



# Strategic Plan

2024-2029

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This strategic plan was facilitated by Maliasili



**“ Nature, at the centre of our organisation’s name and at the centre of our existence on earth ”**

# Foreword

Nature means many things to many people and as a result for us at the Namibia Nature Foundation, it is all about people. Nature is the basis of our existence, it makes the home we know as earth liveable, it weaves through our cultures and underpins our mental and physical reality. As our populations grow, our ideas about and interactions with nature grow as well in their scale and complexity, giving rise to problems but also offering possible solutions. Yet although many environmental challenges beset us we are surrounded by conservation stories of success and inspiration. We at the Namibia Nature Foundation consider ourselves privileged to have played a part in some of these successes and as much as we have been inspired by other organisations and people, we hope that in turn we have inspired others.

In this next chapter of the Namibia Nature Foundation’s existence we recognise the overarching need for collaboration as an integral component for successful conservation. To cut through some of the complexity we aim to focus our collaboration on the dual challenges of climate change and biodiversity loss. This remains a large space but, with the right partnerships, we aim to build bridges between local level realities and actions and global challenges and ambitions.

Our Strategy aims at keeping the NNF as a broad-based conservation and sustainable development organisation, so as to build partnerships and networks for more holistic outcomes. This is our unique selling point. But we also understand the inherent challenge of ensuring that we do not overstretch and more importantly, do not encroach or duplicate efforts. We believe that our Strategy outlines a clear and inclusive approach and we ask you to hold us to this.

As you peruse the pages of this strategy, see in it not just a document, but a promise—a promise of collaboration and action.

We invite you to join us in this challenging but worthwhile journey.

Yours in conservation,



**Manfred Böttger**  
Chairman of the Board of Trustees



**Angus Middleton**  
Executive Director



# Executive Summary

As one of Namibia's oldest and largest homegrown environmental organisations, the Namibia Nature Foundation's (NNF) goal is to see the integration of different sectors across the Namibian environmental landscape. Therefore, we drive integrated solutions and apply an ecosystem approach to our endeavour. Since its inception, the work of the NNF has vastly expanded, in both scope and volume, to encompass diverse Namibian environmental challenges, evolving into a national institution that provides support for many relevant aspects of conservation, sustainable development and the wise and ethical management of natural resources.

Over the years, our work has developed from four themes containing 12 focal areas to eight programmatic areas. A key focal point at the NNF has been a change in corporate culture: from a business-orientated administration to an internal and hybrid culture that excels at responding quickly and appropriately to donor and partner requirements.

The NNF is now the leading civil society organisation in Namibia, working to bridge the gap between local, national, and global policies and practice at the climate-change and biodiversity nexus. We have built up a breadth of expertise and technical skill sets which allows us to engage with and contribute to policies at multiple levels. Coupled to this, we are constantly strengthening the integration of our programmatic areas which in turn, allows us to catalyse integrated action with an increasingly broad array of partners. This collaboration and integrated planning underpins our ability to leverage and deploy resources to support collective actions. We network widely and learn constantly which strengthens our adaptive management and raises emerging issues.

We aim to remain a key conservation organisation in Namibia through our impacts, strong reputation, ability to build partnerships and an impressive team of committed conservationists.

## NNF'S 2024-2029 STRATEGY WILL BE GUIDED BY THE FOLLOWING GOALS:



**Integrated Approach** - identify, prioritise and collaborate on managing critical barriers, emerging threats and opportunities at the biodiversity and climate change nexus



**Partnerships** - foster and support collaborative action to deliver transformative change for people and nature



**Resource Mobilisation** - mobilise resources and provide support for effective coalitions for action

# Our Vision, Mission, and Values



## OUR VISION

An equitable, informed society living in harmony with nature and sustained by the natural richness of our environment.



## OUR MISSION

The Namibia Nature Foundation works with partners to advance the integrated conservation of ecosystems and biodiversity towards transformational development.



## OUR VALUES AND GUIDING PRINCIPLES

**TRUST:** The NNF is a reliable partner guided by strong values and ethics. We promote openness, communication, transparency and accountability to build long-lasting relationships with our partners as we work towards our common goal.

**COMMUNITY:** As a people-focused organisation we want to make a difference in peoples' lives and promote care and respect. We honour the voices of the people who we serve.

**LEARNING:** At the NNF we constantly learn from each other, through our work and from our partners, to adapt to changing circumstances, build our technical competencies and ensure local knowledge is considered at a regional, national and international level.

**INITIATIVE:** The NNF wants to be driven, engaging and responsive. With our diverse, knowledgeable and passionate team we aim to contribute to the empowerment of people, sustainable development and the sustainability of our organisation for the benefit of nature and future generations. We strive to be innovative and responsive to existing and arising needs in a flexible way.



**“ A better informed, more cohesive, engaged, vibrant and integrated civil society will be beneficial to all. ”**



# Our Theory of Change

We believe that the slow pace of change and adaptation to many environmental challenges stem from a lack of cohesion and integration of civil society's collective efforts.

## We believe that change will happen IF

- We identify, prioritise and collaborate with partners to address biodiversity and climate change threats and;
- We implement integrated approaches that mitigate threats and support nature-based solutions that retain and restore productive land, sea and riverscapes across Namibia and, if;
- We secure and distribute conservation financing to the best organisations to deliver change on the ground.



## AND while doing this, if we

- Share our expertise and knowledge.
- Amplify the actions of people and organisations doing critical environmental and conservation work.
- Promote and facilitate connection and coordination, and build knowledge and skills between people and organisations.
- Cooperate and foster respectful partnerships with other organisations - government, NGO, private sector, local communities, and donors - to better promote transformational development.
- Catalyse the establishment of new organisations.



