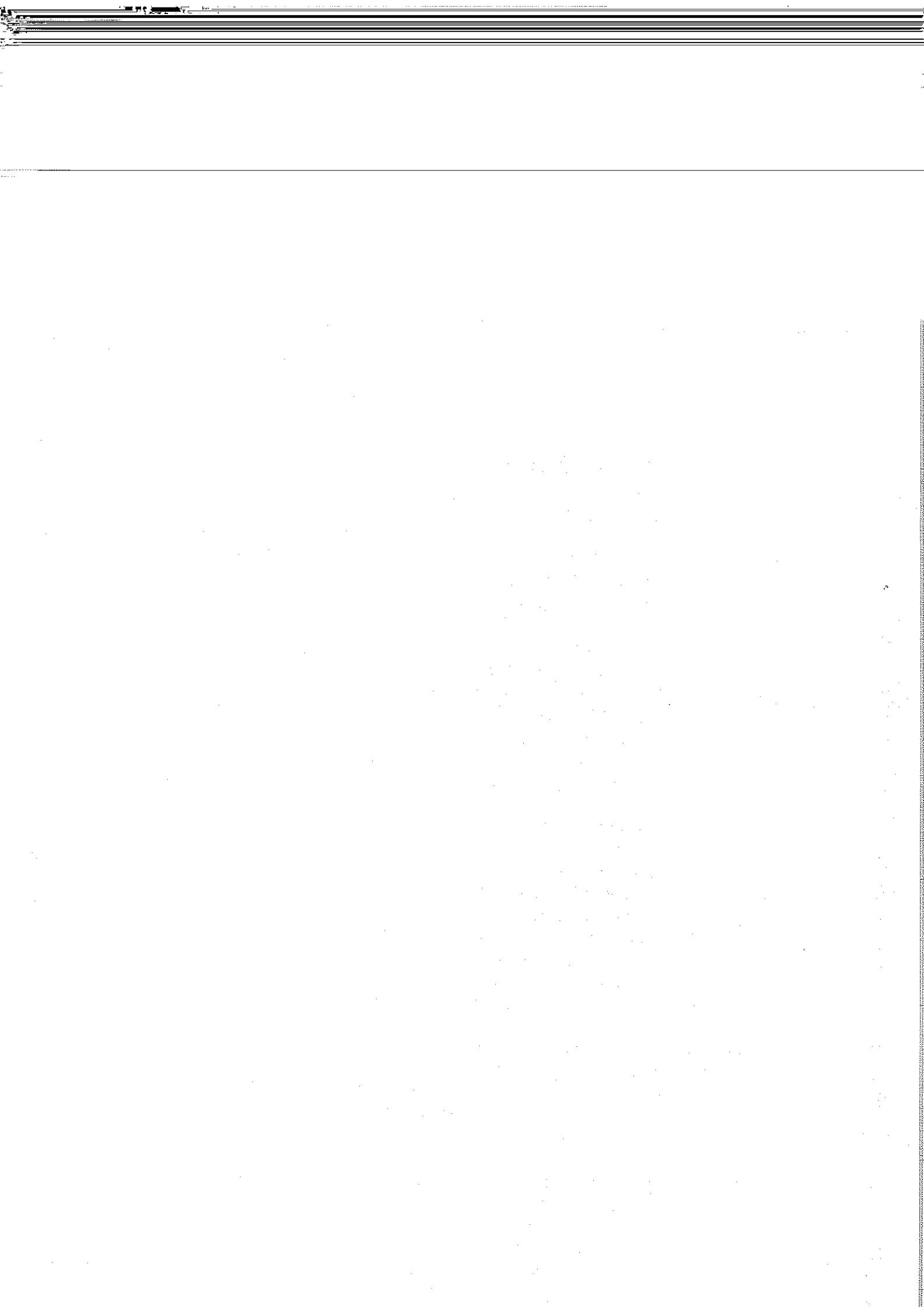
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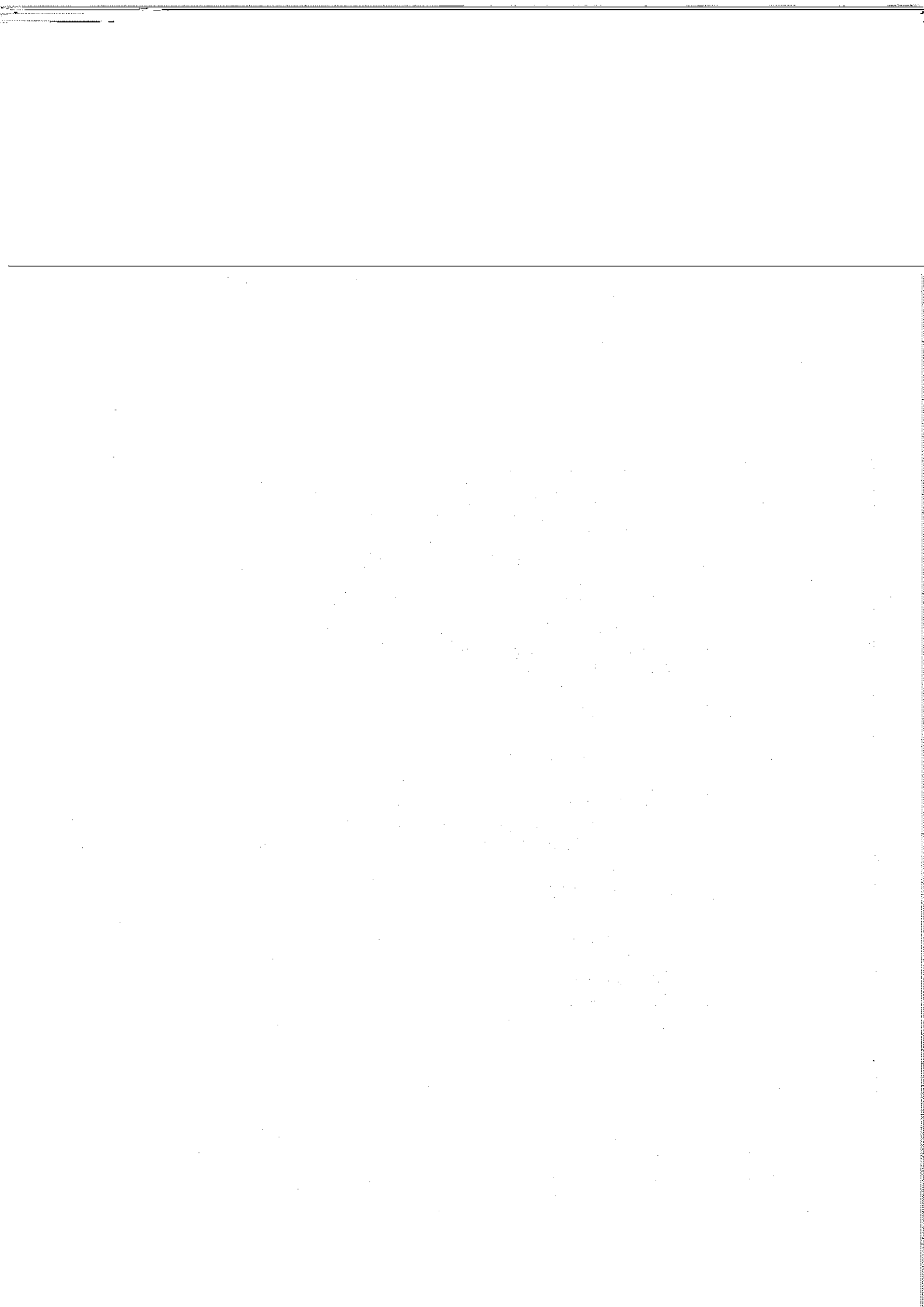


# TABLE OF CONTENTS

Chapter 1:	Executive summary	..	..	..	1
Chapter 2:	Introduction	..	..	..	5
2.1:	Background for the mid term Programme Review	..	..	..	5



