REVIEW OF THE ENVIRONMENTAL NGO SUPPORT PROGRAMME of the IUCN Eastern Africa Programme

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Executive Summary

A SUBJECT MATTER

This report is the result of a review of the NGO Support Programme (NSP) of the IUCN Eastern Africa Programme (EAP), which has been implemented from 1992 to the present, and is due to be completed by mid-1999. The review was carried out between 27th April and 9th May 1998, at the request of the EARO to assist them to determine future priorities in this area. The review consisted of interviews with Eastern Africa Regional

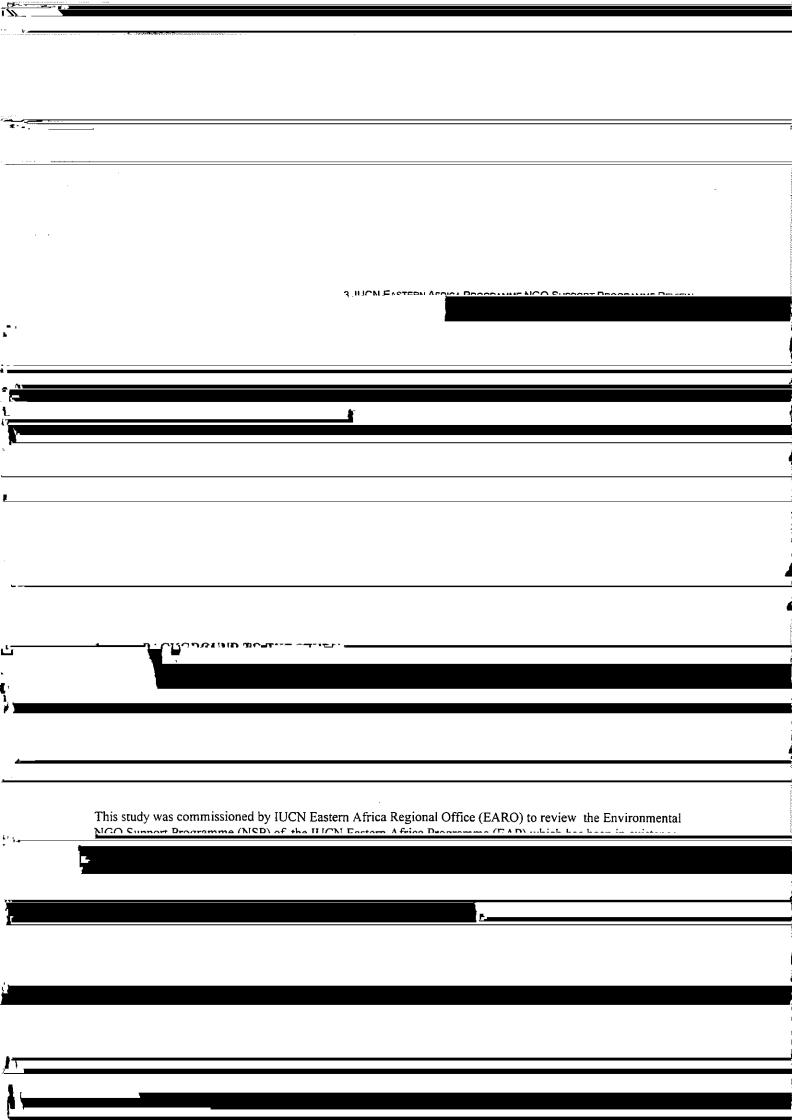
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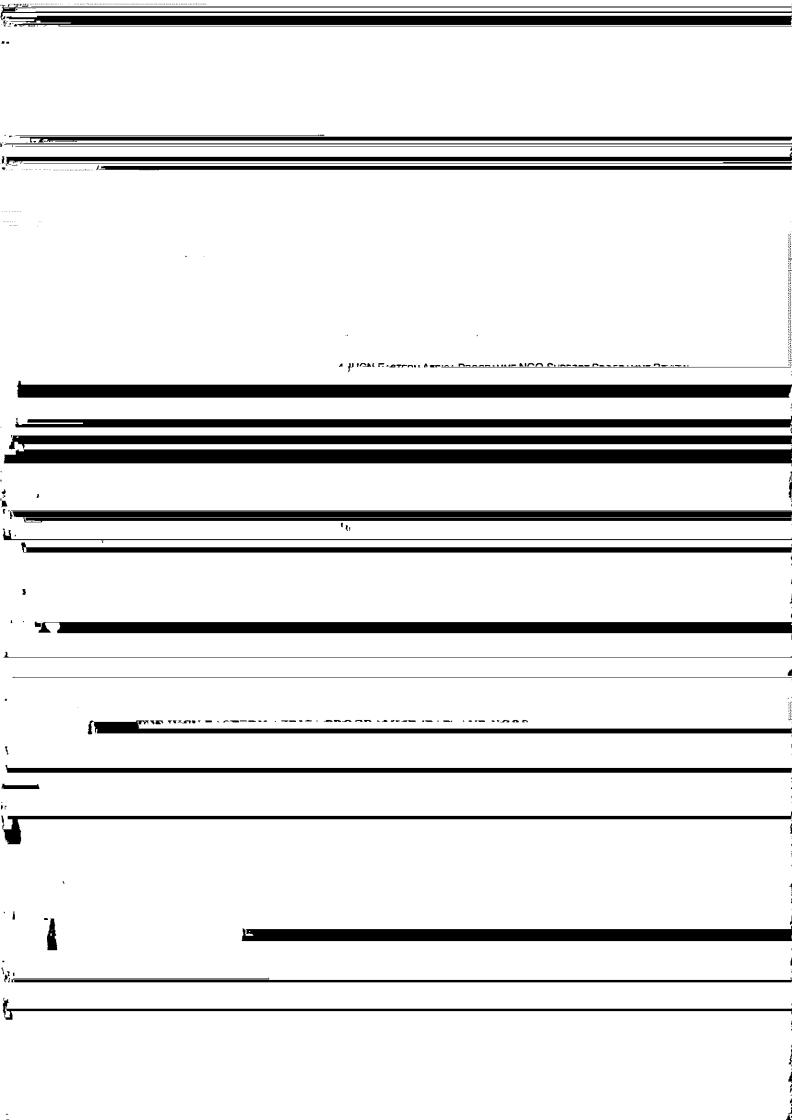
B PRINCIPAL FINDINGS