## THEN -

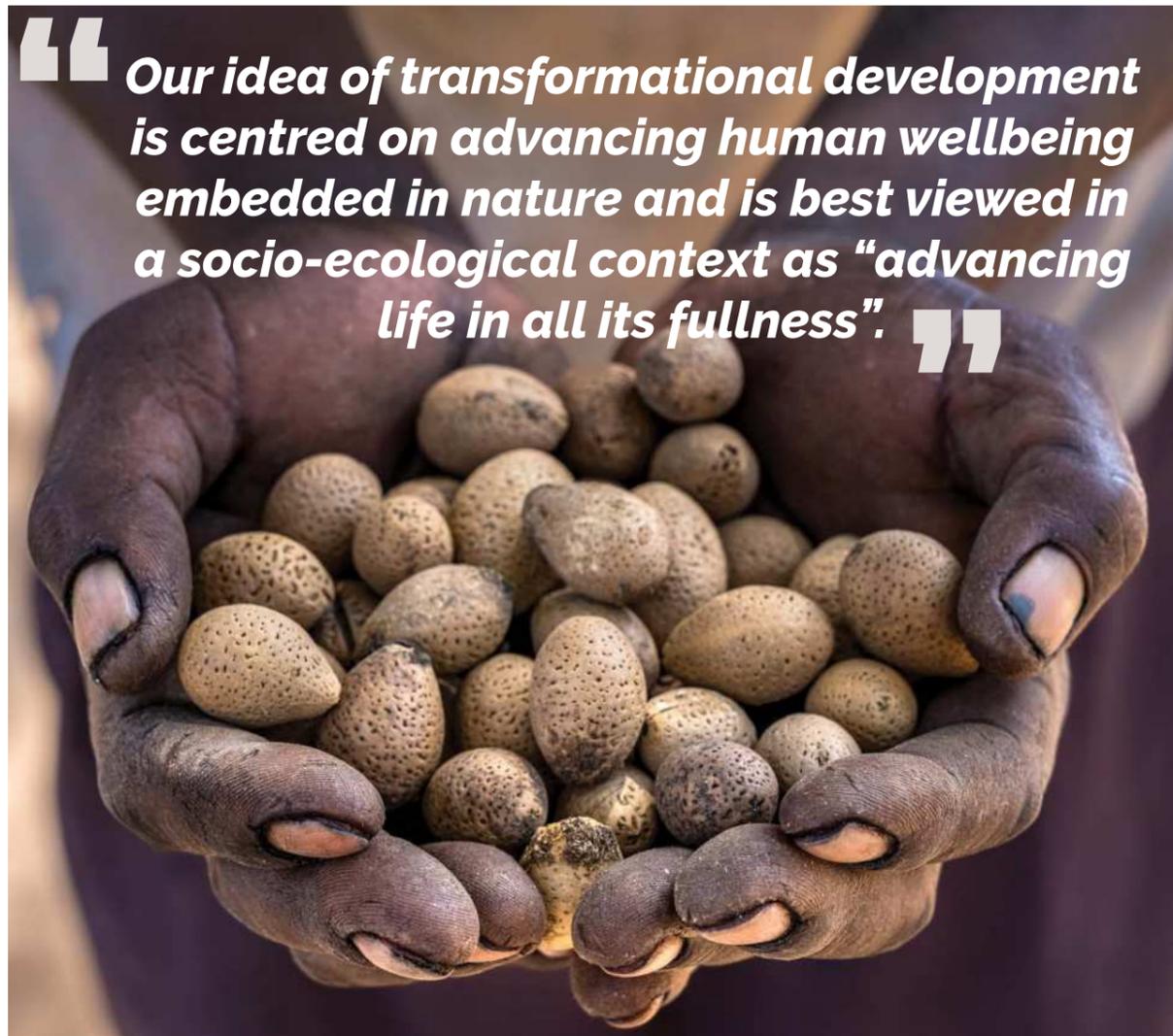
This will all lead to a better informed, more cohesive, engaged, vibrant and integrated civil society that is better able to advance the conservation of ecosystems and biodiversity towards transformational development, and strengthen Namibia's socio-economic resilience through livelihood initiatives.



# Strategic Goals and Objectives

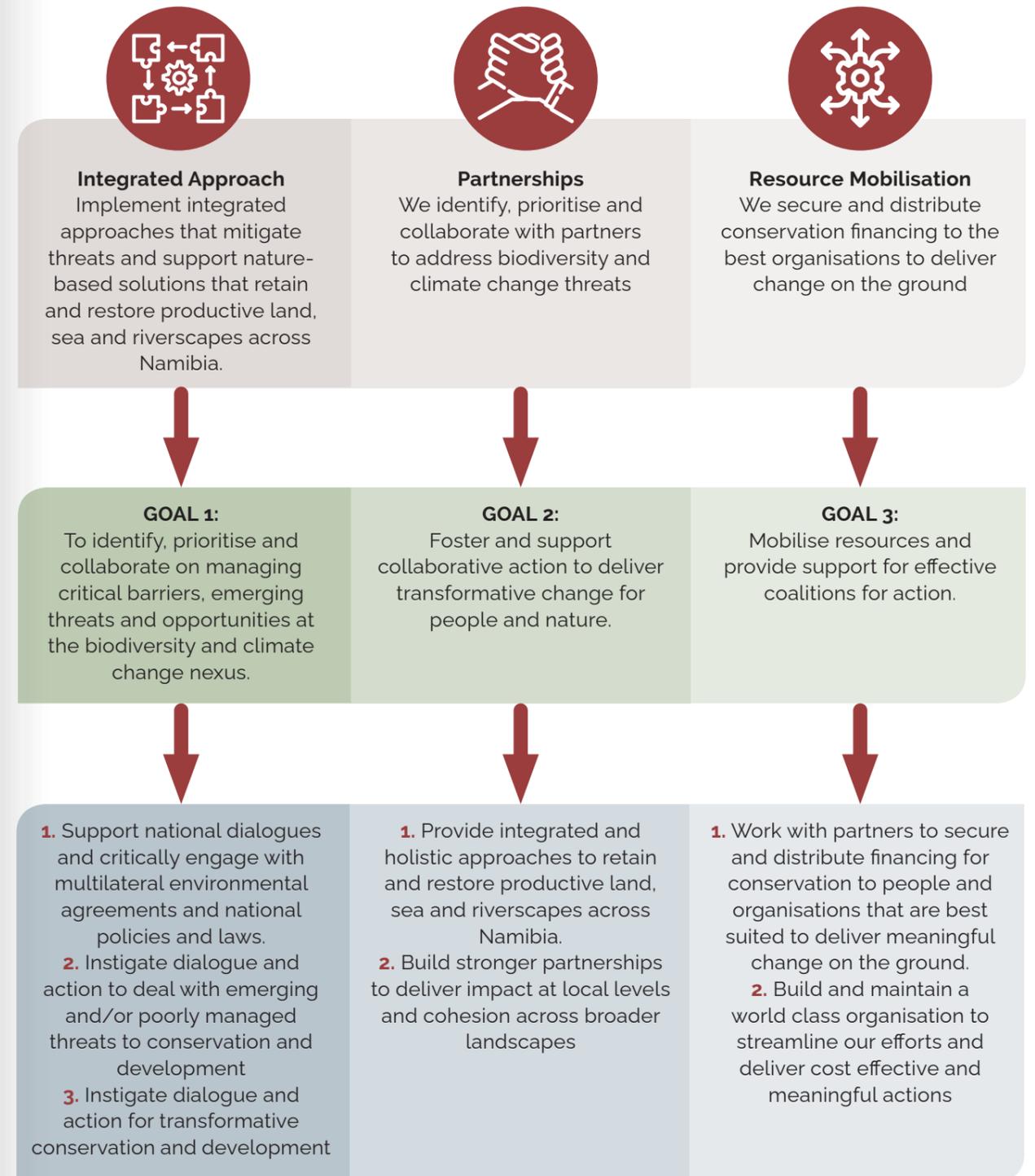
Over the next five years, in line with our mission to work with partners to advance the integrated conservation of ecosystems and biodiversity towards transformational development, we will prioritise and enhance our capacities to provide cross-cutting programmatic work within and across key landscapes. We will continue to strive for linkages within our programmes through our work on policies and by forging strong partnerships. We recognise that strength