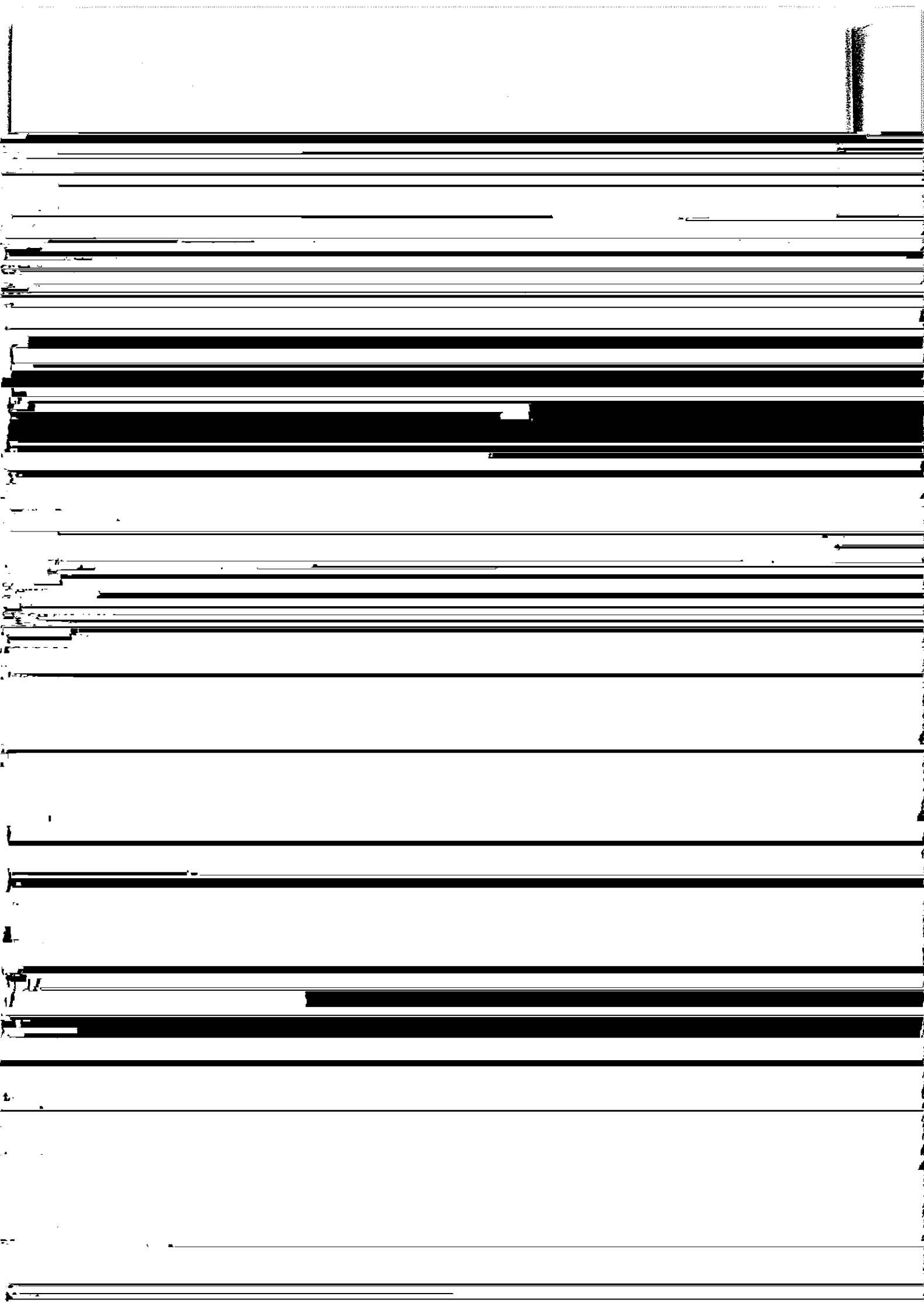


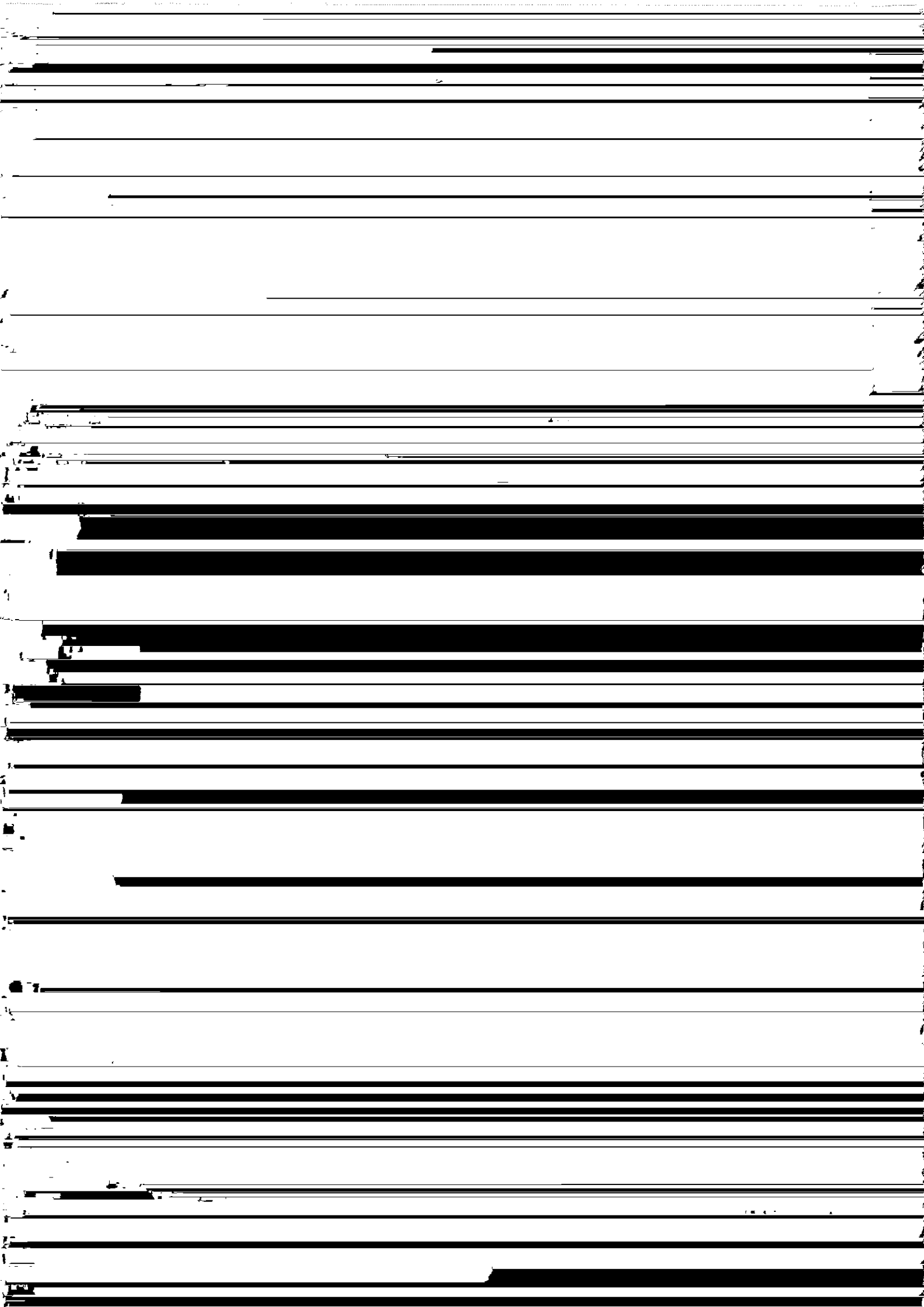


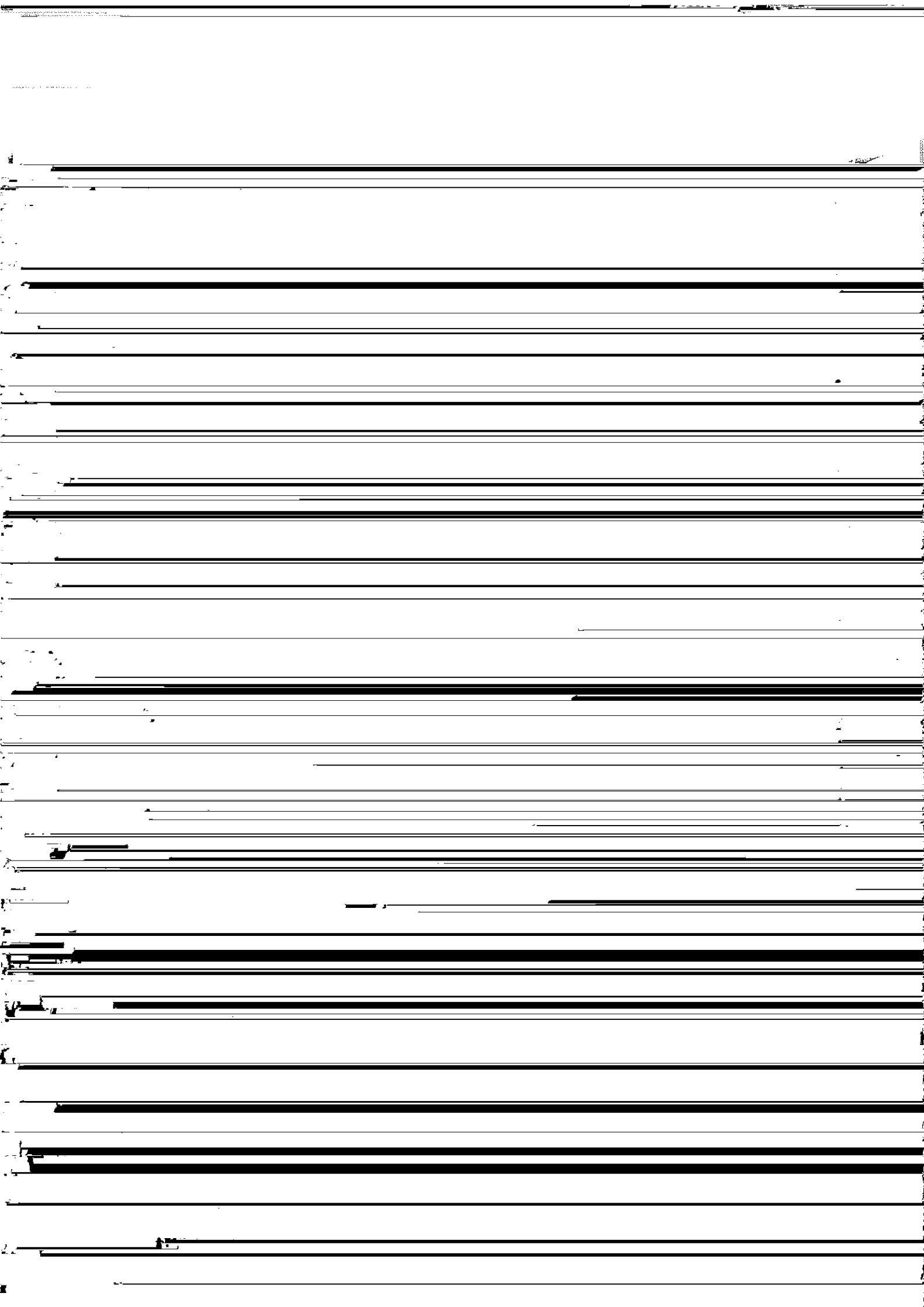
## CHAPTER 1: EXECUTIVE SUMMARY

A mid-term review of the programme: *Regional Networking and Capacity Building Initiative for Southern Africa (NETCAB)*, Project No. 690-0283-A-00-5950-00 was carried out in the period February and March 1998, with visits and interviews accomplished between 09 to 20 February 1998. The Review Team consisted of:

Prof. F. Alonzo Wright, Consultant for UNDP, and Mr. M. J. ...









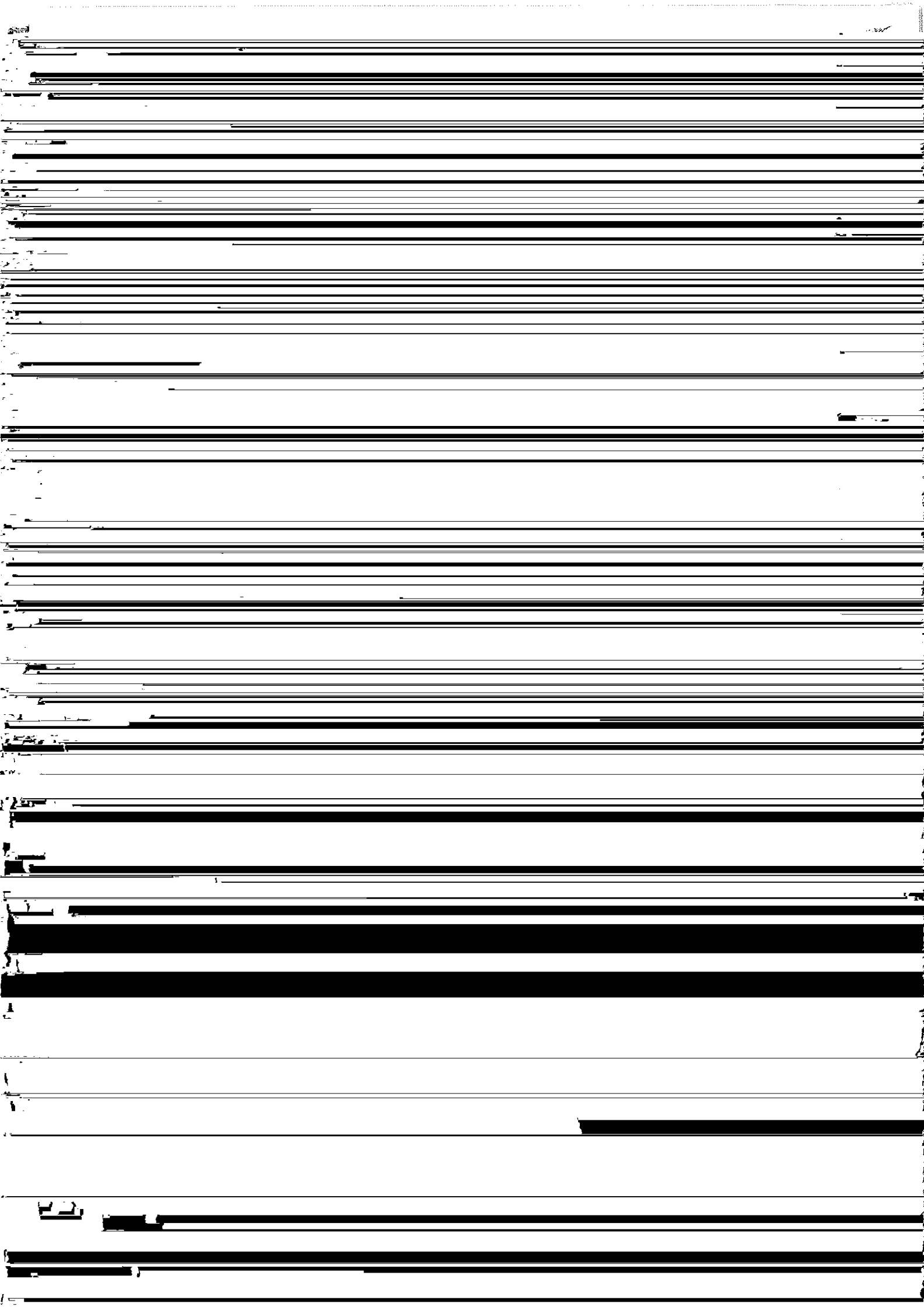
## CHAPTER 2: INTRODUCTION

### 2.1: Background for the Review

According to the co-operative agreement with USAID a joint programme review by IUCN ROSA and USAID/RCSA has to be conducted in the third year of operation. The purpose of the review is to :