The current NSP objectives developed within EARO and UCO, with their incorporation of ideas of partnership and advocacy represent a positive step towards a more systematic NGO strategy for EAP. The original NSP proposal lacked clarity and has proved inadequate in providing a clear and strong structure for an NGO strategy.

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	The key outputs of NPP would include: • partnership strategies, collaborative activities and processes integrated within EAP
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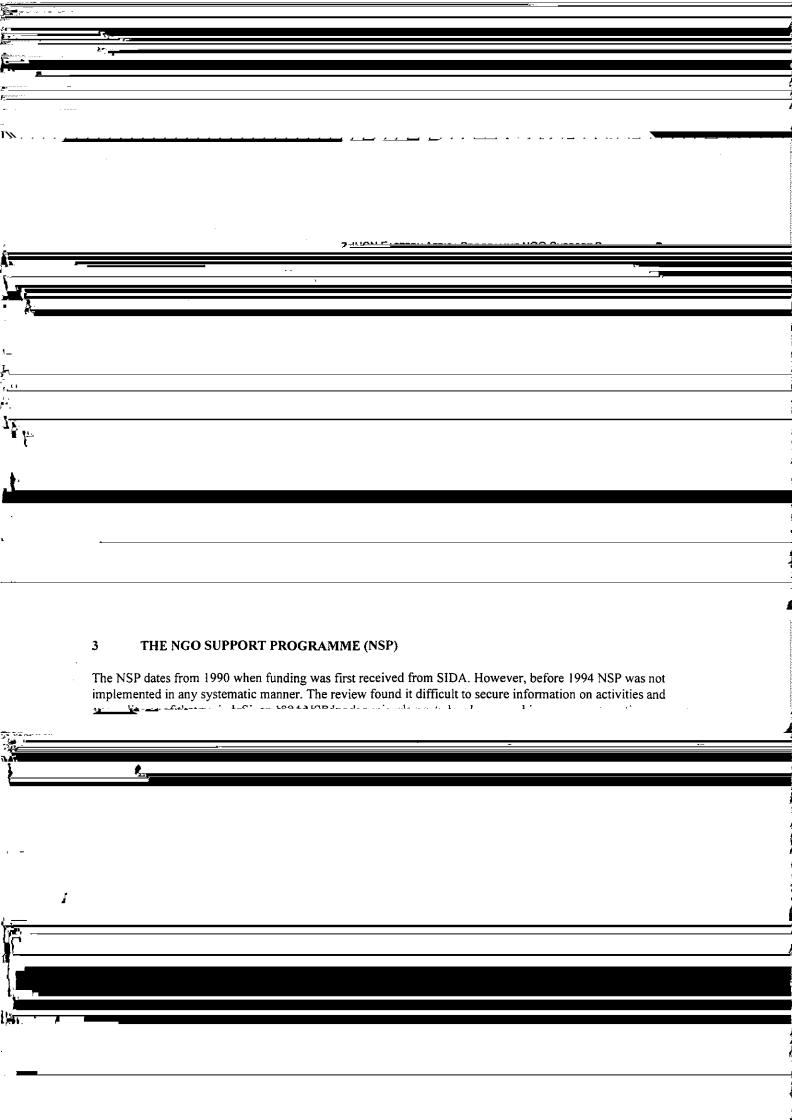
2.2 EAP collaboration with NGOs