lies in promoting and facilitating connections, coordinating efforts, and fostering knowledge exchange and capacity building between people and organisations. We will continue to harness this strength to foster communication and interaction at local, national, regional and international levels. Additionally, we aim to catalyse the establishment of new organisations that promote transformational development.



“Our idea of transformational development is centred on advancing human wellbeing embedded in nature and is best viewed in a socio-ecological context as “advancing life in all its fullness”.”

NNF works with partners to advance the integrated conservation of ecosystems and biodiversity towards transformational development



# GOAL 1:

To identify, prioritise and collaborate on managing critical barriers, emerging threats and opportunities at the biodiversity and climate change nexus.



**SUCCESS:** By 2029, we are actively engaging in and contributing to four multilateral environmental agreements, national policies, and laws. Five platforms for dialogue on threats and/or opportunities for conservation and sustainable development have been created and/or supported, ultimately leading to more rapid action.

KEY OBJECTIVE 1:	KEY OBJECTIVE 2:	KEY OBJECTIVE 3:
<p>Support national dialogues and critically engage with multilateral environmental agreements and national policies and laws with a key focus on:</p> <ul style="list-style-type: none"> <li>a) The United Nations Convention on Biological Diversity and the Global Biodiversity Framework, particularly around securing the 30x30 targets in an inclusive and just manner.</li> <li>b) The United Nations Framework Convention of Climate Change and the United Nations, to refine nationally determined contributions and enhance adaptation within the frame of securing climate justice.</li> <li>c) The Convention of Combating Desertification, towards integrated landscape restoration.</li> <li>d) The Convention on Trade in Endangered Species to promote, where appropriate, the sustainable use and trade of wildlife.</li> </ul>	<p>Instigate dialogue and action to deal with emerging and/or poorly managed threats to conservation and development, by:</p> <ul style="list-style-type: none"> <li>a) Leading and supporting civil society interventions to recognise and act upon the threat of pollution in Namibia.</li> <li>b) Supporting more sustainable energy transformation through decarbonisation by promoting and maintaining a critical focus on people, biodiversity, ecosystems, and their services.</li> <li>c) Supporting stronger civil society dialogue and action towards more responsible extractive industries in Namibia through greater transparency and improved governance.</li> </ul>	<p>Instigate dialogue and action for transformative conservation and development, by:</p> <ul style="list-style-type: none"> <li>a) Promoting ecosystem-based adaptation for urban development.</li> <li>b) Supporting the development of an integrated National Climate Adaptation Plan for Namibia.</li> <li>c) Providing platforms for our partners to enhance collaboration and support their actions.</li> </ul>



# GOAL 2:

Foster and support collaborative action to deliver change for people and nature.



**SUCCESS:** By 2029, we have strengthened our partnerships and work in a more integrated way internally and across the conservation landscape in Namibia.

KEY OBJECTIVE 4:	KEY OBJECTIVE 5:
<p>Provide integrated and holistic approaches to retain and restore productive land, sea and riverscapes across Namibia, with a focus on:</p> <ul style="list-style-type: none"> <li>a) Maintaining a Sustainable Agriculture Programme that implements innovative solutions to support a healthy agro-ecosystem and provides sufficient quantities of diverse and nutritious food to farmers, communities and markets in the targeted areas.</li> <li>b) Building a robust Sustainable Forestry Programme that supports and improves the management of forests, woodlands, and botanical resources.</li> <li>c) Strengthening our work and the actions of our partners towards a Freshwater and Inland Fisheries Programme to improve the conservation and management of freshwater ecosystems. The Convention on Trade in Endangered Species to promote, where appropriate, the sustainable use and trade of wildlife.</li> <li>d) Collaborative engagement to Combat Wildlife Crime and support wildlife coexistence through effective measures and active social resilience.</li> <li>e) Building our Marine and Coastal Programme to deliver improved management of marine and coastal ecosystems backed by an engaged society.</li> </ul>	<p>Building stronger partnerships to deliver impact at local levels and cohesion across broader landscapes, by:</p> <ul style="list-style-type: none"> <li>a) Enhancing our CBO Strengthening Programme by supporting community conservancies, forests, and fisheries to be self-sustaining with engaged membership and active partners as well as the development of other local community structures within our programmatic areas of work.</li> <li>b) Ensuring active participation in key collaborative national and international associations.</li> <li>c) Maintain a wide network of active and respectful partnerships across all our areas of work.</li> <li>d) Support the development and growth of national conservation projects and NGOs to strengthen our collective actions.</li> <li>e) Retain active working relations with key government institutions to ensure that our work feeds into national policies and actions.</li> <li>f) Provide key technical services through our Technical Services &amp; Policy Programme, in line with our Strategy in a manner that draws from and feeds into our partnerships.</li> <li>g) Building capacity and collaboration for applied research to promote science-based decision making and strengthen adaptive management.</li> </ul>



# GOAL 3:

Mobilise resources, strengthen our organisation and support effective coalitions for action.



