

CSO Monitoring of GCF-Supported Projects



The Case of Namibia's Enhanced Direct Access Project "Empower to Adapt" of the Environmental Investment Fund

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Introduction

The "Empower to Adapt: Creating Climate-Change Resilient Livelihoods through Community-Based Natural Resource Management in Namibia" project of the Environmental Investment Fund of Namibia (EIF) was the first of three projects approved under the Green Climate Fund's Enhanced Direct Access Pilot. The USD 10 million adaptation project was implemented between 2017 and March 2023 after one extension due to COVID related delays. It addressed four of GCF's Result Areas:

1. Most vulnerable people and communities
2. Health and well-being, and food and water security
3. Ecosystem and ecosystem services
4. Infrastructure and built environment

The overall objective of the project was to *"empower rural communities of the Namibian CBNRM Network to respond to climate change in terms of awareness, adaptive capacity and low-carbon development"*.

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Namibia's Community-Based Natural Resources Management (CBNRM) Programme is globally renowned for devolving rights over natural resources to communities. Communal Conservancies (with rights over wildlife) and Community Forests (with rights over forest resources) are self-governing entities legally recognised by the government and supported by partners of the Namibian Association of CBNRM Support Organisations (NACSO). Each CBO has a constitution and elects a management committee. They conserve and protect the environment, and earn revenue from the sustainable use of natural resources (MEFT & NACSO 2022).

Community Conservation in Namibia covers...



180,000 sqkm
22% of Namibia



86
Conservancies



43
Community
Forests



10 Fish
Reserves

To achieve the objective the project had two main components.

Component 1 aimed to strengthen the institutional foundation for effective and sustainable community-led local climate action by creating **awareness** of climate change, developing a **local-level climate monitoring system**, strengthening **governance** in the CBNRM programme, and **building capacity** for community-led initiatives.

Component 2 was a **grant facility**, which provided direct access to community-based organisations established under the CBNRM programme for their self-determined needs to enhance the resilience of their livelihoods. Funding was available in three investment windows:

- Climate resilient agriculture
- Climate proof infrastructure
- Ecosystem-based adaptation.

CBOs were meant to be supported by the Ministry of Environment, Forestry and Tourism (MEFT) and executing entities (EEs) with long-standing experience in CBNRM support organised under the umbrella of Namibian Association of CBNRM Support Organisations (NACSO).

The grant facility was communicated through several inception workshops in the regions, trainings for CBOs on climate change and writing a proposal and through the media. Attendance of the training was a prerequisite for applying for a grant. The application period was 3 months to allow CBOs enough time to design their projects. Communities had the choice to include a support entity in the funding proposal and/or implementation. CBOs were responsible for signing agreements with these support entities. CBOs were also requested to create a Project Steering Committee with a chairperson.

The project was approved at the 14th Meeting of the Green Climate Fund Board. Based on a recommendation of the Independent Technical Advisory Panel the governance and capacity building components of the project were removed. The condition read as follows: *“The budget should be revised prior to the signing of the contract, removing non-climate components such as the strengthening of CBO governance, and with the saved allocation, the coverage of grants for drought reducing adaptive capacities could be strengthened and/or increased allocation could be made to incentivise innovative sub-components such as activity 2.1 [Climate Monitoring System]”* (GCF 2016a). The project was approved with this condition attached although the Accredited Entity argued that *“good local governance is not only a basic condition for the success of joint responses to climate change, but of virtually any organised initiative, especially building capacities, accountability measures, and systems for climate actions at local level. It is to our considered opinion that sustainability of any initiative is based on strong institutional foundation”* (GCF 2016b).

In two calls, **31** grants were approved for projects for -amongst others:

- Fire Management
- Borehole Rehabilitation and Solar Water Pumps
- Beekeeping & Honey Production
- Solar Power Plants
- Poultry Farms, Breeding Programmes and Livestock Revolving Funds
- Greenhouses, Nurseries, Plantations, Backyard Gardens and Horticulture
- Drip Irrigation Systems
- Feed Systems, Hydroponics and Bush-to-Feed
- Flood Relief Centre

Monitoring Approach

The review process started by mapping out different stakeholders that must be consulted. These included:

- Conservancy Management Committee or Forest Management Committee
- Project Management Committee
- Support Entity
- Conservancy Members with separate consultations for men and women.
- Traditional Authorities
- EIF as Accredited Entity (AE)

The Accredited Entity shared a full list of all sites that have received grants and explained the project, some background on the individual sub-projects, as well as challenges and opportunities in an initial meeting.

Sites for the field visits were chosen based on a review of all grants and a meeting with the Accredited Entity to ensure a diversity of different sub-projects, a good geographic coverage, as well as successful and challenging projects. In total, 16 of 31 project sites were visited between October 2022 and March 2023 (see Fig. 1). 258 people were interviewed, 45% of which were women.

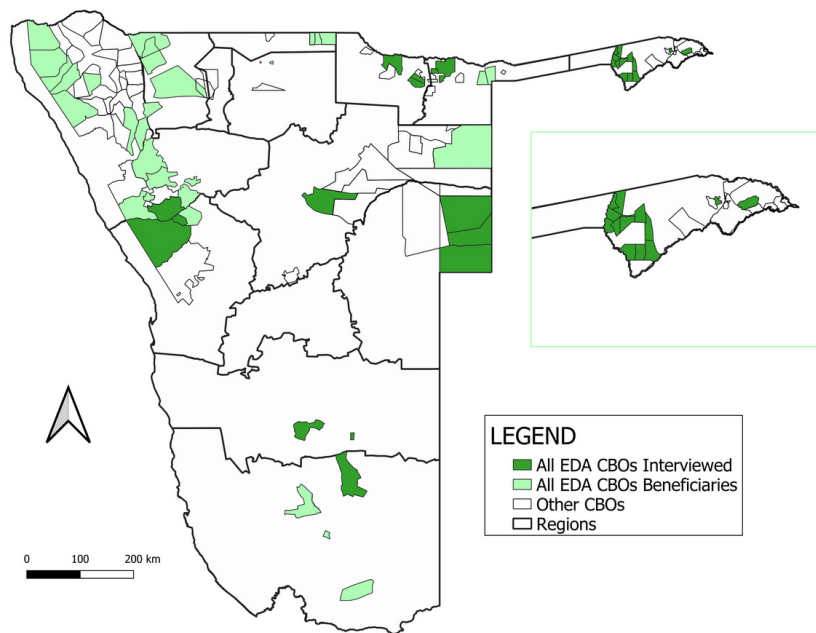


Fig. 1: All conservancies and community forests in Namibia (grey), sites funded by the EDA project (light green) and sites visited (dark green).