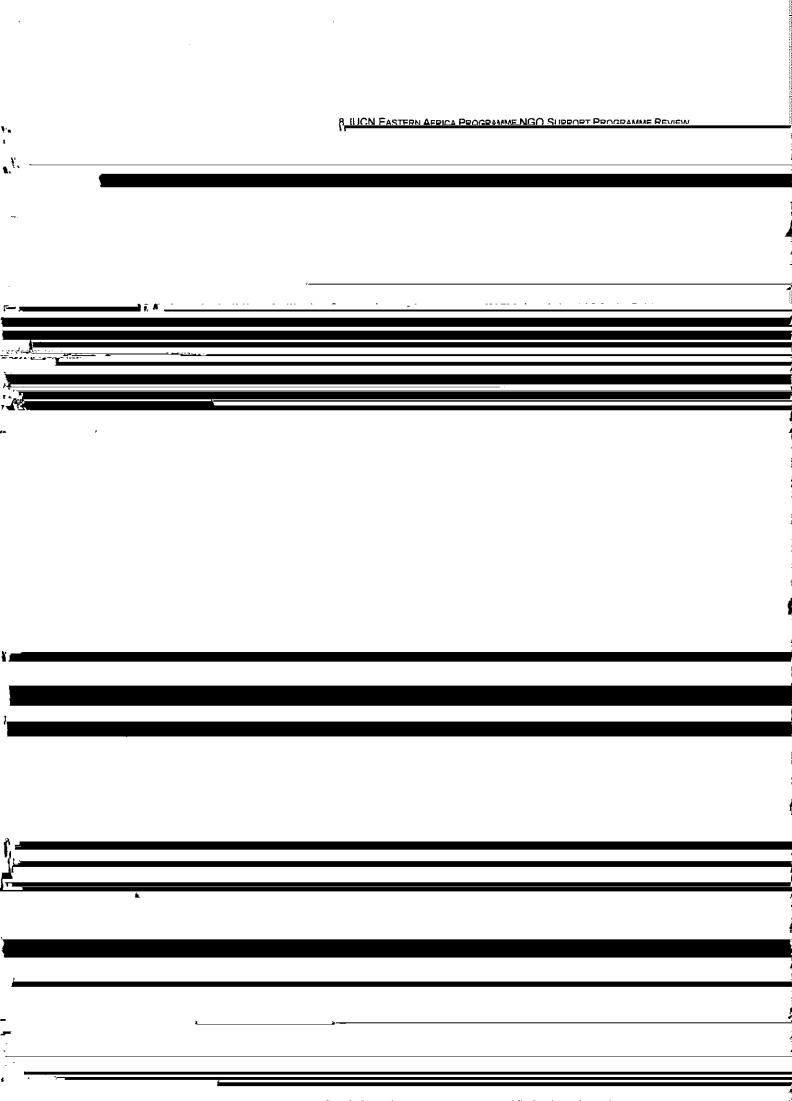
ı	Views within EARO on how NGO collaboration should proceed vary slightly but a need to consider the options
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that if EAP is to deal with smaller community-based groups, it needs to significantly build its own capacity in that area.