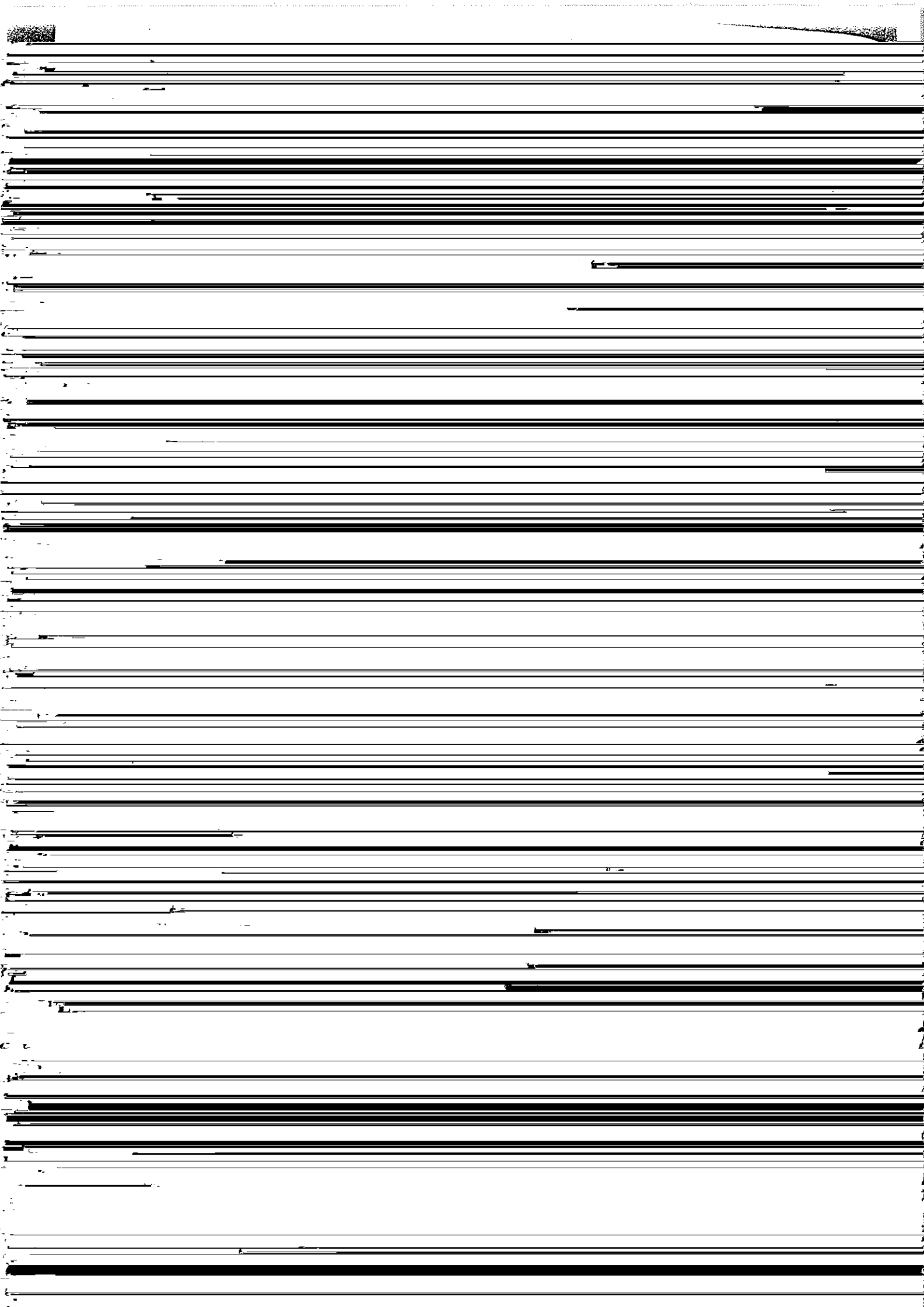
i) Determine whether programme performance and progress has been satisfactory; identify opportunities and constraints, and suggest appropriate

improvements to the administration of the programme.



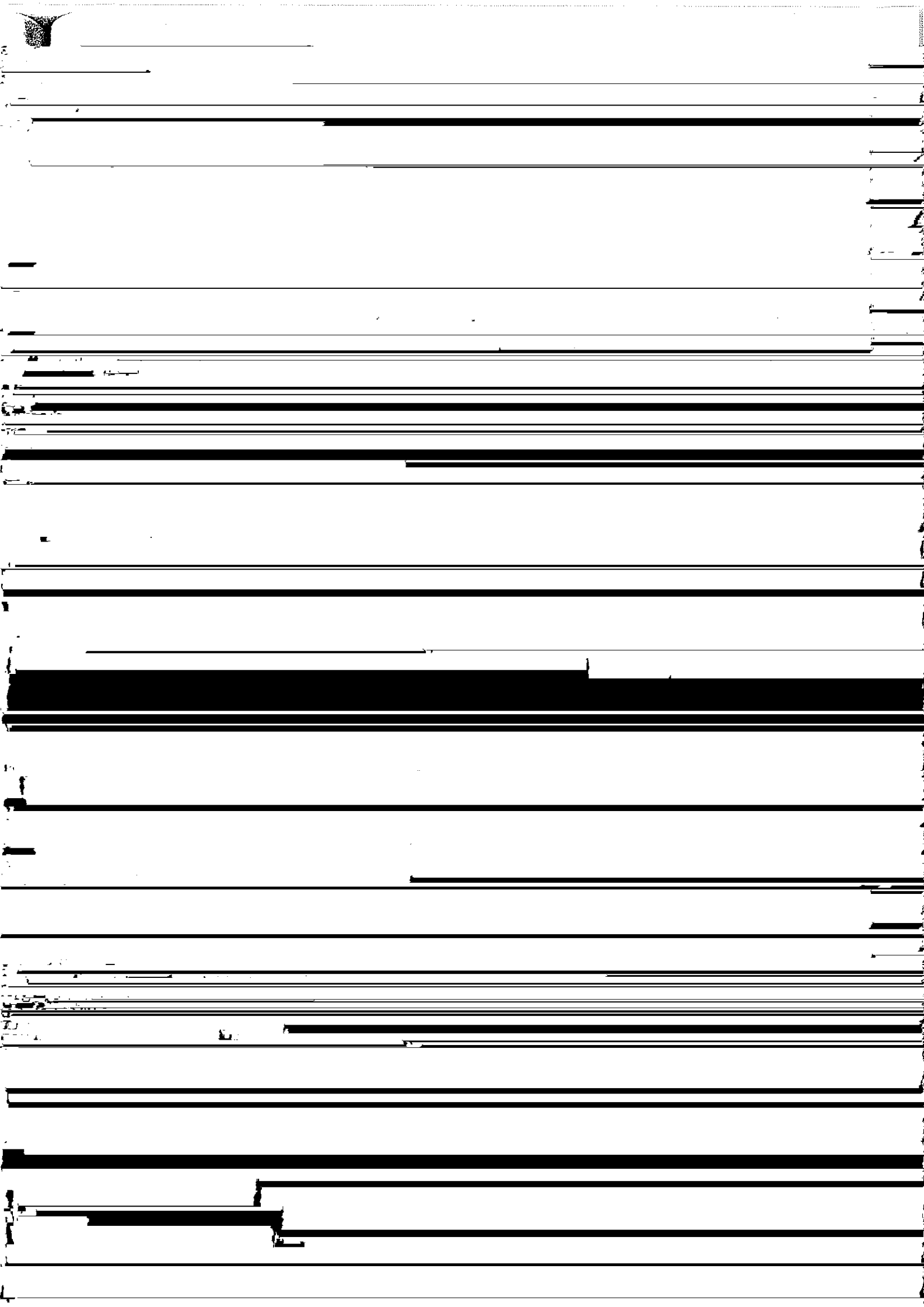
2: Regional Wildlife Trade Control {(TRAFFIC), Malawi}

3: ~~Legal study on trade restrictions~~



• Defining a standard for the industry





## CHAPTER 3: PROGRAMME RELEVANCE

The IUCN ROSA programmatic approach is proactive, mission led, participatory and innovative on issues of conservation and development.