The first step in the data analysis process was to look at the indicators that were proposed in the project proposal and reported on in the Annual Performance Reports (APR), which are detailed in Section 3. However, due to the nature of the project, which included a grant facility that could be directly accessed by CBOs, these indicators were not suitable to evaluate individual sub-projects.

As a result, exploratory focus group discussions and interviews focusing on the following main areas were conducted:

- a. Background of the Project including main activities, involved parties and their roles and the status of implementation.
- b. Experiences including successes and challenges.
- c. The impact and contribution of the project to the resilience and development of the community.
- d. Project sustainability
- e. Recommendations

The responses were transcribed and categorised to determine key building blocks of project implementation important for local actors and community-based organisations. These building blocks were used to develop a M&E framework for community designed and implemented projects.

Results & Discussion

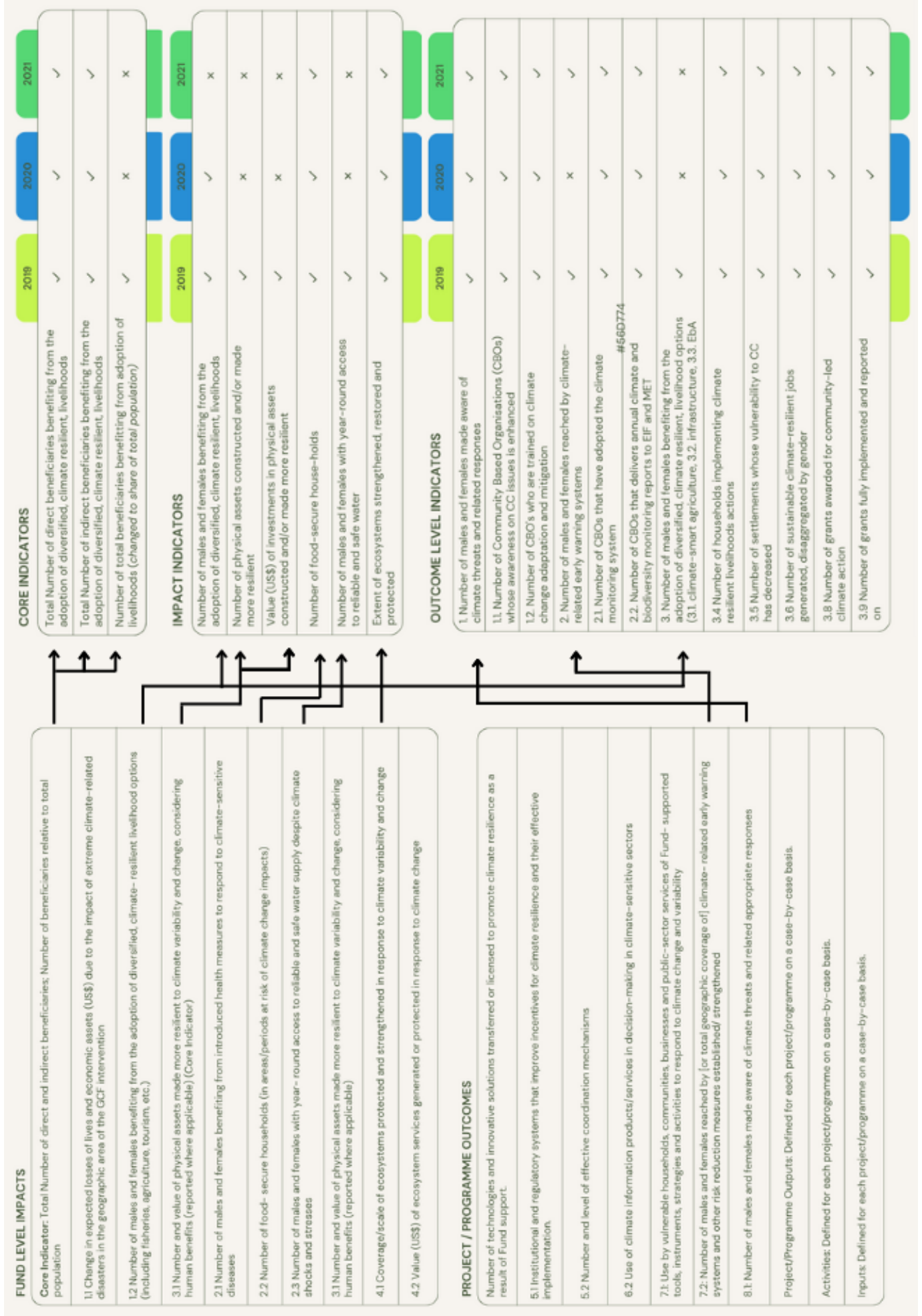
Review of Funding Proposal & APRs

The initial proposal defined adaptation core indicators, adaptation impact indicators, outcome and output indicators. As can be seen in Figure 2, these were closely aligned with the Green Climate Funds “Mitigation and adaptation performance measurement frameworks” (2014), which provides limited guidance on how to best measure these indicators. Some indicators changed between the APR in 2018 and APR in 2019. The AE mentioned that the first two APRs included project-level indicators, but that they were requested to only report on fund-level indicators in the following reports. In APR 2020, the unit of measure for one of the core indicators changed. In 2021, gender disaggregation broke away for many indicators. This made it difficult to compare all indicators. The APR for 2022 had been submitted by the AE but has not been approved and published by the GCF yet.