**SUCCESS:** By 2029, we have the required staff, internal systems, and policies in place to secure NAD 150 million per annum for our work as well as that of our partners and emerging organisations that are best suited to deliver change.

## KEY OBJECTIVE 6:

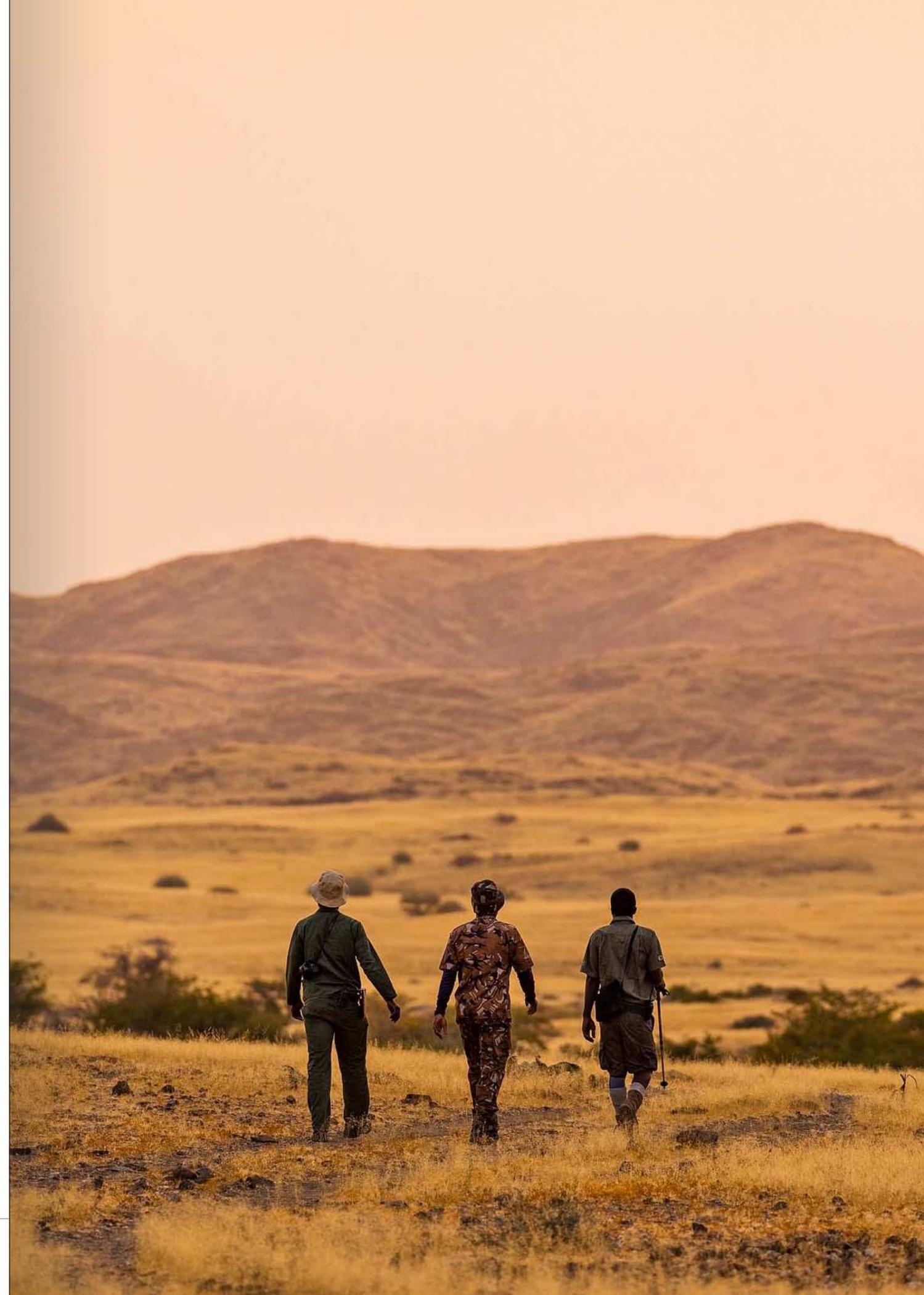
Initiating and leading the development and continuous updating of programmatic interventions in line with our Strategy:

- a) Actively promote and play our part in building consortia of partners, with an emphasis on Namibian leadership, to initiate and respond to funding opportunities.
- b) Enhance our grant-making facilities to capitalise on both national and global financing opportunities that are in line with our Strategy.

## KEY OBJECTIVE 7:

Build and maintain a world class organisation to streamline our efforts and deliver cost effective and meaningful actions by:

- a) Building and retaining robust organisational policies and systems that meet global standards but focus on supporting delivery.
- b) Compiling, retaining and openly disseminating knowledge across all our areas of work.
- c) Integrating collaborative research and monitoring and evaluation across our work to ensure that we can apply sound adaptive management.
- d) Retaining inspired leadership as well as motivated and skilled staff occupying roles suited to them with clear career development options.
- e) Developing a communications strategy to help articulate our vision, impact and showcase our work.
- f) Expanding the office space and incorporate a hybrid (work from home and office) working environment.



# Supporting measures

In order to attain our goals and objectives we will ensure that we remain fit for purpose by carrying out a number of supportive measures that we believe are necessary for us to carry out our mission.



## Strengthening Integration and Cohesion – Externally and Internally

We work in a resource constrained sectoral based environment where the challenges of cohesion and integration hampers the ability to integrate at scale and deliver transformative change. The conservation landscape in Namibia is fragmented. There are many local organisations doing great work, some in isolation which has resulted in silos. The potential to scale conservation at the landscape level exists but remains difficult without more cohesion and better collaboration between the local actors. There is a need for local organisations to fit their work into bigger/international

goals as this will not be done by big international organisations.