As might be expected NGO members of IUCN have a good understanding of its goals and mode of operation,

particular should be able to address government procedural issues where these are a barrier to progress. One member and principal partner comments that the relationship with IUCN is comfortable because there is no





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	NSP is also widely seen to be related to promoting NGO membership of IUCN and as means of delivering services to members.
	3.4 NSP management
	Since NSP was set up as a cross-cutting, "additional", activity intersecting with ecosystem-focused
	programmes, it has been anomalous administratively. In some ways it has been seen as a project (since it is
	funded externally, contributes to administrative overheads and has a limited life span) and in others as a
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	achievements are "shared". In many cases indicators for success have not been established and there are no	
	written agreements clarifying objectives and outputs. In particular "capacity building" exercises have lacked	
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4 NSP - ACTIVITIES ASSESSMENT

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	categorised as collaborative activities with NGOs which have received direct funding through the intervention fund, collaboration with other organisations not involving direct NSP funding, and non-collaborative activities. These were then assessed against current objectives. In many cases the lack of specified objectives and
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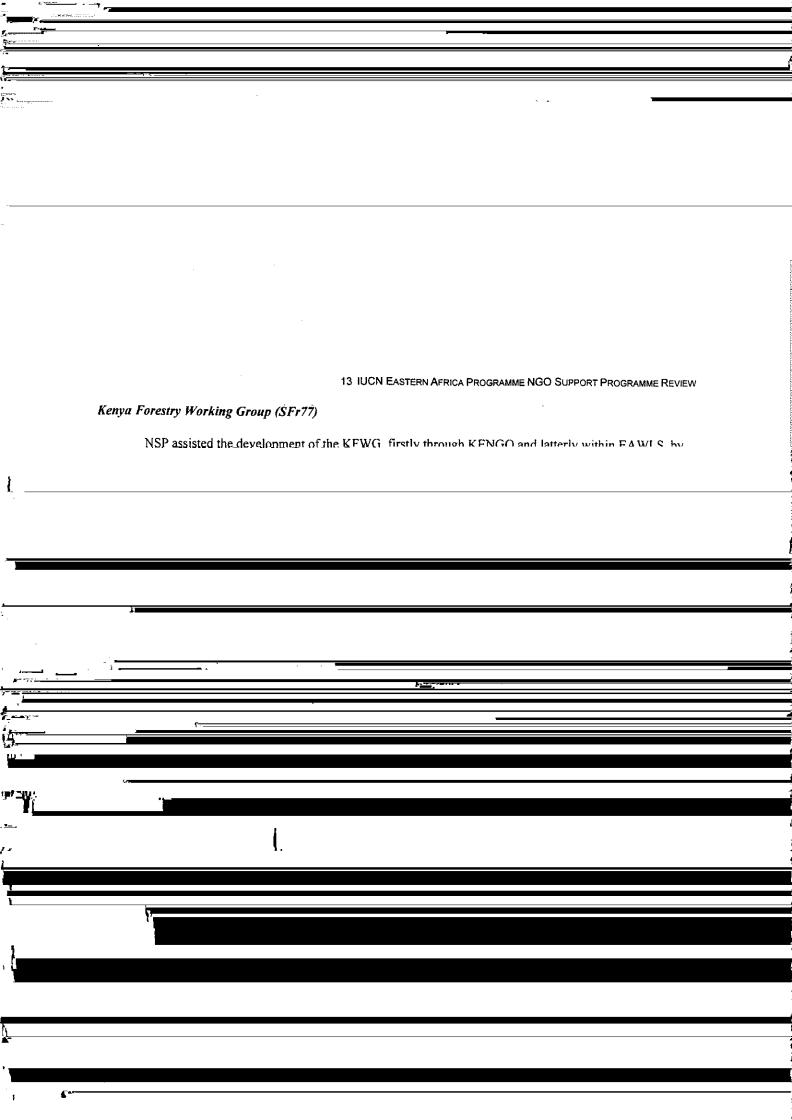
East African Wild Life Society - UGANDA (SFr11,900)

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	EAWLS - Uganda was as	ssisted with a strategic planning exercise through the provision of a facilitator
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direction. The results have been immediate and positive in terms of fund-raising and increased membership. The organisation represents a potential key EAP partner in Uganda.