The core indicators included the total number of direct and indirect beneficiaries, while the impact indicators looked at the number of males and females benefiting from the adoption of diversified, climate-resilient livelihoods. The other impact indicators were the number of physical assets constructed and their value, the number of food secure households, the number of men and women with year around access to reliable and safe water supply, as well as the extent of ecosystems strengthened. For most indicators, achieved values considerably exceeded their targets.

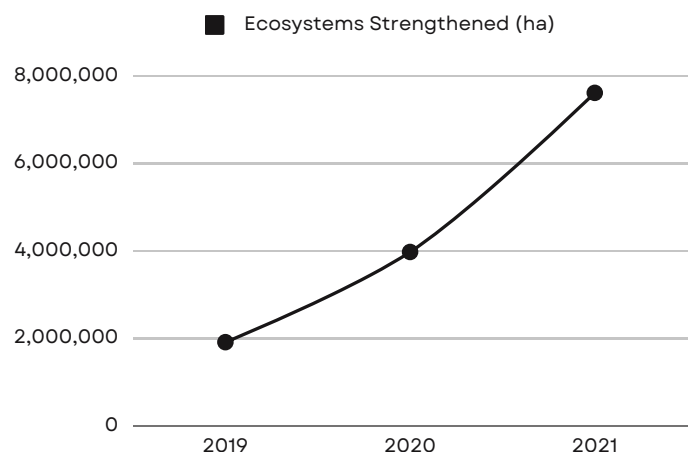
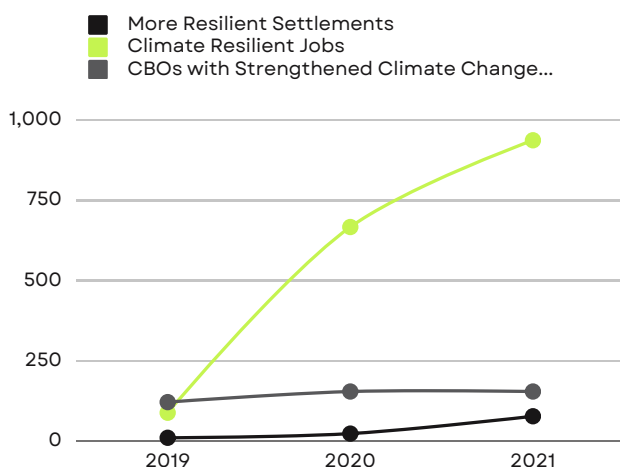
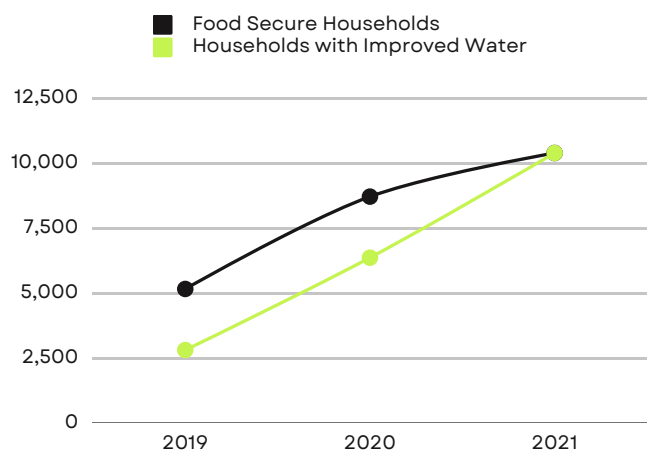
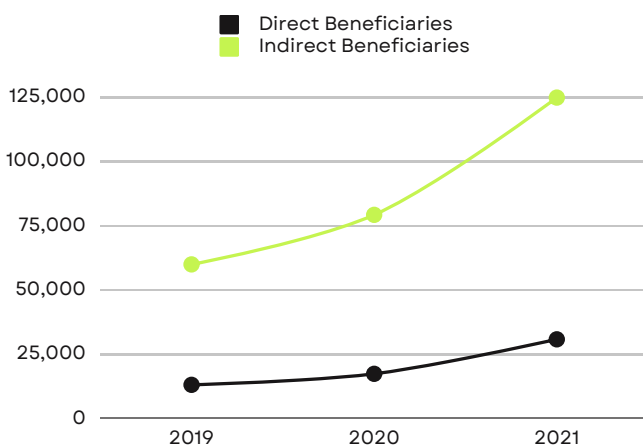
In addition, the project has three outcome indicators: The number of males and females aware of climate threats and related responses, the number of males and females reached by climate-related early warning systems and the number of males and female benefiting from diversified, climate-resilient livelihoods, which were the same as core indicators 1 and 2.

Fig. 2: Comparison of GCF Adaptation Performance Measurement Framework and indicators reported on in Annual Performance Reports (APRs).



Output indicators include the number of CBOs whose climate change awareness was enhanced, CBOs trained in climate change adaptation and mitigation, the number of CBOs that have adopted a climate monitoring system and the number of CBOs that deliver annual climate and biodiversity monitoring reports to EIF and MEFT. This indicator has not been achieved by the end of 2021.

Output indicators for the grant facility include the number of males and females benefiting from climate resilient agriculture, climate proof infrastructure and ecosystem-based adaptation (in line with the three thematic areas of the grant facility), the number of households implementing climate resilient livelihood actions, number of settlements whose climate change vulnerability has decreased, the number of climate resilient jobs generated, the number of households with improved water security, health and sanitation, the number of grants awarded and the number of grants fully implemented and reported on.