We will contribute to better integration and cohesion by:

- ✓ Interconnecting civil society in Namibia and integrating programmatic areas within NNF to connect civil society actors in Namibia.
- ✓ Creating coalitions and a conducive environment for locally led consortia to respond to opportunities, strengthen advocacy and play active roles in bridging local, national and international levels.



## Diversifying Resource Mobilisation

NNF has a good reputation for resource mobilisation and has been very successful in fundraising. Fundraising will remain strategically opportunistic, but must become more innovative, diverse and more proactive than reactive. It is important to ensure that NNF has flexible base funding to ensure longevity of our actions and fill gaps not met by project funding. There are further opportunities for us to play a more strategic role in big projects and diversify our funding portfolio to strategically include small, medium and large projects to mitigate risk, and reduce dependence on small grants including the administrative load that comes with these.

The Green Climate Fund's (GCF) accreditation is an opportunity for NNF but will require improvement of internal processes to align with international

standards. To this extent we are in the process of creating a dedicated business development unit. There is, additionally, a need for all staff to better understand the performance of the existing resource mobilisation and management system. We will also consider alternative sources of funding including the private sector, foundations and bi-lateral funds.

More engagement on a strategic level with NGO partners and sharing of funding opportunities would increase the capacity of both NNF and our partners to identify gaps and opportunities and find joint solutions. Both IUCN Membership and Maliasili Partnership offers us an opportunity to increase engagement and involvement and to develop partnerships and networks to support project development and funding proposals.



## Strengthening Internal Processes and Systems

As an organisation, NNF has strong governance, financial management and staff; however, there is always room for improvement. We will actively strengthen our organisational capacity in a number of areas.

### Research and Enhanced Monitoring and Evaluation

Increased research in areas such as climate change and impacts on CBNRM would offer us a unique position from which to advise both government Ministries and communities. Active research across all of our programmes would bring greater understanding and awareness, and partnerships with researchers, academic institutions could support this. Our technical consulting services should be more broadly promoted and other experts who are eager to work with us should be approached to support science-based approaches using best available advice.

Monitoring and evaluation are critical to NNF's success in implementation and project management. Monitoring, Evaluation and Learning (MEL) systems at project and organisational level need to be improved. MEL should inform strategic planning, fundraising and staffing and be integrated in all programmatic areas and operations. The documentation and implementation of lessons learned should form a part of review processes at project, programmatic area and organisational level.

### Our People – the NNF Team

We are nothing without our people and whilst the team is strong and has both expertise and skill in operations and technical areas, we do have our individual and collective shortcomings. Several human resource areas will always require continuous improvement. These include better structuring our staff development processes and opportunities, providing systematic mentoring and a wider variety of training and lifelong learning opportunities. We also look to retain a high degree of flexibility for individuals and teams to explore their potential and grow their skill sets.

### Strategic Planning and Systems

An important goal of planning and systems is to support meeting reporting requirements and deadlines, which in turn, improves programmatic outcomes and donor relationships. There is a need to improve strategic planning processes within NNF. An assessment of how working time is spent and how effective it is would provide a starting point for NNF to streamline internal processes. Operations should be integrated as a part of programmatic area planning. Staffing capacity and needs

should be included in planning. On-going and annual review processes should form a part of strategic planning to ensure that targets are defined and met.

### Communications

NNF has improved its communications ability and built its team; yet there is a continued need to improve communications both externally and internally. Although progress has been significant, focus should be placed on continuing to boost external communications. Internal communications will be improved in several ways, including the creation of a better platform for team discussions and more opportunities for communication between staff.

### Housing and Functioning of the Organisation

The NNF has outgrown its current physical home, used for the past 15 years. During the next five years we will expand the office space two-fold by redeveloping the current NNF property. This development will be done in a manner that will create synergies with the adjacent "Conservation Hub" being supported by WWF in Namibia and in which we are shareholders, together with Integrated Rural Development and Nature Conservation (IRDNC) and the Namibian Association of CBNRM Support Organisations (NACSO).

At the same time, the NNF will retain an adaptable approach to physical presence by seeking to optimise a hybrid work environment, that allows flexibility for staff. We will actively maintain and update our equipment to ensure that our staff have the right tools to carry out their jobs. We will also ensure that we remain abreast of developments in information technology and seek to adopt practical applications, including, where appropriate, artificial intelligence, to enhance our systems and facilitate our work.

# Monitoring, Evaluation & Learning

A monitoring, evaluation and learning (MEL) Framework for NNF's Strategic Plan will be developed. The MEL framework includes impact, outcome and process indicators at a programme and departmental level. Some of these indicators are specific to a programme or department and some are core indicators relevant for all programmes and departments to contribute to overall organisational goals.

- ▶ **Process indicators** measure whether the activities and outputs of a programme or specific department within the NNF are achieved as planned.
- ▶ **Outcome indicators** should measure to what extent desired changes (for example, in behaviour, knowledge, or attitudes) or benefits have been

achieved in the medium-term. These evaluation indicators focus on assessing the delivery of high-level results and may require sample-based surveys at the end of the project.

- ▶ **Impact indicators** measure progress towards the long-term effect of our outcomes. Impact indicators require long-term monitoring. They are an important component of evaluating the success of NNF's programmatic areas as outlined in our Strategic Plan.

Reporting on monitoring indicators will be done annually and reflect the full scope of indicators across all parts of the NNF.



# Our Journey so far



## Our background

The NNF was founded in 1987 and is one of Namibia's oldest and largest homegrown environmental organisations. We were initially established to raise and administer funds for the conservation of wildlife and protected area management. While considerable emphasis is still placed on the protection of parks and endangered species, the current focus of work is on broad sustainable development with a focus on people and the environment. Since our inception, our work has vastly expanded, in both scope and volume, to

encompass most facets of the Namibian environment. This has seen us evolving into a national institution that provides support to many relevant environmental aspects, sustainable development and the wise and ethical management of natural resources. NNF's role as a broad based national Non-Governmental Organisation focused on sustainable development is well established and where many other NGOs are specialised, our broad scope of work and wide range of partnerships underpin our value proposition.



## Our focus

Environmental and development issues are not neatly compartmentalised. Our goal at the NNF is to see the integration of different sectors across Namibia's environmental landscape. To this extent, we drive integrated solutions and apply an ecosystem approach to our work.