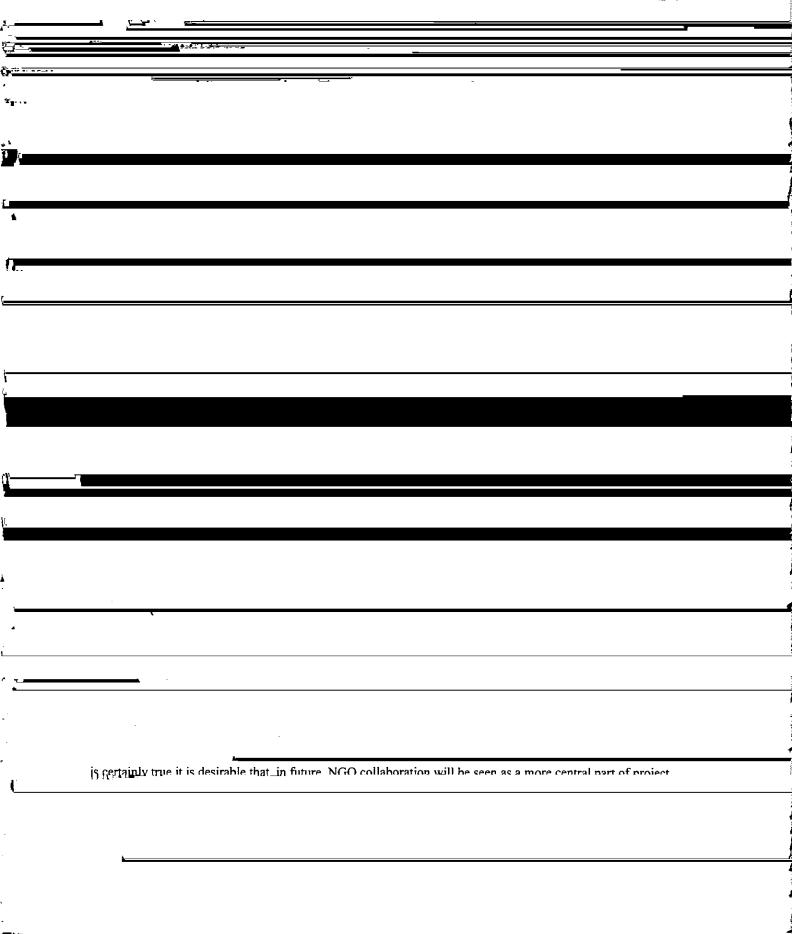
Wildlife Conservation Society of Tanzania (WCST) (SFr5,758)

WCST staff (together with the staff of two other CBOs) were trained in proposal writing by the NGO Haanda NSP officer. As a result of this training it is understood that a proposal was written by WCST.



14 IUCN EASTERN AFRICA PROGRAMME NGO SUPPORT PROGRAMME REVIEW Other NSP small projects 4.3

15 IUCN EASTERN AFRICA PROGRAMME NGO SUPPORT PROGRAMME REVIEW Forums for NGO - government consultation facilitated The EAP has been involved in the establishment and functioning of several forums providing for NGOgovernment dialogue: including the Kenya Wetlands Working Group; the Tana Delta Wetlands Steering Committee; the Kenya Forests Working Group; the National Wetlands Policy Development Workshop (held at Naivasha, Kenya). This review could only assess the overall impact of these bodies on the basis of the opinions of stakeholders consulted. However, there is an overwhelming feeling that they are important attempts to fulfill an escential function and that this is the right cost of activity for HICM to be ammonian MENUC : widely seen to be a successful forum bringing together not only NGOs and government, but also where donors are able to interact with interested CBOs. In Uganda there has been little activity in this category largely because initially the UCO was set up to