More detailed reports including project level indicators were submitted to the NDA based on a detailed M&E Plan. In addition to the project level indicators developed during the design of the project, the AE developed sub-project specific indicators and work plans with local CBOs that they reported on. The additional indicators reported on by communities and supplied to the NDA mainly included the number of awareness events and trainings conducted, the number of meetings and reviews with communities, the number of reports submitted, the number of men and women involved in data collection for the climate monitoring system and the number of M&E visits.

In general, there is a lot of overlap between indicators at different levels and it is difficult to establish the actual impact or depth of project activities. Most of these indicators were defined without knowing the sub-projects and without a framework or guidance for EDA projects funded by the GCF beyond Terms of Reference. The GCF fund-level indicators, outcome and output indicators were unsuitable for assessing the impacts of individual sub-projects on local communities.

There is a need to establish a more detailed M&E framework that can be used to monitor and assess the impact of local, community-led projects that looks beyond quantitative indicators at the impact on the ground. Especially grant facility projects are difficult to monitor since sub-projects are unknown until after approval of the project and calls for sub-projects. There must be a different approach for monitoring grant award programmes based on some broad programme-level and sub-project level indicators. Projects should report on all of these indicators to show the impacts of the project beyond the often very broad fund-level indicators.

Exploratory Interviews

The exploratory interviews conducted with community-based organisations, their management committee, project management committees, members, support entities and traditional authorities uncovered key dimensions that were relevant for the successful implementation of local, community-owned projects. Major categories that emerged include benefits, monitoring and evaluation (M&E), planning and design, governance, capacity and grant management and will be discussed in further detail below and summarised in Annex 1. Interestingly, these indicators overlap considerably with the principles of locally led adaptation developed by the WRI and IIED.



Benefits

The category of benefits can be divided into several sub-categories, which include employment, income, other financial benefits, improved development and wellbeing, empowerment and environmental benefits. The project performed particularly well across this category and CBOs and their members were excited about sub-project activities and the effects on the community.

Employment was an important benefit for communities and contributed to ownership. Most community members consulted considered the number of people that were employed as a result of the project to be an important benefit, even if the employment was short term. Considerable importance was placed on individual benefits, reduced costs for individuals (for example, avoided costs for diesel, fodder and tillage services) and developmental / wellbeing benefits. These included increased autonomy, improvements in community member's day-to-day lives (e.g. walking distance to water or produce), support to vulnerable groups (e.g. vegetables for elderly), access to water and sanitation, magnifier effects (e.g. enhanced water access led to the establishment of gardens), as well as enhanced food security and resilience. Income generation and diversification were also considered important by several communities but were less well understood and had less of an immediate impact compared to direct benefits and employment. Communities felt empowered by the increased visibility of their CBO, improved knowledge and increased capacity.

There was a considerable interest to be more autonomous and take charge of their own development. Although environmental benefits were often secondary, some mentioned reduced human wildlife conflict from enhanced water access and restoration of bush encroached land.

Other important sub-indicators of the benefit category included benefit sharing, beneficiary selection, scale of finance and the level of localisation of the benefits. Interviewed communities mentioned that there is a considerable need to enhance transparency between community leadership and their members on the benefits of the project, who gets what and why, and develop a transparent process to select beneficiaries to avoid local geographical biases. Issues of benefit sharing were brought up particularly when community members mistrusted their leadership and/or if there was conflict, and in some joint projects. The aim of joint projects was to enhance cooperation between CBOs. This only worked if the scale of funding was sufficient to avoid a "*scramble for resources*".



The scale of funding was pointed out repeatedly by CBOs and communities: Activities and resources were often not enough to “*cater for the entire community*”. There seems to be an underlying request for more depth instead of scale. Covering large areas spreads the funding very thin. Combined with high expectations at a local level this can lead to resentment and conflict. GCF values scale, which can lead to an inflated number of beneficiaries and stretch the funding thin (esp. for DAEs in micro category). This also has an impact on the long-term sustainability of the activities.

Communities appreciated localisation and the support of local entities. This covered two main components: (1) Encouraging local employment and using local labour in the implementation of activities, and (2) using local expertise. Support Entities from the region were perceived as better in many, but not all, cases. Communities also wanted to choose their own support entities.



Monitoring & Evaluation

M&E included compliance, quality assurance and the M&E process itself. Some CBOs requested more monitoring by the EIF, especially if they were unhappy with the support received from their support entities. More monitoring was requested to ensure compliance, the successful delivery of activities, and quality control before payments are released. Other CBOs and their members were happy with the AE’s level of oversight. CBOs and communities wanted to be involved in quality controls to ensure the quality of materials and services delivered. Value for money was raised by some grant recipients who felt that their support entities compromised on the quality.

The Accredited Entity conducted two field visits per quarter to verify submitted reports. Additional field visits were added if prompted by communities to manage conflict or if reports were not submitted. The support provided by support entities varied significantly between projects. Some communities reported very high-quality support with frequent site visits, strong relationships, a good understanding of local needs, and a strong presence throughout the implementation of the project. In other sub-projects, support entities rarely visited the site and failed to ensure adequate oversight of the project.



Planning

Important sub-categories of planning include the co-development of sub-projects, risk management, feasibility assessments and budget planning.

Some projects were developed directly by CBO management in consultation with their members, while others were prepared by support entities in consultation with CBO management and presented to members. There was no funding for project preparation to support participatory planning processes. As a result, there were no broad consultations in the design of sub-grants, especially if communities were geographically dispersed, and the scope of activities of some projects were adjusted after project approval once additional information or needs became known. Local actors pointed out that local expertise must be considered, and all relevant local actors must be consulted and involved in the design of the project to ensure alignment with existing initiatives.



In some cases, restrictions imposed by the AE's accreditation as risk category C limited implementation of the best possible solution. For example, since the drilling of new boreholes was not permitted under the risk category, boreholes with saline water had to be rehabilitated, or boreholes rehabilitated to irrigate community gardens started competing with community water use (which could have been avoided if the garden had a separate borehole).