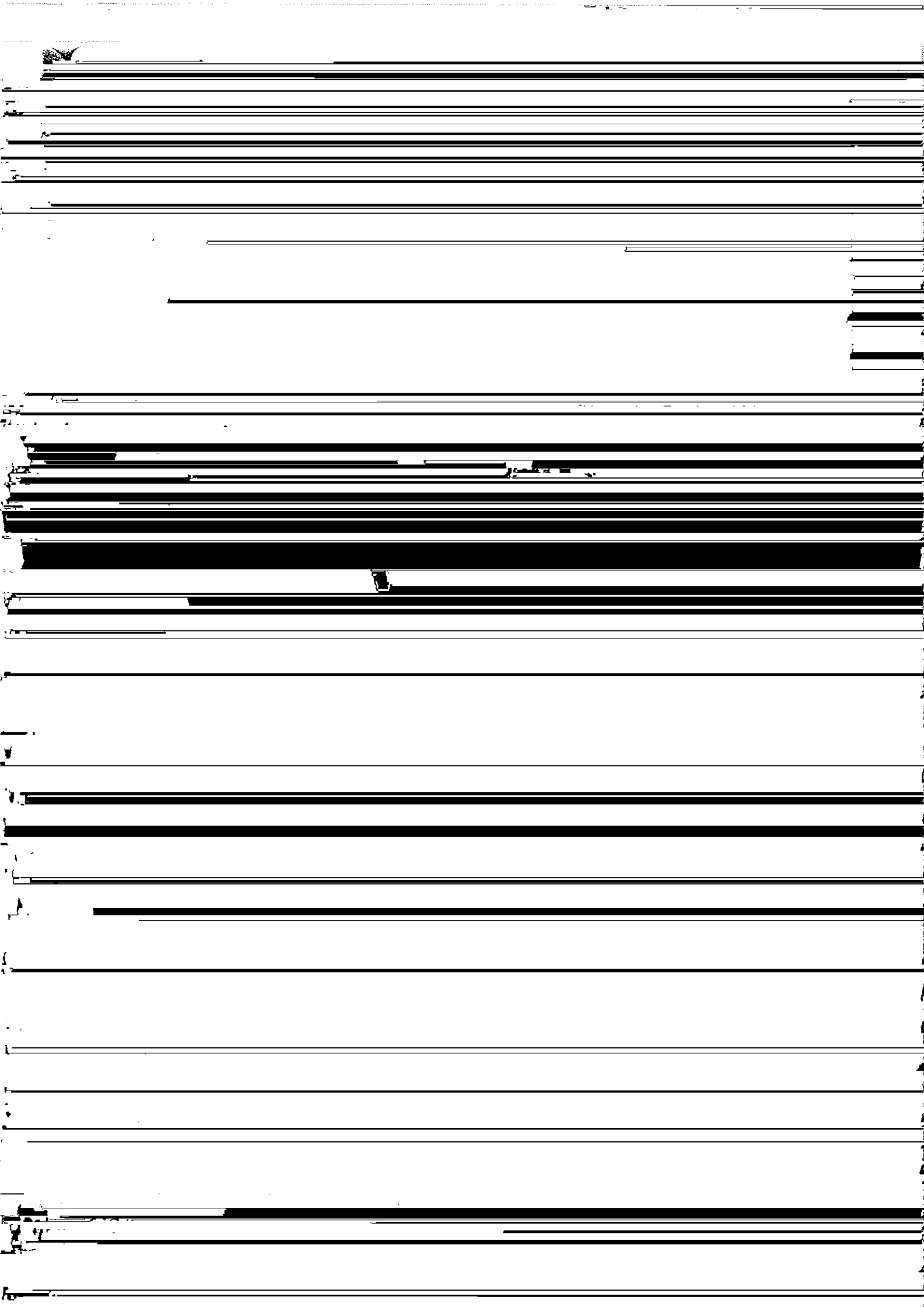


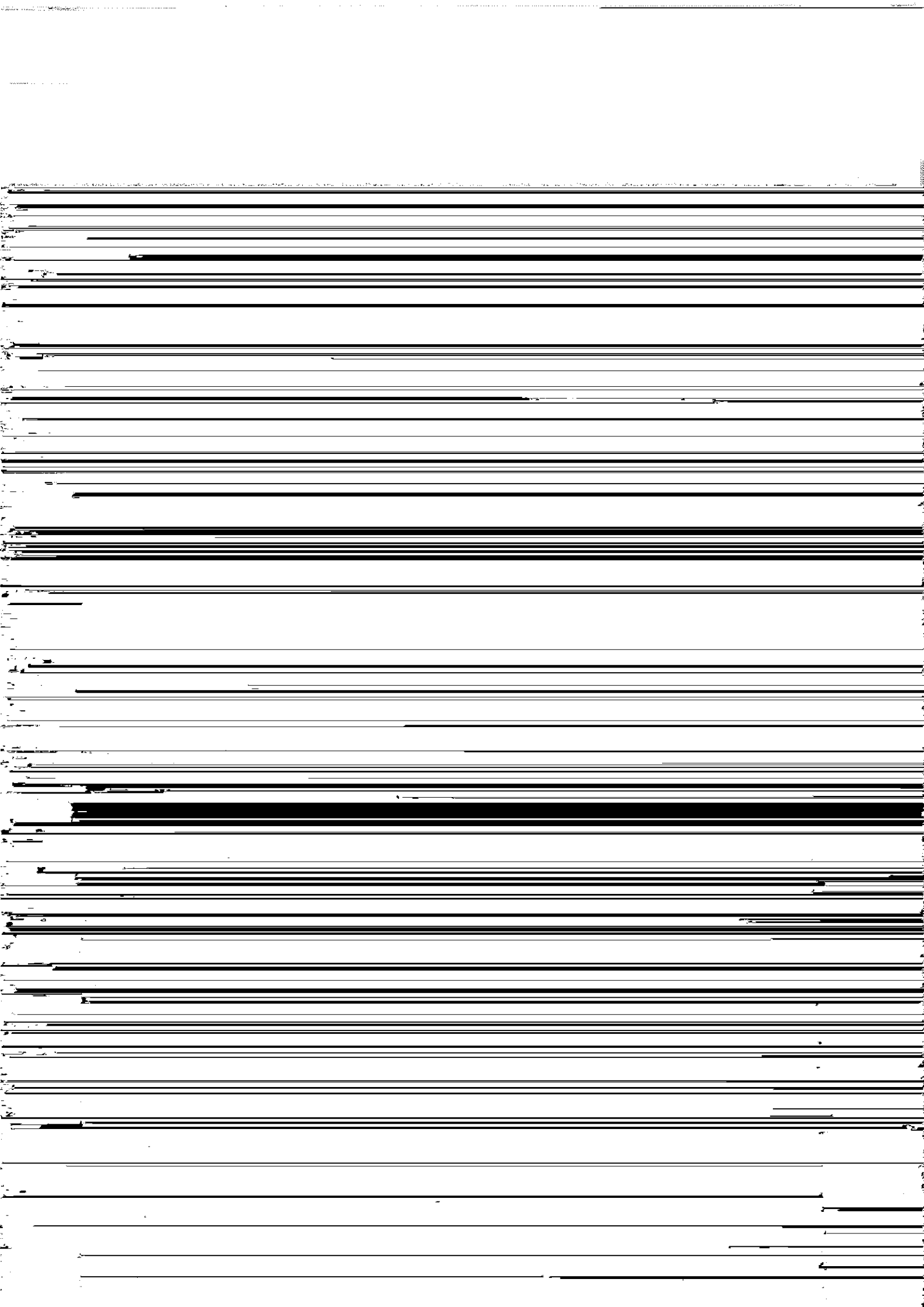
The mechanisms and modes of operation adopted by the system are

environmental policy responses in the global context of conventions,  
international trade, etc.

The programme aims to...







IUCN ROSA Strategic Objectives

1

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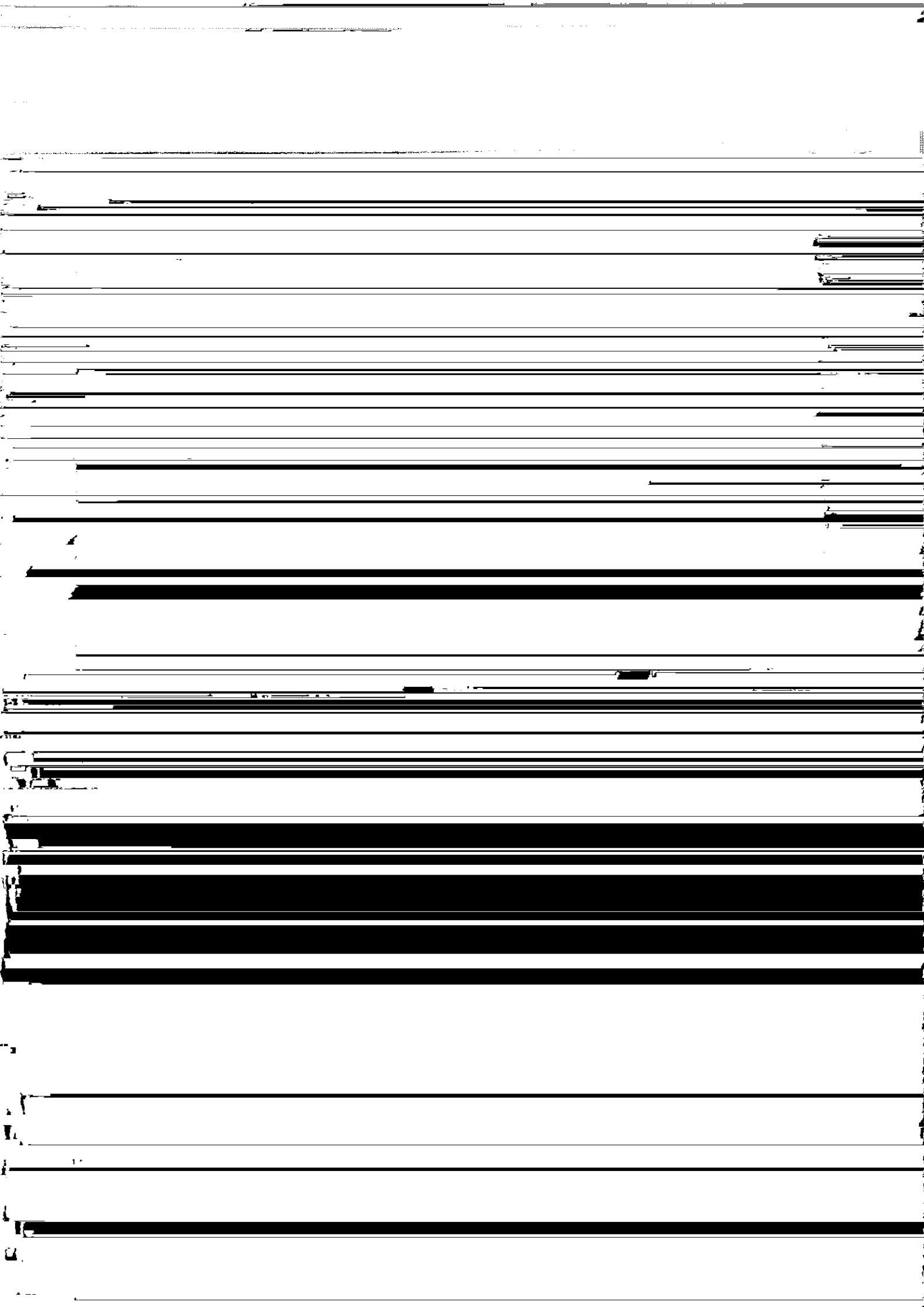
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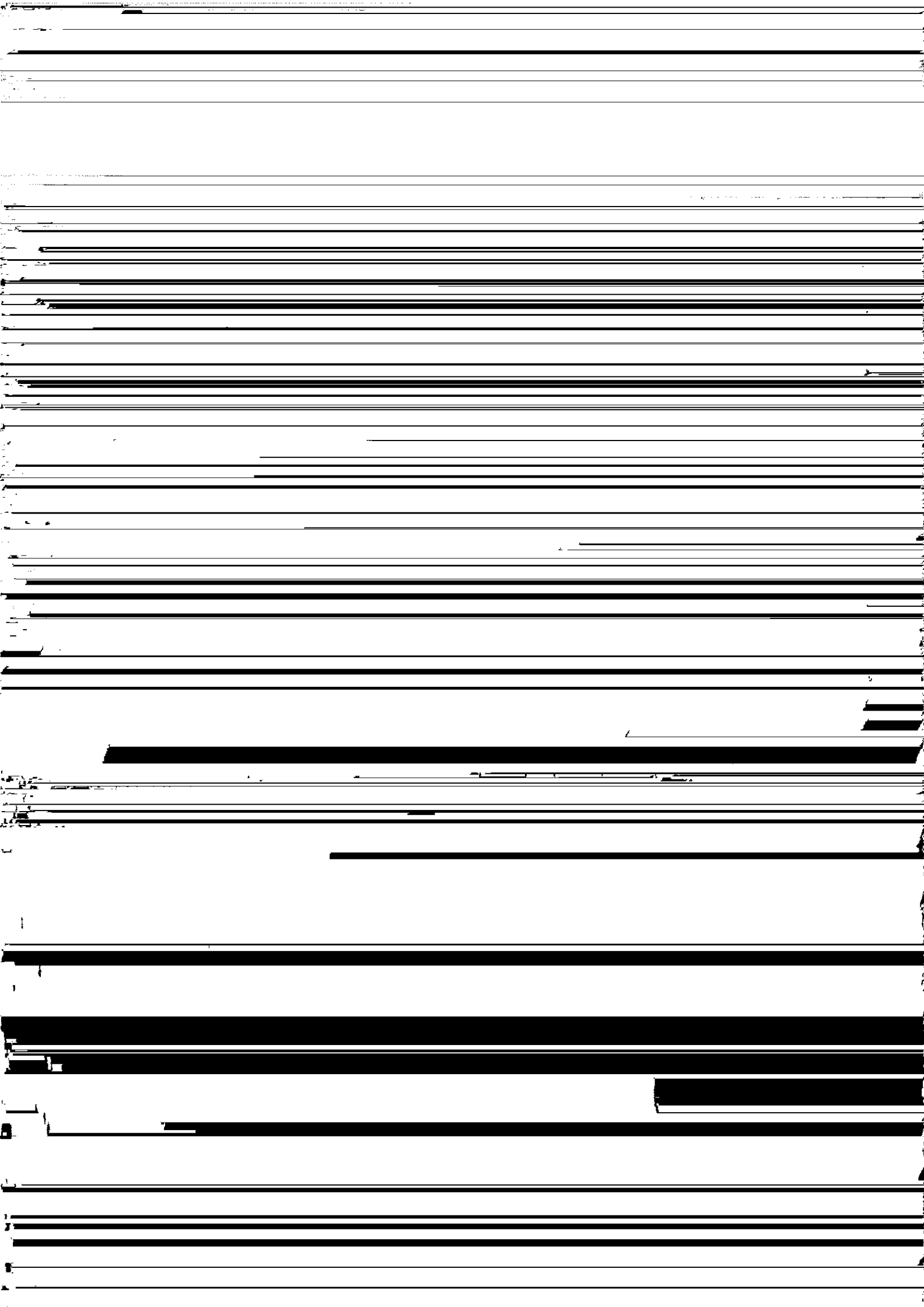
## CHAPTER 4: PROGRAMME EFFICIENCY