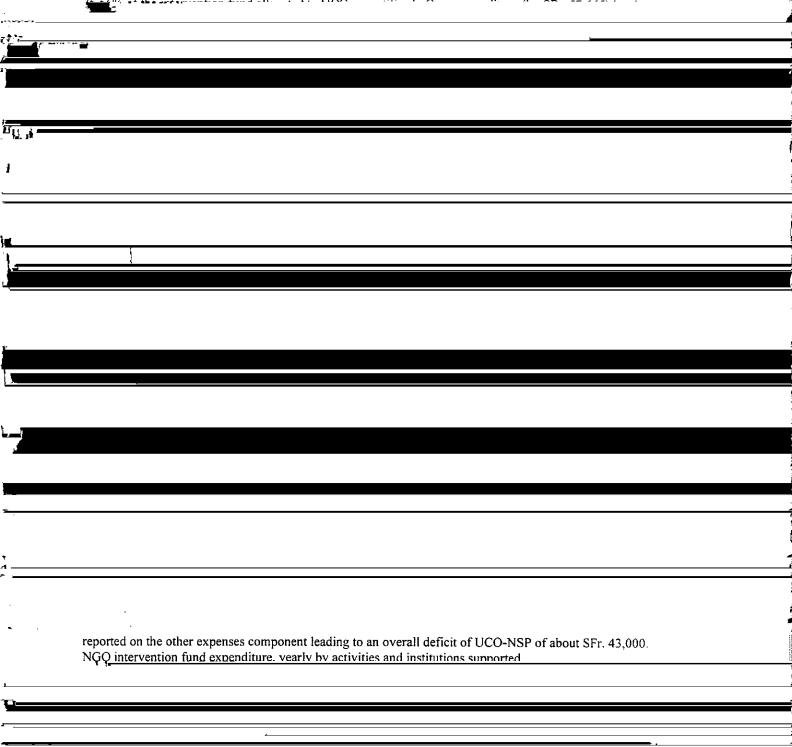


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	5 FINANCE
	The financial review covers a period of 5 years between January 1 st 1993 and December 31 st 1997. The amounts shown are in Swiss Francs (SFr). Pre-1993 expenditure on personnel management, equipment, office costs and
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	NGO intervention amounting to SFr. 117,984 has not been included in this review.
	The total income allocation for the NSP in 1993 was SFr. 1,326,770.
	THE WEAT HEADING AND CAUCH TOF HE 1955 WAS SET. 1,320,770.

41.45% of this allocation (SFr. 550,000) was for the NGO intervention fund. The remaining 58.55% (SFr. 776,770) of the total income was for other expenses within the following expenditure components: salary and benefits for senior programme officer and NGO Coordinator, equipment purchase, travel costs, office costs,

In the period of 5 years (1993-1997), less than half of the NSP funds have been utilised. Only 39.25% of the total intervention fund (SFr. 550,000) had been used by the end of 1997 (if one includes the Uganda expenditure).

The UCO NSP shows a different analysis when compared to the overall NSP. Within one year (1996/97),



The NSP intervention fund expenditure, yearly by activities and institutions supported is as follows:

YEAR	ACTIVITY / INSTITUTION	ACTUAL EXPENDITURE	YEAR TOTAL
1993	WCU	462.83	
	MUINER	3,060.00	
	SPEK	396.76	

CONCLUSIONS AND RECOMMENDATIONS

The EAP needs to seriously address the non-government sector for several reasons:

- government roles in relation to natural resource management in the region are changing (this has implications for working with the "private" as well as strictly "NGO" sector)
- IUCN as an international organisation has membership from both government and non-government sectors and has the mandate and responsibility to work in both sectors
- and has the mandate and responsibility to work in both sectors

 the fact that ILICN has both government and NGO membership means that it has unique notantial for

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	promoting the overall conservation effort in the region. Partnership with NGOs is therefore a central component of HICN's mission and should be interested in the property of HICN's mission and should be interested in the property of HICN's mission and should be interested in the property of HICN's mission and should be interested in the property of HICN's mission and should be interested in the property of HICN's mission and should be interested in the property of HICN's mission and should be interested in the property of HICN's mission and should be interested in the property of HICN's mission and should be interested in the property of HICN's mission and should be interested in the property of HICN's mission and should be interested in the property of HICN's mission and should be interested in the property of HICN's mission and should be interested in the property of HICN's mission and should be interested in the property of	
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20 IUCN EASTERN AFRICA PROGRAMME NGO SUPPORT PROGRAMME REVIEW The different circumstances of the NGO sector in each country of the region will obviously affect NPP's activities. These recommendations refer to Uganda, Kenya and Tanzania. The situation in Ethiopia and Somalia form the priorities elsewhere to be undertaken as and when possible. Although the different circumstances of

	21 IUCN EASTERN AFRICA PROGRAMME NGO SUDDORT PROGRAMME PENJEMI
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,	NGO collaboration needs connoctunities and strategies identified within each ecosystem-programmes
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	linkages between IUCN members, commissions and donor contacts and key partner NGOs
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