Since no funding for project preparation was available, no feasibility studies were conducted for most projects before project submission. However, feasibility studies were conducted by an engineering team contracted by the EIF prior to approval of projects, and in some cases project proponents were requested to make changes to budgets or activities to enhance feasibility. Consulted local actors and support entities emphasised the need to validate the sites and conduct a technical assessment to ensure the adequacy of proposed structures, activities can achieve the desired objective, materials and equipment are available and activities are sustainable. Engineers conducted site visits to verify the quality of materials and bill of quantities after approval of the project.



Governance

Governance and capacity were amongst the most important categories mentioned throughout the interviews. The initial project design included funding for both governance and capacity. However, these components were removed prior to approval of the project as they were not climate related.

The full list of governance related categories can be found in Annex 1. The Project used the existing CBNRM programme as an implementation vehicle, which established conservancies and community forests to give people in communal areas rights to manage wildlife and forest resources respectively. Thus, some lessons learned and challenges were related to the CBNRM programme and were inherited by the project, while others are specific to the project.

A recent baseline survey also identified limited participation of women in governance structures, poor involvement of CBO members in decision-making, low voter turnout, lack of financial accountability, concerns around the fairness of benefit distribution and inadequate conflict resolution procedures as key challenges Namibia's CBNRM programme is facing (Mbidzo 2022).

There were various different levels of ownership of CBOs vis a vis their support entities and different levels of accountability of committees to their members.

Many CBOs reported a fast turnover in CBO leadership, which impacted quite a few sub-projects. Information about the sub-grant was held by individuals and not passed on to incoming conservancy or project committee members. In some cases, the CBO chairperson leaving caused considerable disruptions in project implementation.

Underlying conflict in a community had a considerable impact on project implementation and could include infighting, claims of favouritism and of unjust beneficiary selection, as well as power disputes within community structures. Women were among the key beneficiaries of the project, but some communities raised concerns that they still played a limited role in their sub-project. In several cases it was mentioned that the volume of funding created an interest by various previously uninvolved parties that must be safeguarded against.

In several cases, issues of internal mistrust emerged during the interviews. These appeared to be linked to a lack of financial management systems and financial transparency within communities and limited accountability of CBO committees to their members.

In terms of governance related to the project, there was considerable diversity among the interviewed CBOs. The level of support required by each differed considerably. Some independent and capacitated communities expressed a preference for managing projects on their own and felt that they did not need support entities, or that support entities should play a more limited role. Others requested more intensive support from support entities or from the EIF.

In some cases, there was a different understanding of project goals at different levels within a community. Miscommunication was in some cases a cause for conflict especially between CBO management and communities. For example, the CBO management proposed a project to establish a livestock revolving fund and breeding programme to sell livestock and divide profits. Communities expected to receive livestock for their own herd and were disappointed that they did not receive their individual share. In these cases, communities called for more consultation, involvement in decision-making, information on project progress and a faster response to their concerns. Communities often demanded more information and presence by the AE if they were not involved and there were disruptions in the communication chain between support entity, CBO management and communities.



Capacity

The responses around capacity can be grouped into three categories: Technical skills, financial management skills and support. CBO committees with a higher level of education and experience with fund management from previous projects generally did better in terms of project implementation. Training was perceived as an important component of the sub-projects. Since the capacity building budget was cut, the strengthening of governance systems and capacity building on project development and management was not implemented. In some cases, some capacity building was built into the sub-grants, especially if special equipment or new practices were involved. Many communities raised concerns that they were not adequately trained, with impacts on the sustainability of and ownership over the project. Where training was received, CBOs and their members were more confident about maintaining project activities in the long-term. Local actors also criticised the lack of technical skills of some support entities.

Several CBOs felt that they should manage their own finances and procurement for the project and should be capacitated to fulfill these functions. Suggestions included training in procurement, project management, proposal writing, financial management and planning as well as basic economics (e.g. inflation driving price increases). Support entities noted limited capacity of management committees and communities as a constraint in several cases.



Support was a difficult topic, since CBOs were at different stages of development and varying degrees of autonomy: Most communities wanted some form of support and handholding, but also more decision-making authority and responsibilities. Some preferred to have a support entity with few projects to ensure enough attention to their project. Important indicators of good support as perceived by communities were the frequency of interaction, responsiveness, site visits, the capacity of the support entity, existing relationships built on trust and how the support entity approached conflict management.



Grant Management

Key grant management components mentioned during the interviews were (financial) processes, flexibility, capacity of the AE and sustainability / maintenance.

Upon approval of the grant, agreements were signed between CBOs, their support entities and contractors. The designs and proposed plans of the project were reviewed by engineers, who were in close contact with the contractors and communities to provide guidance. Regular reporting by CBOs and their support entities, as well as verification and assessments by the engineers were required to issue payments and reduce the possibility of financial mismanagement.

Some CBOs raised concerns around delayed payments. Initially communities established procurement committees in addition to project management committees. However, many Procurement Committees were dissolved, because the process was considered too long and difficult and they struggled to convene their members.

CBOs, communities and support entities pointed out the importance of due diligence on service providers and consideration of local realities. Most CBOs and Support Entities valued flexibility and the ability to reallocate budget between budget lines as long as the total budget was not exceeded.

Sustainability of sub-grants was an important issue and limited by:

- The short duration of projects, which limited institutional development and capacity building, as well as creating access to markets for profit generating activities.
- Lack of time, funding and training to develop approaches to enhance access to markets.
- Limited capacity building and ongoing support.
- No governance support to ensure a custodian after project exit.

Ownership seemed to enhance maintenance and areas with conflict seemed to have higher incidences of theft and vandalism.

Discussion & Recommendations

The GCF's proposed fund level indicators reported on in Annual Performance Reports were not adapted to assessing the impact of programmes with sub-projects. There is a need to ensure the comparability of M&E data between different sub-projects to assess programme-level impacts, as well as flexibility to assess sub-project specific impacts based on the needs and priorities of local actors.