Currently, NNF is organised into eight programmatic areas. Our work on agriculture, freshwater and inland fisheries, forestry, marine and coastal conservation support the development and deployment of solutions for productive and healthy land, sea and riverscapes.

This work is supported by our Community Based Organisation (CBO) strengthening programme through which we place importance on local communities being at the forefront of securing their rights and managing their resources for positive outcomes. We also work to manage and mitigate critical threats by monitoring emerging issues and, currently, by supporting efforts towards combating wildlife crime, mitigating human wildlife conflict and raising awareness on pollution. Finally, we create synergies and identify emerging opportunities through our Technical Services and Policy programme.

## Our programmatic areas



### CBO STRENGTHENING

We work in support of community based organisations, particularly in the CBNRM sector by bringing in governance support to community structures and providing technical expertise (wildlife, fish and forests) in southern Kunene, Erongo, Omaheke, Kavango East, Kavango West and Zambezi. This has application for other sectors (e.g. marine, urban, agriculture).



### MARINE & COASTAL CONSERVATION

We work closely with the Ministry of Fisheries and Marine Resources and the marine sector to improve commercial fishing practices, advance our knowledge of Namibia's marine resources and their value and improve ocean governance as well as both species and spatial conservation measures and actions.



### COMBATING WILDLIFE CRIME

We work closely in support of the Ministry of Environment Forestry & Tourism and their partners in the Blue Rhino Task Team, in collective efforts to combat the full range of wildlife crime. This includes channelling and managing funds for anti-poaching activities, customs strengthening and targeted awareness. We also work with communities to drive out poaching and create community pride for the rhinos in their areas.



### SUSTAINABLE AGRICULTURE

We primarily support small scale farmers with a focus on improving resilience in farming and promoting appropriate value chains. We achieve this through advancing agro-ecological practices in Namibia and through supporting the formalisation, growth of and access to the Organic market sector.



### FRESHWATER & INLAND FISHERIES

We work closely with the Ministry of Fisheries and Marine Resources to support the recovery of freshwater fish stocks and ecosystem based fisheries by strengthening community rights to manage their own fish resources.



### SUSTAINABLE FORESTRY

We work closely with the Ministry of Environment Forestry & Tourism, in particular with the Directorate of Forestry, to support the sustainable management of Namibia's botanical and forest resources. We also work with private sector partners to support the growing interest of the bio innovation sector and biomass industry and its sustainability



### TECHNICAL SERVICES & POLICY

We work on national and international policies whilst providing technical services across programmes, partners, to government, multilateral agencies and donor organisations in matters of sustainable development.



### EMERGING ISSUES

We proactively engage on emerging issues where we observe gaps and/or a demand. This includes renewable energy, pollution and water management to name a few.

## Our achievements

With more than 30 years of experience as an organisation, NNF has achieved a great deal through its implementation and project management efforts. We have restructured our work from four themes containing 12 focal areas to eight programmatic areas. Through the COVID-19 pandemic, the NNF not only continued to

deliver, but grew in capacity and improved its financial stability. A key focal point at the NNF over the last years has been a change in corporate culture, shifting from business-orientated administration to an internal and hybrid culture that excels at responding quickly and appropriately to donor and partner requirements.

<b>COMMUNITY-BASED ORGANISATION (CBO) STRENGTHENING</b>	<ul style="list-style-type: none"> <li>➤ Provided institutional support to 20 Conservancies               <ul style="list-style-type: none"> <li>✓ Covering 5 341 200ha</li> <li>✓ Reaching 50 342 people</li> <li>✓ Supporting 267 jobs</li> </ul> </li> </ul>
<b>COMBATING WILDLIFE CRIME (CWC)</b>	<ul style="list-style-type: none"> <li>➤ Supported law enforcement partners with close to US\$ 1 million per year over the last 5 years</li> <li>➤ Supported capacity development on detecting illicit wildlife products at NamRA border points</li> <li>➤ Supported Rooikat Trust in strengthening the Blue Rhino Task Team</li> <li>➤ These efforts have in turn supported a reduction in the number of rhinos poached since the high in 2015 and a steady number of arrested poaching suspects</li> </ul>
<b>MARINE &amp; COASTAL CONSERVATION</b>	<ul style="list-style-type: none"> <li>➤ 98% reduction in seabird bycatch in Namibian demersal hake longline fisheries in 2021</li> <li>➤ Facilitated the amendment of the NIMPA regulations, while offering support and engaging the Ministry of Fisheries and Marine Resources to redraft, validate and implement a management plan for Namibia's first marine protected area (MPA)</li> <li>➤ Supported the establishment of a new civil society organisation: The Namibian Foundation for the Conservation of Seabirds (NAMCOB).</li> <li>➤ Provided support to the national Blue Economy Policy and central Marine Spatial Planning (CMSP) process (in draft)</li> </ul>
<b>SUSTAINABLE AGRICULTURE</b>	<ul style="list-style-type: none"> <li>➤ Increased crop yield by 38.89% in households practising conservation agriculture</li> <li>➤ Trained more than 400 smallholder households on human health and nutrition for their families</li> <li>➤ Supported over 1 000 households in sustainable farming techniques.</li> <li>➤ Supported over 700 farmers in 9 conservancies, 1 national park and adjacent areas in agroecology</li> <li>➤ Indirectly reached over 30 000 individuals with knowledge products and information on organic agriculture and agroecology</li> <li>➤ Increased household dietary diversity score (HHDS) indicating the consumption of a broader range of food groups and improved nutrition</li> <li>➤ Trained and equipped 18 community members to use the Kobo application for conducting surveys creating employment opportunities and empowering them with valuable technological skills</li> </ul>

## FRESHWATER & INLAND FISHERIES

- 20 community fish reserves formally gazetted by Government in Namibia
- 2 500 hectares of rivers and wetlands gazetted as community fish reserves
- Working with 34 CBOs in three countries (23 in Namibia, 1 in Zambia, 10 in Angola) to manage and establish Fish Reserves
- 70 community fish guards and 40 community fish monitors employed by communities to date
- 25 000 riverine people positively impacted
- 5 fold increase in fish stocks in some areas – recoveries showing across all areas over time
- 34 Emerging community fish reserves: 10 in Namibia (7 single reserves, 3 landscape reserves); Zambia 14 single reserves, Angola minimum 10 single reserves
- 150 km of river protected (60 km river of the Chobe; 10 km of the Zambezi and its channels; 10 km Kwando river/channels; 70 km Okavango River)
- Supported establishment of a KAZA Fisheries structure
- Established 2 new transboundary fora on the Kavango
- Developed Transboundary Fisheries Framework for the Cubango/Kavango/Okavango
- 18 Scientific publications and 6 knowledge products
- Trained 20 technical people in neighbouring countries