Efficiency relates outputs to inputs (activities), see chapter 2, section 2.3.4 (Figure 1). It basically says how best the resources available to the programme have been utilised in producing the programme outputs. Clearly, efficiency revolves around how active project implementers have been.

4.1



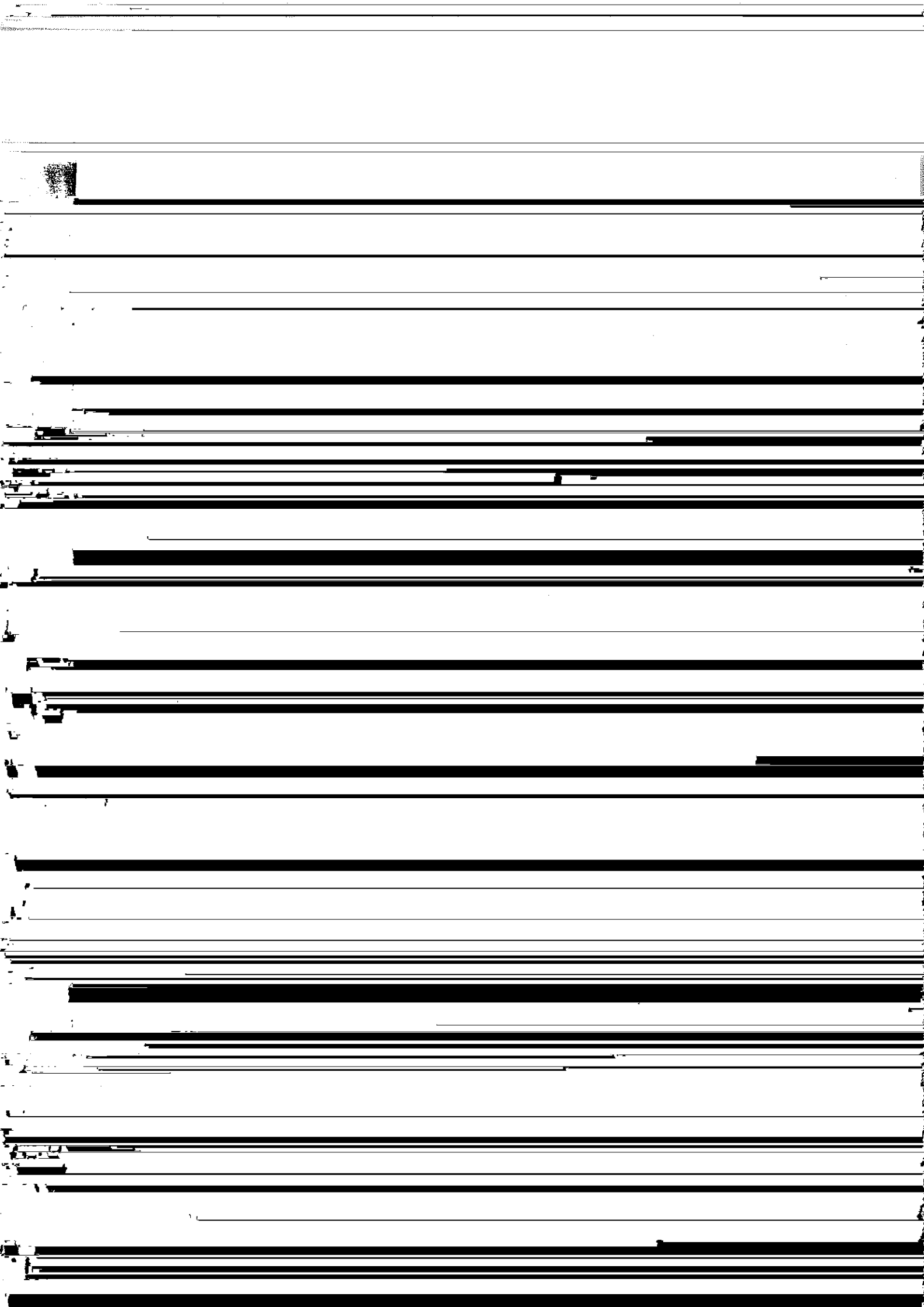


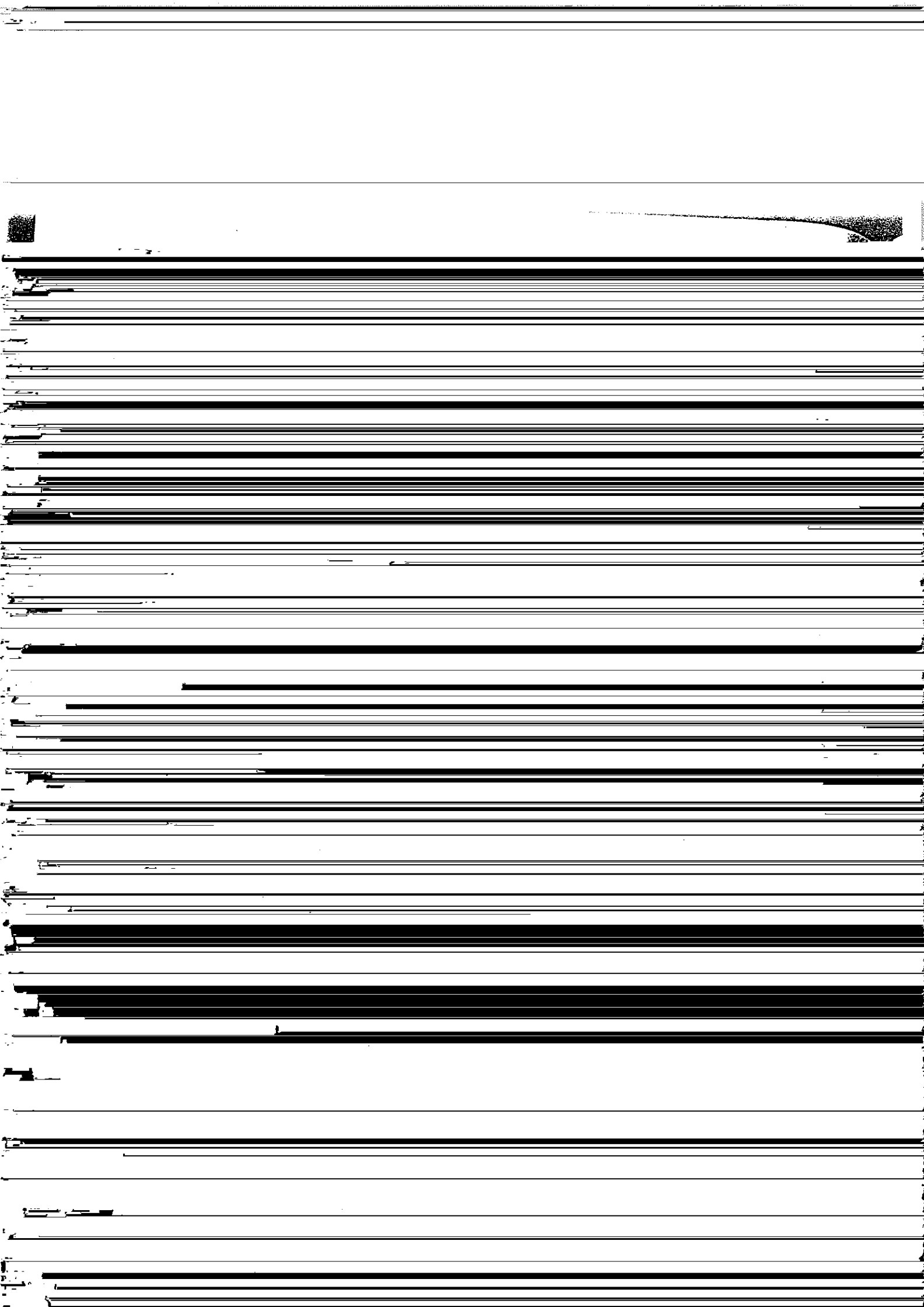




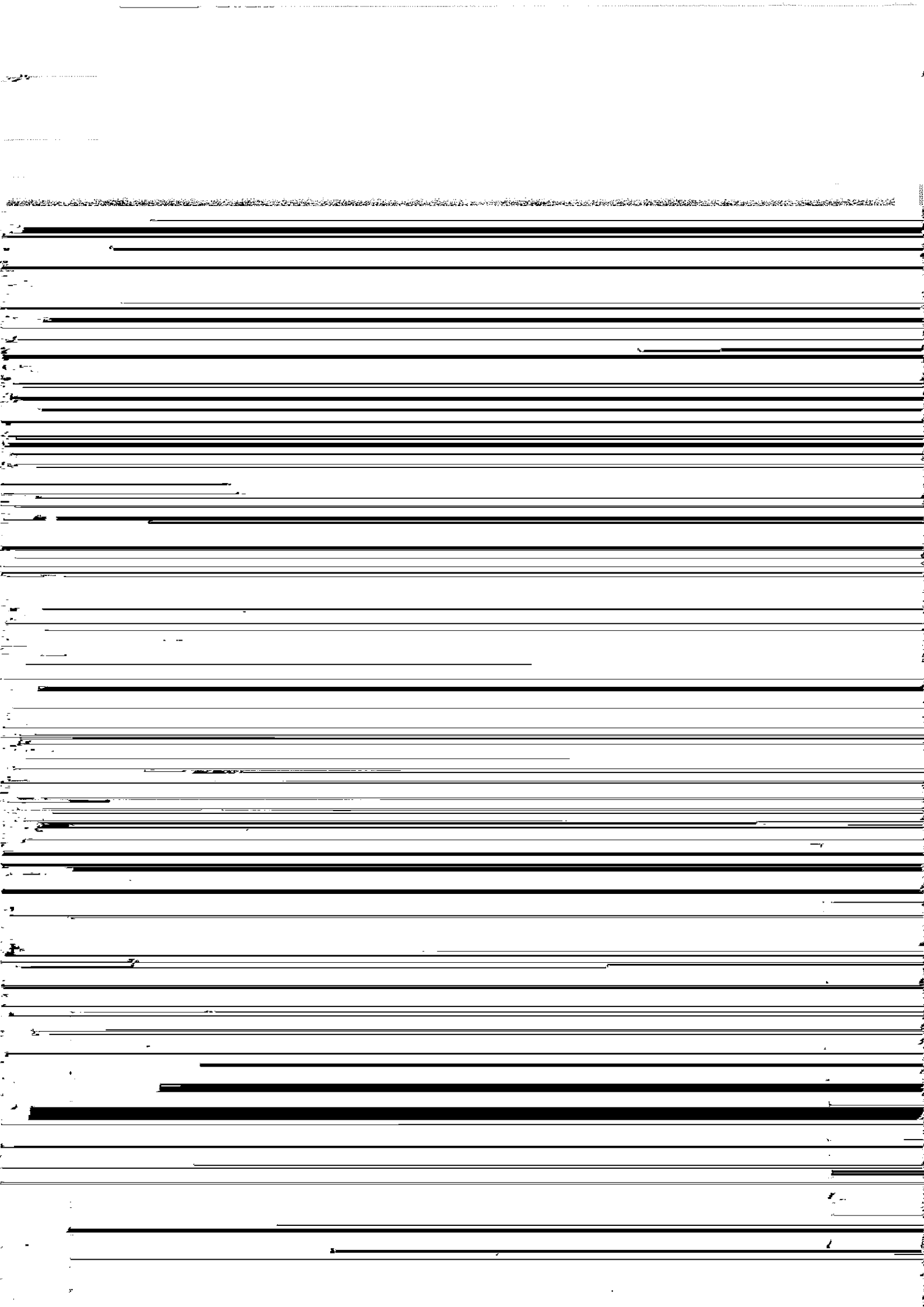


Looking to the future, however, it is especially noteworthy that IUCN ROSA and its members are expecting to benefit this year from a replacement for the M&E facilitator to further the collective efforts undertaken in 1997. A review of the current M&E plan demonstrates that very substantial effort went into the





to bring together the efforts of RCSA's Special Objective B team with that of IUCN ROSA and its affiliates. The timely harmonisation of IUCN's and RCSA's M&E efforts would undoubtedly be very beneficial to both.





proved to be functional. The [redacted] [redacted]

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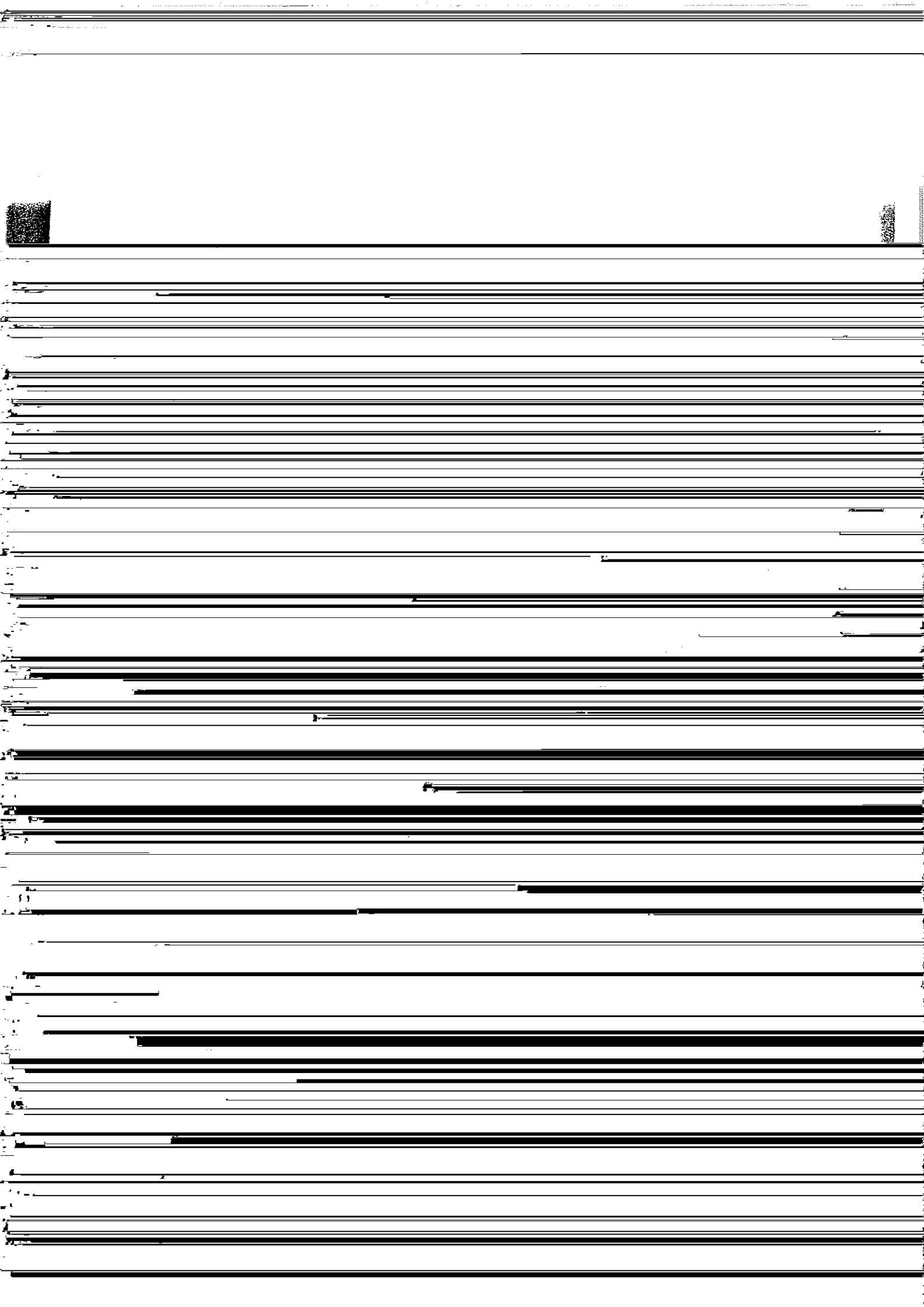