To improve the monitoring and assessment of the impact of enhanced direct access projects, and specifically local projects designed or co-designed by communities, the categories and success indicators outlined above can provide the basis for an M&E Framework, which can be further adapted to individual projects.

Annex 1 describes all major dimensions that were important for the success of the EIF's EDA project based on the interviews conducted with communities, support entities, local authorities and the accredited entity. Not all of the indicators are relevant to all projects and the list is not exhaustive. However, the broad categories and sub-categories provide a broad framework for EDA (and other projects) that can be customised and adapted to suit individual sub-projects. It can provide guidance and a checklist on what should be considered in project development and a broad framework to assess the impact of people, effectiveness of governance systems and project management structures that can be included in funding proposals for grant or other facilities and reported to the GCF. This can enhance transparency on project impacts and performance to a wider public and improve the quality of APRs.

Key categories that must be considered in the planning stages include beneficiary selection and benefit sharing mechanisms and the right scale of grants and budget to implement all planned activities defined through engagement and co-development. It should also consider the feasibility and risks and include appropriate governance structures. Feasibility studies and participatory planning and proposal development should be used to assess the governance system and autonomy of CBOs, and surface underlying conflicts or power asymmetries that could influence project implementation. Key power dynamics to consider include the turnover in leadership, the involvement of different local actors in decision-making, division of roles (*"support entities should not be the player and referee"*), political affiliations and the role of women and vulnerable groups.

01

Project Design or Planning

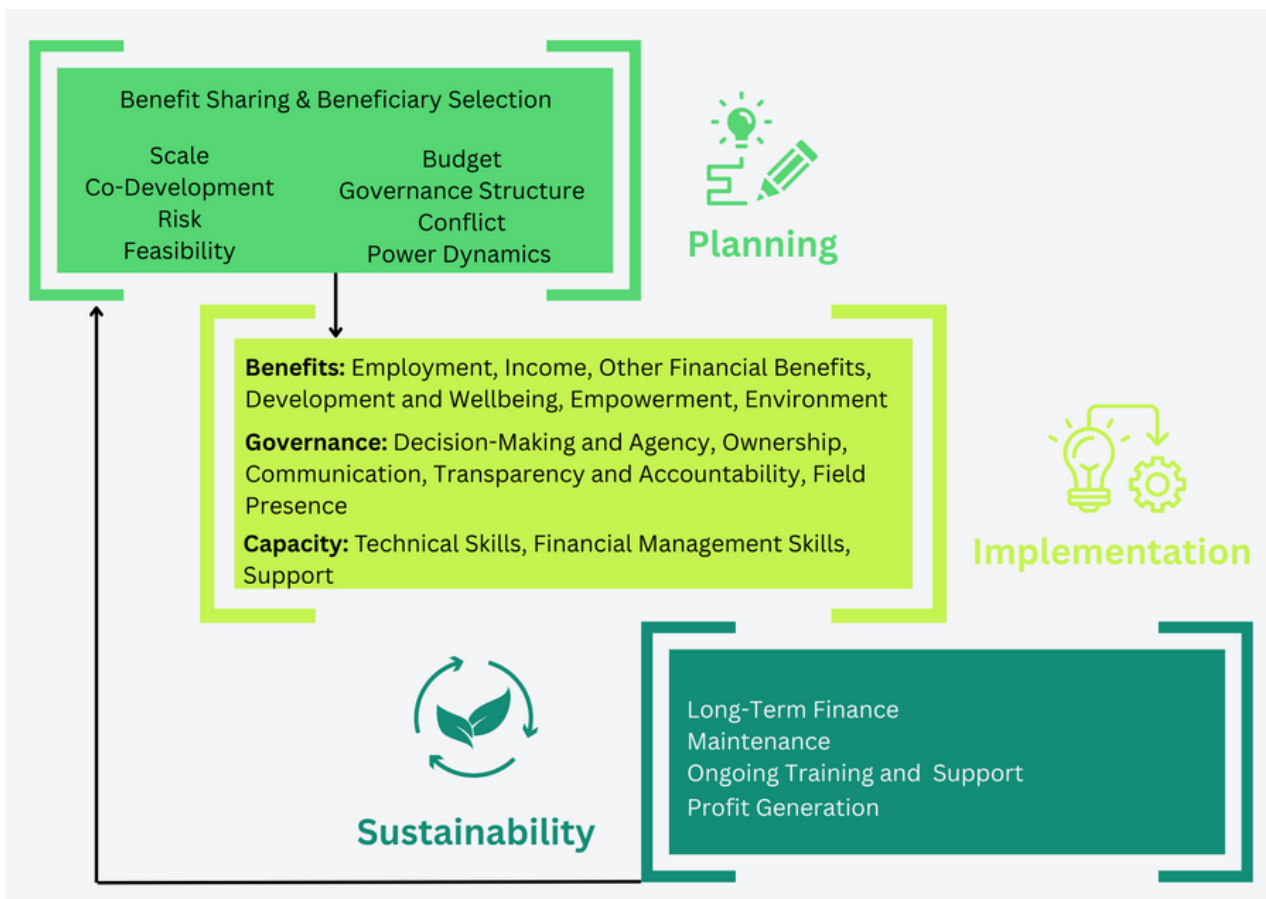
The planning and design of sub-projects should be an important component of monitoring programmes, not just for grant facilities, but also for other financial mechanisms. Planning is an important enabler for future implementation. M&E must already be considered in the design of sub-projects and can support troubleshooting in project implementation.

04

Project Implementation

05

Evaluation & Sustainability



There is a need to ensure wide engagement to define structures, modes of cooperation, roles and responsibilities, and communication channels. Some of these categories – such as benefit sharing, risk, co-development and governance structures – must also be monitored throughout implementation to ensure benefits are distributed, governance structures are working and to enhance adaptive management.