## SUSTAINABLE FORESTRY

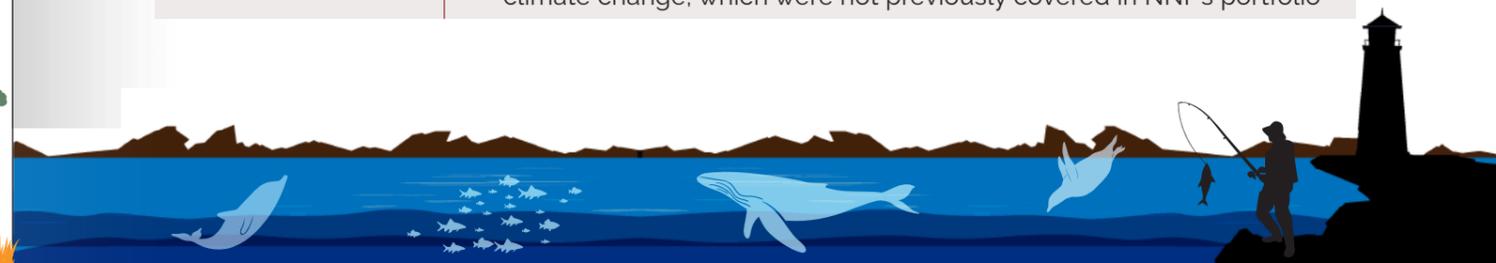
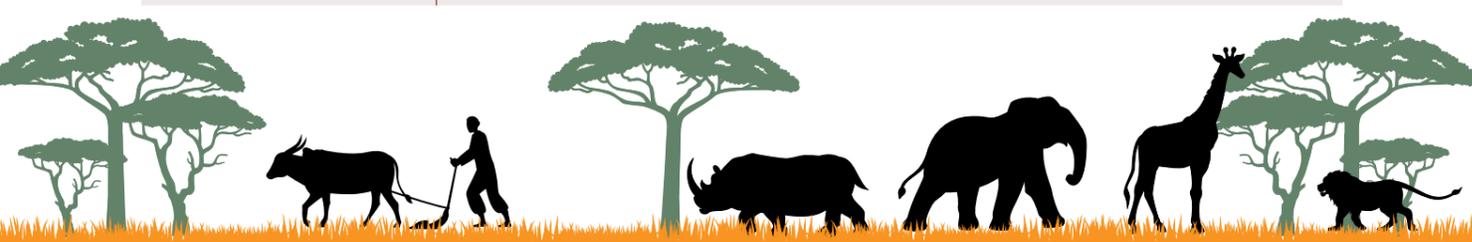
- 1 State Forest reserve gazetted ~ 142 000 ha
- 2 community forests inventories completed ~ 30 000 ha (Masida and Sachona)
- Obtained ABS compliance for silver cluster leaf research and development
- Trained Directorate of Forestry (DoF) officials to identify forged timber permits
- Fostered interagency collaboration between DoF, Namibia Revenue Authority, Wildlife Protection Services
- 2 emerging Community Forests
- 4 key knowledge products introduced to the Management and Protection of Forest Resources in Namibia
- 7 farmers trained in beekeeping in Kongola
- 300 new Devils Claw harvesters trained in the Nkulivere landscape
- 221 Manketti harvesters trained in Kavango
- 30 Community Forest members trained in making marula syrup
- 30 DoF, WPS and NamRA officials trained in forestry protection
- 2 DoF officials trained in SMART

## TECHNICAL SERVICES & POLICY

- Implemented 37 consultancies between 2018 and 2022.
- Developed more than 69 studies, reports and books
- Became a delivery partner of the GCF and progressing towards becoming an accredited entity
- Through consultancies, secured project finance of around EUR 10,2 million

## EMERGING ISSUES

- Started to work on pollution, water management, urban issues and climate change, which were not previously covered in NNF's portfolio





# Our People

The NNF team boasts financial, operational and project management expertise held by individuals who are passionate about conservation and sustainable development. These team members are committed to