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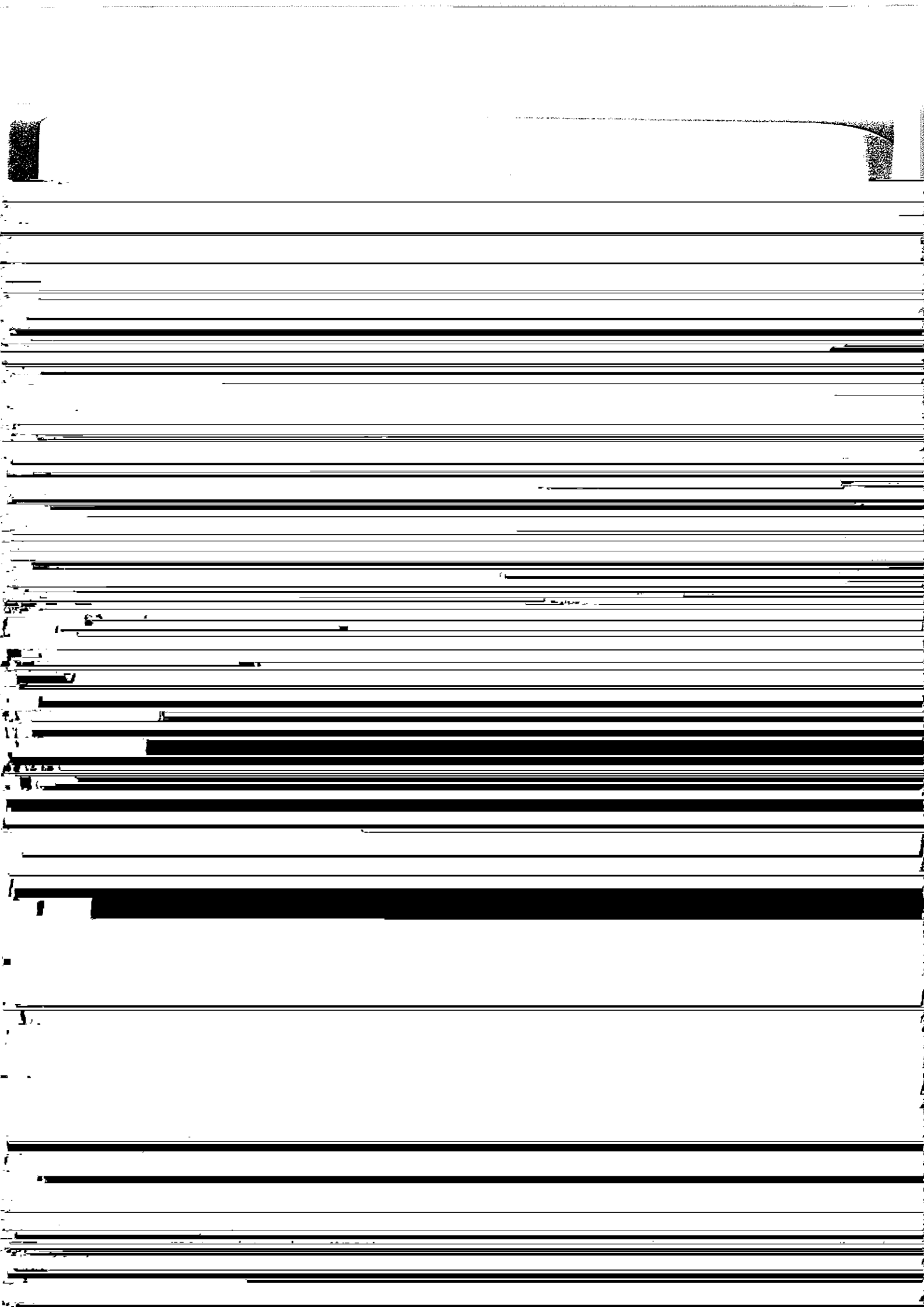
institutions and NGOs' includes 'increased institutional management, technical and networking capacity in specific fields'.

Further, a re-examination of the programme objective shows that three levels have been condensed into one. Consider the following:

Objective: Enhanced capacity of Southern Africa's governments, NGOs and

not surprising that the data for assessing 'impacts' were not systematically collected. (cf. *Elementary Operations* 2.2.4)

- SABONET implied (although not said in so many words) that they have been able to successfully access GEF funding because NETCAB provided the opportunity for them to develop a focused approach to networking.
- The procedures for completing and getting a project proposal approved are apparently quite demanding. Several institutions, on



## CHAPTER 7: SUSTAINABILITY

The approach taken by the NETCAB programme is to work through well established existing institutions; IUCN ROSA, TRAFFIC, ZERO, SASSUG, and other regional groupings that NETCAB has selected.