In the implementation phase, benefits or impact, governance and capacity as well as skills development should be monitored. This includes employment and income, which should ideally be at the local level, and other financial benefits (such as avoided costs for diesel to pump water from boreholes). EIF’s EDA project required support entities to employ community members for all low-skilled jobs, and for skilled jobs to go for local service providers if they were available and adequately qualified. Communities appreciated localisation and the support of local entities. Development and wellbeing benefits may include magnifier effects (e.g. access to water led to the creation of gardens), enhanced autonomy and resilience, improvement in day-to-day lives, access to water and sanitation, food security etc. To assess the state of governance system decision-making, ownership, transparency and accountability mechanisms, as well as field presence are important. Monitoring governance indicators can support the early detection of risks and to ensure effective and efficient actions. An important category for sustainability, is the capacity built, which includes technical skills and financial management skills.

Sustainability should be a key consideration in the design and planning of sub-projects, during implementation and beyond the project. Ideally some budget should be available to support maintenance or capacity building beyond the active project duration to ensure a gradual phase out of support. The project duration is an important contributor to sustainability. Sufficient time to institutionalise activities and build market access and partnerships for profit generating projects must be available.

In addition to the framework that can be used to assess sub-projects and assess impact across sub-projects in a programme, programme level indicators to monitor the performance of the M&E system and processes should be developed to enhance adaptive management.

Recommendations to the GCF

There should be a mindset shift in the definition of beneficiaries. Direct beneficiaries should be individuals or groups, who receive substantial livelihood, wellbeing, or development improvements such as employment, access to produce, water, sanitation and other benefits. These should be maintained in the long-term and not be once off. Indirect beneficiaries can be individuals or groups that have received training, were targeted by awareness campaigns, or whose resilience has improved although they were not directly involved in the project. Often times people are considered a beneficiary of a project because they live in an area and there may be potential improvement, but they are not aware of the project. It may even create resentment and conflict if they expect to benefit. Ideally communities should be asked what they would consider a benefit and what would considerably improve their lives. It may also be more impactful to focus on less beneficiaries with more funding for a lasting solution.

To enable more M&E and ensure the smooth implementation for EDA more funding is required to convene people, build capacity and governance frameworks, as well as identify and mitigate risks. There is a considerable need for financing for sub-project preparation to ensure participatory planning, proposals and activities meet technical needs and the budget is adequate. CBOs and communities need to be allowed to make mistakes. Contingency funding and strategies to reduce / mitigate risks should be available to ensure projects make it over the finish line. There should also be an acknowledgement that these types of local projects require a considerably higher administrative effort for Accredited Entities.

Recommendations for AEs

The M&E indicators must be adapted to the specific project objective to include adaptation and mitigation indicators and should be identified in a participatory manner. It is important to also monitor and assess governance and capacity building indicators in addition to output, outcome and impact indicators defined in the proposal. These soft components can often have a considerable influence on the success of sub-projects and are a core component of empowering vulnerable communities to make their own decisions, which should be the main aim of Enhanced Direct Access.

Regular M&E visits by the AE or executing entities can build a continuous field presence, ensure backstopping support and advice, improve communication, build trust and ensure issues are identified at an early stage. However, elaborate support and handholding can also limit the creation of ownership within local communities. A key challenge in the future will be identifying the right level and type of support required by different CBOs. Some CBOs need considerably more support than others and this seems to be acknowledged by communities. The level of required support must be carefully evaluated on a case-by-case basis as part of the feasibility and co-development of the project. It is very important to manage expectations at the beginning of the project and ensure a common understanding of the project objectives.

The aim of EDA and the project was to empower communities. Different levels of support will be required by CBOs and communities to identify their needs and priorities and articulate them in a proposal. Support entities should not be in the driver's seat of project identification and implementation. Local actors must be involved in the planning, selection of support entities, as well as implementation decision-making. CBOs and communities must be involved along the entire project cycle (including M&E) and all decisions to build ownership and capacity. This also helps to buffer against the dynamic governance landscape at a local level and fast changing leadership and enhance continuity and institutional memory.

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Annex 1

CATEGORY	SUB-CATEGORY	IMPORTANT COMPONENTS	INDICATORS
Benefits	Employment	People Employed	Number of Men Employed Number of Women Employed
	Income	Selling Products or Services Diversification of Income (Spill over Effects)	Total Income Generated Income Diversity Male Per Capita Increase Female Per Capita Increase Income Distribution over Year Number of Livelihood Strategies per Household (Qualitative: Type)
	Development / Wellbeing	Personal / Immediate Benefit Magnifier Effects Autonomy Improvements in Day-to Day Lives Community Benefits for Vulnerable Groups Access to Water Sanitation Food Security Resilience	Number of People (male/female) with Enhanced Access to Water / Supermarkets / Healthcare / Education Distance Travelled to Access Water / Supermarkets / Healthcare / Education Number of Livelihood Strategies per Household (Qualitative: Type) Type of Benefits for Vulnerable Groups (Qualitative) and Quantity (male/female) Household Dietary Diversification Score Absorptive Capacity Adaptive Capacity Transformative Capacity
	Empowerment	Visibility Capacity in Management Improved Knowledge	<i>Assumptions can be made from decision-making and agency and self-determination indicators under Governance below.</i>