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that

## CHAPTER 8: LESSONS LEARNED AND DISCUSSION OF PRIORITIES

### 8.1: General

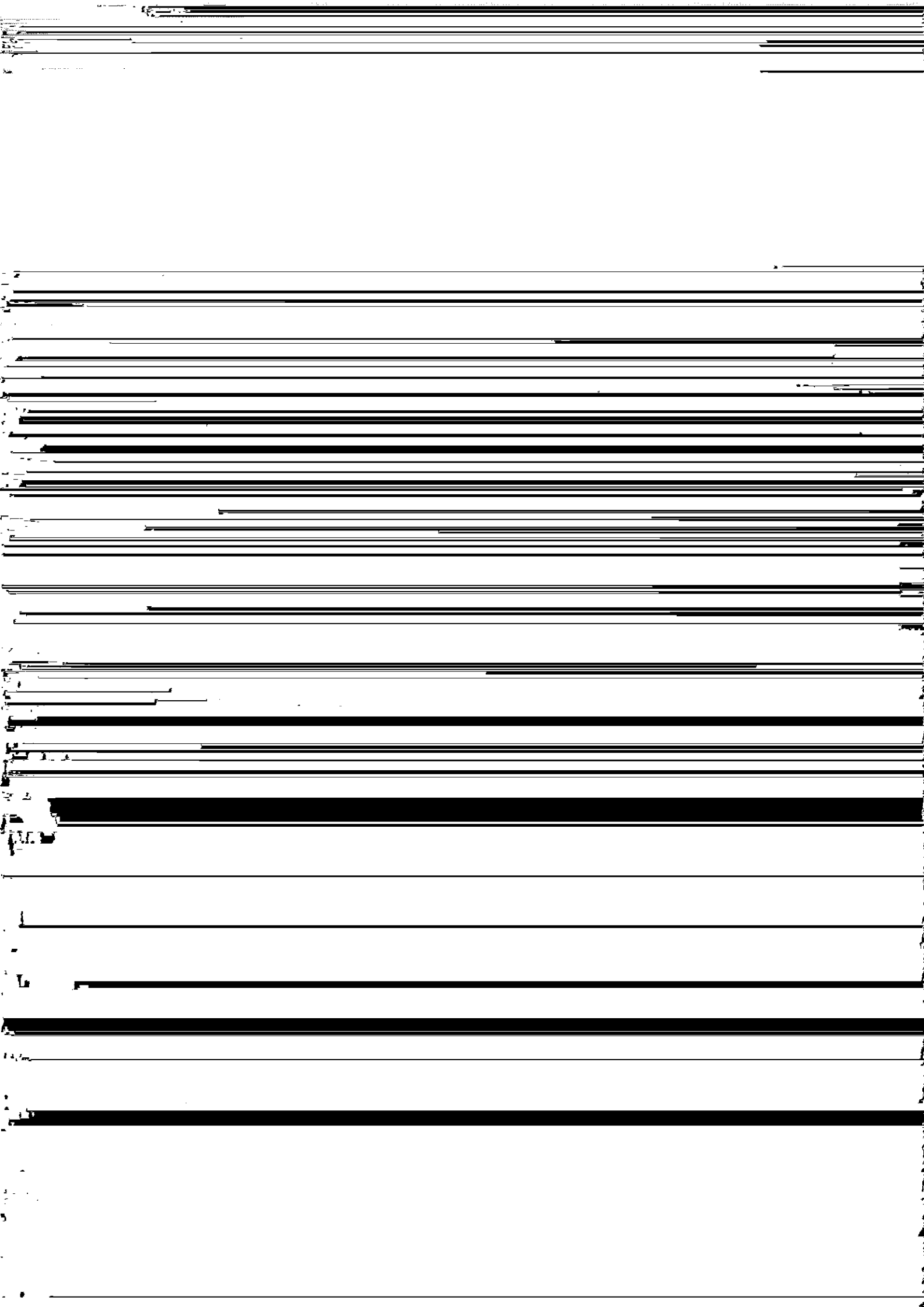
ng,  
This chapter collects the various lessons drawn from the implementation of NETCAB so far. It is structured in the following manner: firstly important lessons learnt with regards to the overall design are presented followed by issues pertaining to the various activities (Described and seen). Thereafter, both

beginning of the activities, and not after several months. This is a very important lesson.

The fellowship and exchange didn't quite get off the ground. It was characterised by a low level of interest (only three proposals submitted) from

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Pro guard audits have been confined to investigating financial systems and



## CHAPTER 9 CONCLUSIONS, RECOMMENDATIONS AND PRIORITIES

### 9.1: Conclusions

The following conclusions have been drawn from the review:

#### NETCAB in General

1: NETCAB is a worthwhile initiative which is fully appreciated by ALL stakeholders who have been involved with the programme. Its inception came at

a most opportune time when the need for increasing the region's ability and capacity to successfully tackle regional/transboundary environmental issues is becoming appreciated.

The financial reporting practices put in place are also considered sound.

P:  
1:

**Programme Effectiveness**

4: Although this issue may not be addressable until there are phase 2



contract team. Lastly, future Memoranda of Understanding should contain specific language regarding this M&E requirement.

er  
10: Concerning workshops, it is recommended that organisers considering holding workshops should give serious thoughts to, and put in place follow-up

appreciation of these are necessary for the impact of NETCAB to be placed into proper perspective.

6: Support should be continued in upgrading IICN ROSA staff members

## ANNEXES

- Annex-A: Terms of Reference
- Annex-B: Itinerary for the Review Team
- Annex-C: List of persons contacted / interviewed

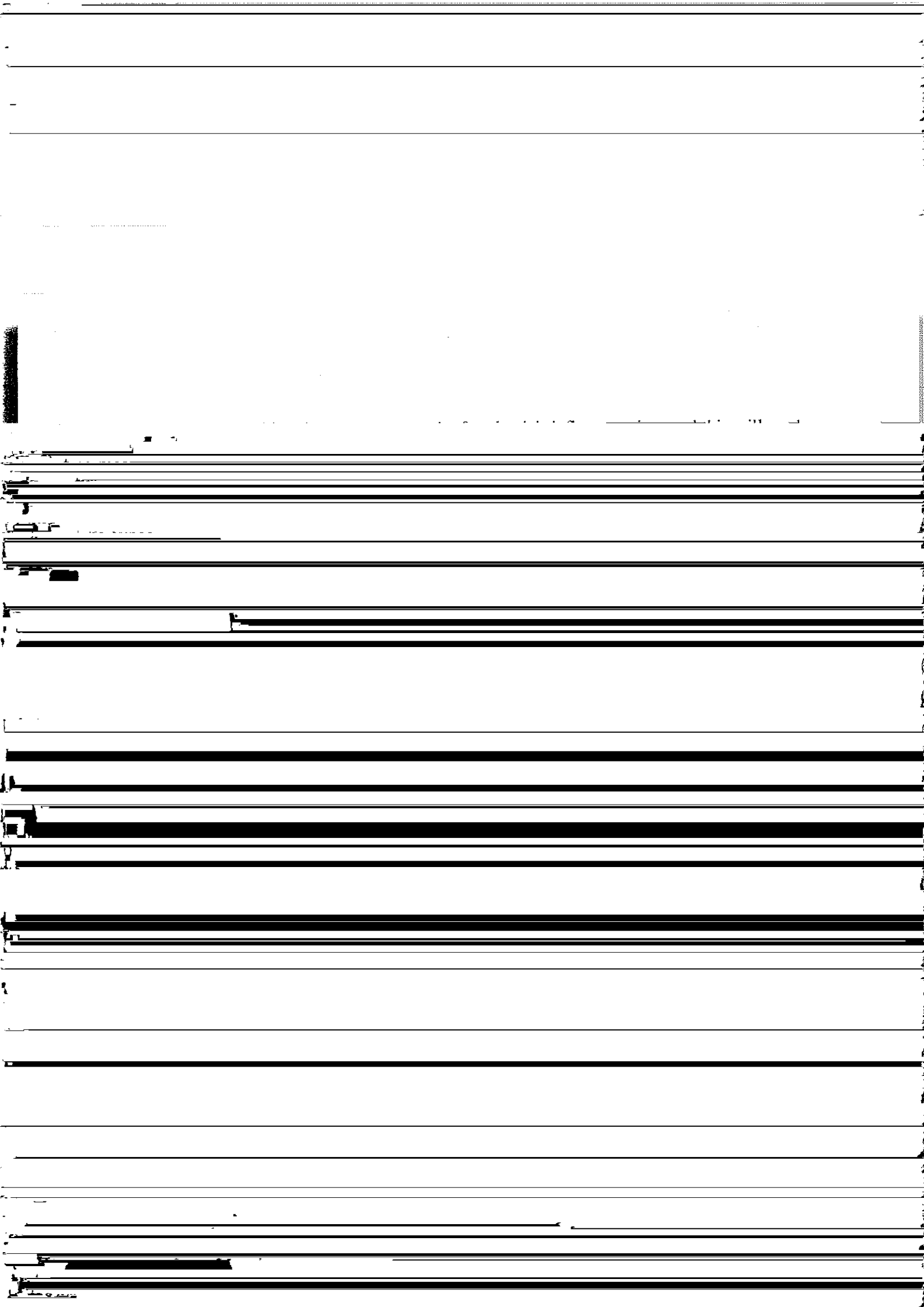


The findings of the Review Team will guide the NETCAB Steering Committee, IUCN ROSA and USAID in determining whether the programme should continue into the second phase, and if so, the priority issues to be addressed.

- Programme Steering Committee members.
- Participants in the regional programme (Subgrant activities).
- Key IUCN staff members (IUCN ROSA Director, IUCN Country office Representatives, NETCAB Programme Co-ordination Unit).

iv) The final review report will contain a mixture of comments and recommendations.

17) Sustainability. Assess the extent to which the positive changes achieved as a result of





ANNEX

IONS

Institute, South

Environment

atal Law Centre,

Local Community  
Programme (ALCOM)

mbabwe Traditional  
conservation

rk linked to IUCN

18	ii	1991
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ical Unit

, Zimbabwe

## REPORT FRAMEWORK

The report should, at the minimum, comprehensively cover the following areas:

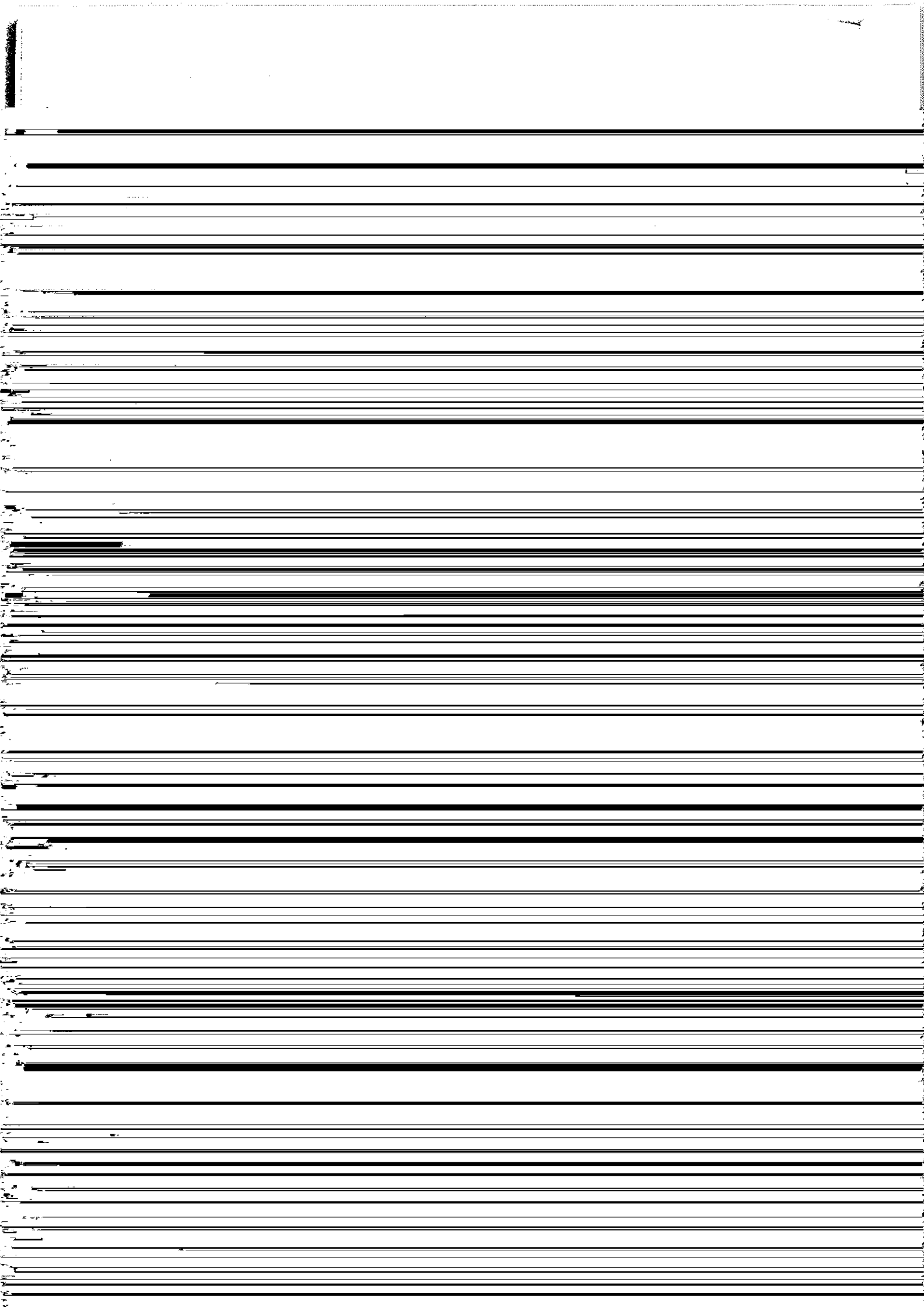
**1: Executive Summary**

This should include conclusions and recommendations

**2: Introduction**

2.1: Background for the review

2.2: Brief description of the project



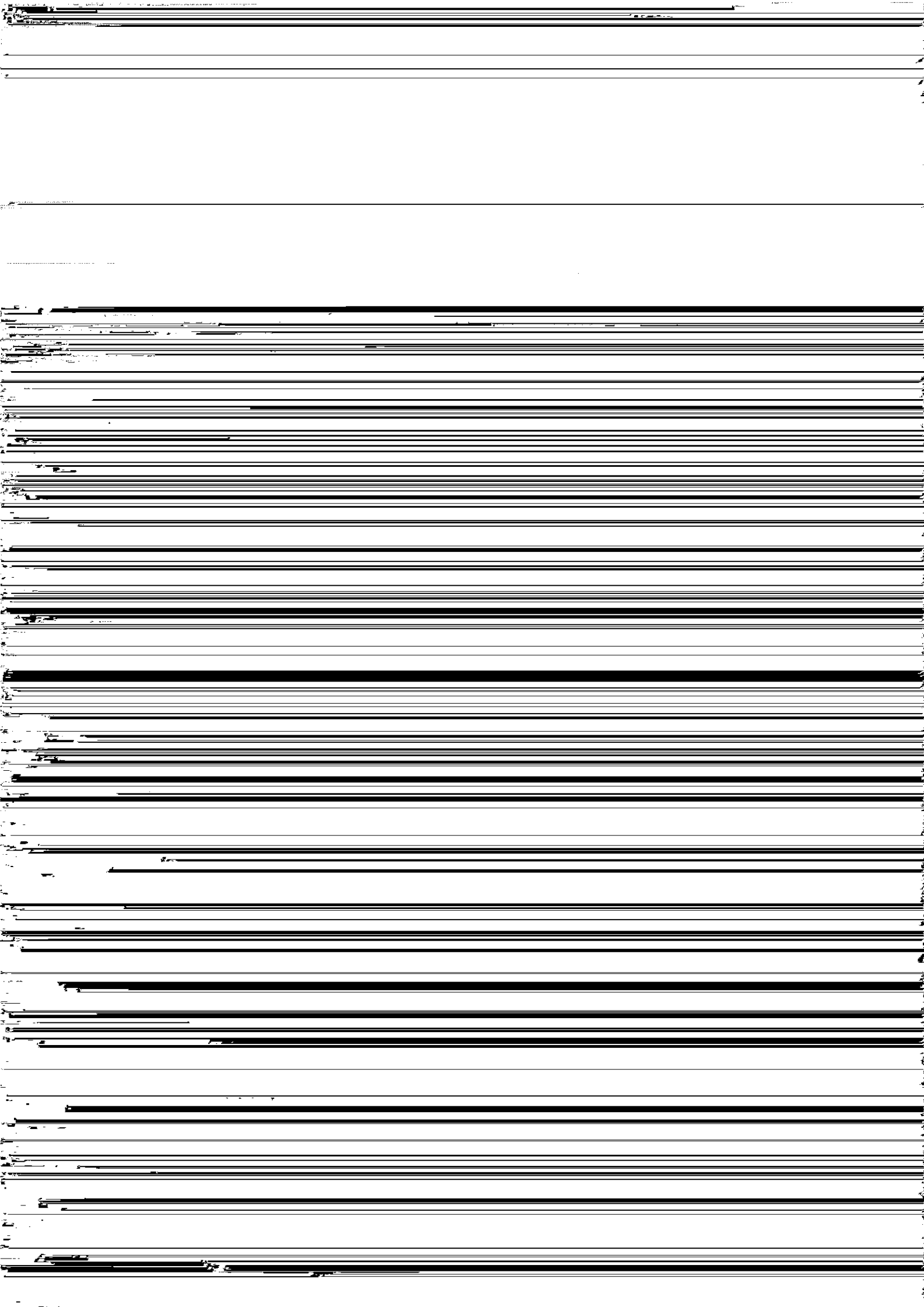
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16-02-98 Morning	Ruud Jansen	IUCN Representative	IUCN, Botswana	Interview
	K. Patricia Walker	Director	Forestry Association of Botswana	Interview



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v

	Kenneth Nyasulu	SADC, Biodiversity Focal Point	Department Ministry of Forestry, Fisheries and Environmental	Interview
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ANNEX D

interviewed by talonkano

**February 1998**

Please take a few minutes to respond to the following:  
Email your response to [alwright@africaonline.co.zw](mailto:alwright@africaonline.co.zw)  
Thank you very much for your support.

1: Describe NETCAB (in your own words)

.....

**ANNEX-E : List of Documents Consulted**

**LIST OF PUBLICATIONS UNDER NETCAB**

**ACTIVITY 1.1: IUCN ROSA TECHNICAL SUPPORT SERVICES AND  
PROJECT CO-ORDINATION UNIT**

1. Profiles of Degree Supporting Environment and Development initiatives in

Southern Africa.

2. NETCAB Programme Brochure

5. Proceedings of a Workshop on the enforcement of the wildlife Act of Zambia

6. Evaluation Report of the TRAFFIC Intelligence information system at the Act:



5. Second Draft, Indicative Project proposal for IUCN-ROSA, NETCAB Programme from Zimbabwe Trust (HARARE), on behalf of Africa Resources trust (ART); Co-ordination and capacity Building Amongst regional NGOs and Community representatives (CBOs) with respect to Conventions Critical to Conservation Based Community development (CBCD) Initiatives in Southern

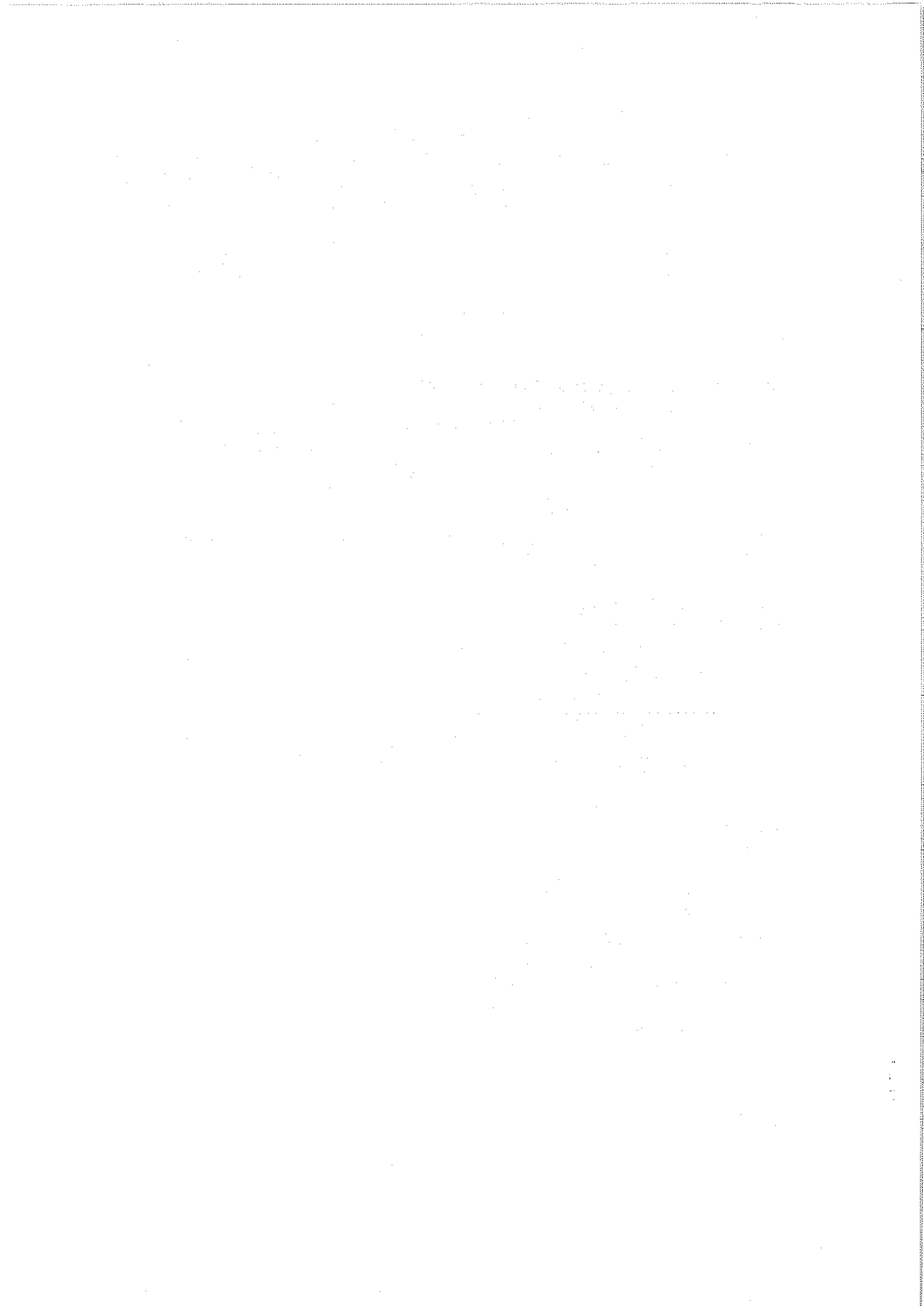
Africa.

6. Project Proposal. Enhancing the capacity of Some Non-Governmental

Organisations in SADC to Implement Agenda 21. Submitted by Zero to

NETCAB, December 1996

7. IUCN Southern Africa Strategic Plan, Version 2, April 1997





Workplace and Progress Reports

1. NETCAB, Semi-Annual Workplan October 1995 - March 1996
2. NETCAB, Semi-Annual Workplace April 1996 - September 1996