CATEGORY	SUB-CATEGORY	IMPORTANT COMPONENTS	INDICATORS
Benefits	Environmental	Land Restoration Reduced HWC	Ha under Improved Management Ha Restored Number of Human Wildlife Conflict Incidents
	Benefit Sharing & Beneficiary Selection	Fairness / Equal Access to Benefits (Corruption / Favouritism) Alignment between Payments and Effort Scale of Benefits Received Type of Benefits Presence of Benefit Distribution Plan Sharing of Benefits beyond Community Geographical Biases Transparency on the Process	Benefit Sharing Agreement in Place Types of Benefits (Qualitative) Scale of Benefits Benefits per Person Geographical Distribution of Benefits Beneficiary Selection Process is Clear Number of Beneficiaries (male/female) Beneficiary Geographical Coverage Number of Meetings To Discuss Beneficiary Selection & Proportion of Community Consulted
	Scale	Activities Financed vs Size of Community (Depth) Budget Cuts Sustainability of Finance	Funding per CBO / Beneficiary / Ha / Village (male/female) Co-Funding Funding Duration
	Localisation	Use of Local Consultants / Service Providers Maximise use of Community Members in Implementation Choice	Number of Local Workers / Consultants etc. (male/female) Number of External Workers / Consultants etc. (male/female) Number of Community Workers / Consultants etc. (male/female) Chosen by Community

CATEGORY	SUB-CATEGORY	IMPORTANT COMPONENTS	INDICATORS
M&E	Compliance	Successful Delivery Payment upon Successful Delivery In-Field Evaluation of Completion Funds Spent on Indicated Activities	Minutes of community consultations to discuss feedback on delivery of results Community M&E (yes / no) Number of Community Members involved in M&E Number of Community M&E Meetings Funding for M&E Activities (AE and Community Level) Satisfaction with Products / Services
	Quality	Quality of Procurements, Materials etc. Involvement Response to Complaints	
	Process	Continuous Monitoring Timelines Adhered To Funding for Long- term M&E	
Planning / Design	Co- Development / Engagement	Consideration of Local Expertise Involvement of all Relevant Local Stakeholders Alignment with Existing Initiatives Consultations	Number of Planning Meetings & Proportion of Community Consulted Number of Community Members Present (male/female)
	Risk Management	Due Consideration of Risks Financial Risk	Risks Identified During Implementation (Type, Quantity) Time to Resolution

CATEGORY	SUB-CATEGORY	IMPORTANT COMPONENTS	INDICATORS
	Feasibility	Site Validation & Technical Assessments Adequacy of Proposed Structures Suitability and Completeness of Activities to Achieve Objective Availability of Materials / Equipment Requirements for Sustainability	Technical Assessment Conducted Bill of Quantity Available Site Validation Conducted Stakeholders and Community Members Involved in Assessment Budget for Co-Development of Activities Budget Established Based on Consultations
	Budget	Adequacy of Budget for All Activities and Support Required Budget for Co-Development / Consultations	Market Sounding / Due Diligence on Budget Lines Conducted
Governance	Structure	Roles & Responsibilities Coordination Level of Formalisation Selecting and Involving the Right Structures Leadership Transitions & Continuity	Roles & Responsibilities Are Clearly Defined Clear Coordination Mechanism is in Place Number of MoU/MoA Signed All Relevant Stakeholders are Involved Project Lead Remains in Position until Project End Strength of Leadership
	Conflict	Infighting / Division Favouritism Power Disputes Beneficiary Selection	Presence of Underlying Conflict Conflict Resolution Mechanisms Available Incidences of Corruption

CATEGORY	SUB-CATEGORY	IMPORTANT COMPONENTS	INDICATORS
Governance	Power Dynamics	Turnover Role of Community Bodies in Decision-Making Division of Roles (Cannot be main player and referee) Political Affiliations Role of Women and Vulnerable Groups	Division of Roles Leadership Turnover Political Interest / Involvement Involved Number of Women and Vulnerable Groups Role of Women and Vulnerable Groups
	Decision-Making / Agency	Voice in Planning Involvement Elections / Appointment Choice of Consultants Decision-Making on Materials / Procurements	Level of Decision-Making Meetings between Community Leadership and Members
	Communication	Knowledge on Project Information on Decisions and Progress Channels Directness Inclusivity Responsiveness	Common Knowledge of Project Across Groups Type of Communication Channels Response Rate Follow Up on Community Inputs Inclusivity
	Transparency	Spending Funding Allocation	Financial Information is Available to Leadership or Individual Financial Information is Communicated to Members
	Accountability	Expectations Met Feedback Loops Handling of Complaints / Requests Lack of Information on Progress and Spending	Presence of Two-Way Communication and Feedback Channels Responsiveness to Complaints

CATEGORY	SUB-CATEGORY	IMPORTANT COMPONENTS	INDICATORS
Governance	Field Presence	Presence on Site Proximity of Management Structures or Project to Community Contact Points Knowledge of Officials	Presence on Site Proximity of Management Structures or Project to Community Knowledge of Officials
	Policy Environment	Conducive Policy Environment Link and Information to Donors	Number of People familiar with Sub-National and National Policies and Strategies Lessons Learned are Collected and Communicated
Capacity	Technical Skills	Level of Skills of Different Entities Training Conducted Available Budget Transfer of Knowledge	Capacity Level of Community Leadership and Members Trainings Conducted Capacity Building Budget Strategy for Knowledge Transfer in Place
	Financial Management Skills	Spending Funding Allocation	Financial Management Training Implemented Financial Reports Submitted Quality of Financial Reports
	Support	Frequency of Interaction Responsiveness Site Visits Capacity of SE Existing Relationship / Trust Conflict Management Transport Project Preparation	Frequency of Interaction Number of Site Visits Response Rate Adequate Resources Available to Ensure Ongoing Support

CATEGORY	SUB-CATEGORY	IMPORTANT COMPONENTS	INDICATORS
Grant Management	(Financial) Processes	Timeliness Requirements Due Diligence Adequacy to Local Realities	Time to Approval of Grants Time for Approval of Payments
	Flexibility	Budget	Contingency Budget Available
	Capacity	Human Resources Consideration of Local Needs	/
	Sustainability Maintenance	Maintenance of Equipment, Infrastructure etc. (Vandalism) Long-Term Finance / Project Duration Training and ongoing Support Profit Generating	Sustainability Plan Developed Funding for Maintenance Available Project Duration