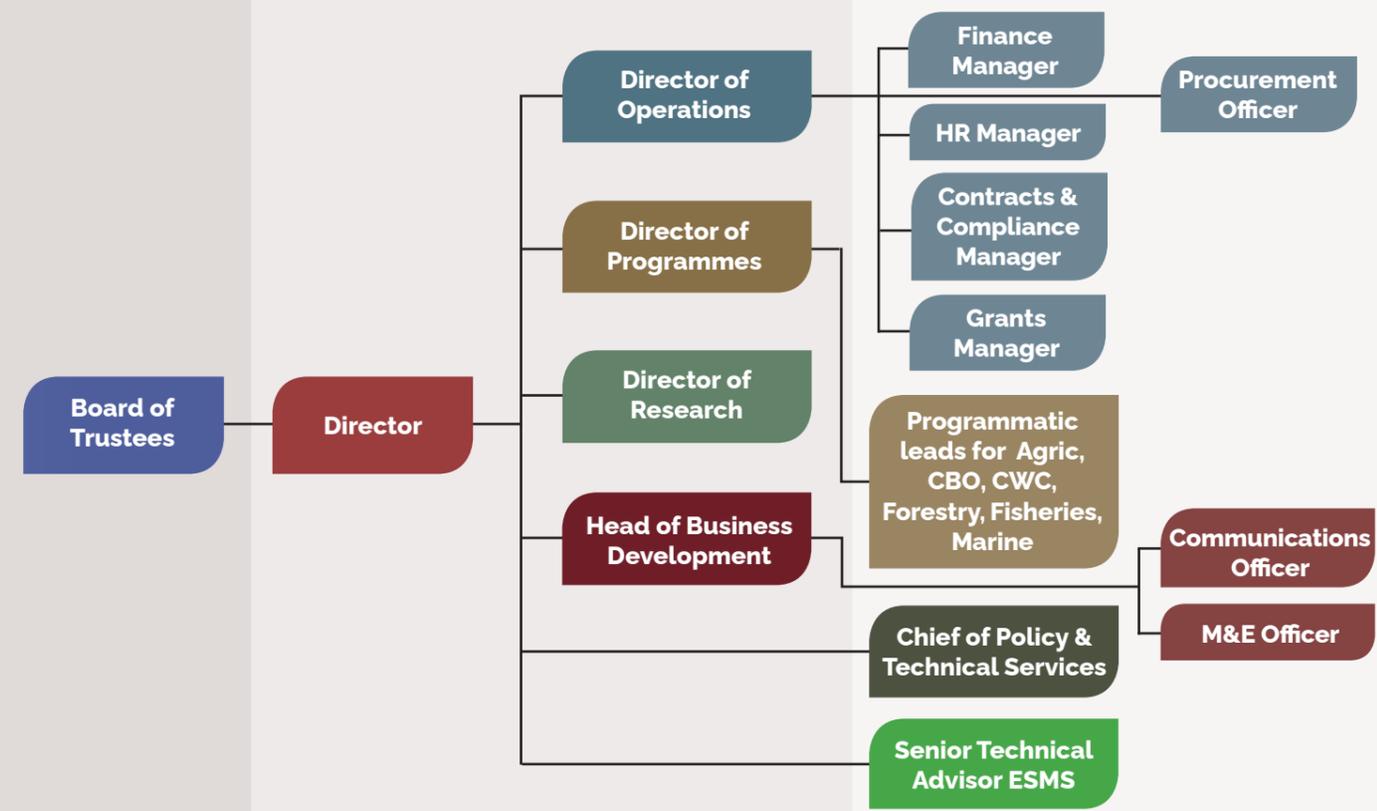
excellence in their work and strive to make a difference in Namibia and the world. The many different personalities and cultural backgrounds of the NNF staff contribute to a diverse and supportive work environment.



## GOVERNANCE

## LEADERSHIP TEAM

## MANAGEMENT TEAM



# Our partners

To achieve impact, we work with a wide range of partners including multiple Namibian government ministries and agencies, national and international conservation and development NGOs, local communities, the private sector, funders, donors, investors and passionate individuals.

A core strength is our wide array of partnerships and our firm belief that without partnerships we will not be able to achieve long-lasting transformative change.

We work with a wide range of international partners to broaden our horizons through learning and sharing and attracting resources. At the same time, we work closely with national and local partners to mobilise resources and implement action for impact.

We always ask ourselves whether there is an organisation better suited for the job at hand and if so, to rather find ways of supporting and/or working with them.

“ We have developed a total service culture across all the programmatic areas, and are building mutually beneficial relationships based on integrity, ethics and trust. ”



# The NNF in Context



## Our Strengths

With more than 30 years of experience as an organisation, NNF has achieved a great deal through its implementation and project management efforts. Key achievements and strengths of the NNF include:

### Breath of Impact.

Our work, both as an implementer and as a project and financial management specialist, has benefited numerous communities throughout Namibia. We have supported a change in mindset and perceptions of rural communities towards sustainable development and conservation. We have positioned ourselves strategically as implementer, advisor and think tank. This has made impacts in civil society through the provision of technical expertise in sustainable use and agriculture, range management, freshwater fisheries, forestry, marine conservation, CBNRM and wildlife crime. We have also contributed to national and international policies by pooling our expertise across our different programmes and coordinating input through our Technical Services & Policy Programme. Through this work, more than 69 studies, reports and books were published, ranging from a new Atlas of Namibia, park management plans and game management utilisation plans, carbon credits and payment for ecosystem services scoping, ecosystem services valuation, blue economy and green recovery scoping to participatory development of climate resilient cities.

### Strong Reputation and Broad Scope.

We have a strong and lasting track record of successful project implementation and delivery, as well as financial rigour and technical ability. We have built solid and trusting relationships at all levels with stakeholders, government ministries, NGOs, communities and donors. Our role as a national NGO and our responsiveness have allowed us to provide technical expertise, implementation support and project management to all areas we work in, establishing a broad portfolio. We are the only Namibian organisation with such an extensive scope. Environment and development issues are not

neatly compartmentalised and this scope is one of our strengths, allowing for the development of synergies and solutions across all sectors. We have been active for more than 30 years, proving our ability through challenging times, expanding and contracting as required, including the increasingly difficult donor funding environment. Solid leadership at management and board level has supported our sustainability and continued relevance. “*NNF is making a massively important statement in civil society both technically and as implementers.*”

### Flexibility.

Our broad scope was built through our flexibility and responsiveness to needs. We have been strategically opportunistic and reactive in identifying and covering gaps. We have picked up on issues that other NGOs are not addressing such as community forests and sustainable agriculture. Over time our work has expanded from a small conservation and protected areas management support organisation focusing on specific areas to a national environmental organisation, supporting long term projects and breaking new ground in other areas, while gaining a solid international reputation. For example, we developed the first Integrated Forest and Wildlife Management Plan for the Zambezi State Forest, which is important to the Kavango-Zambezi Transfrontier Conservation Area's (KAZA) success. Furthermore, we have delivered sustainable agriculture support in Kavango East, West and the Zambezi, where we have reached more than 1 000 households with improving agro-ecological practices.

### Building Partnerships.

We have built and maintained a strong network of partnerships and relationships with various stakeholders which speaks to our highly collaborative approach. We have a strong and wide range of stakeholders that we engage frequently. We gather input from experts and maintain close working relationships with government departments, at both national and local levels.

We partner with other NGOs and educational institutions and are able to call on a wide range of experienced associates to enhance and complement the NNF team. We also have vast experience working with donors across the world.

#### **Housing small and lean innovative organisations and projects**

without their own administrative capacity and providing them with administrative support services, which allows them to focus on their core business.



## **Our organisational challenges**

NNF's organisational challenges and weaknesses fall into the following categories:

#### **Striking a Balance.**

One of our strengths is our broad scope and range of programmes; however this can also have an *impact on the depth of our work*. A broad scope can spread resources thinly and puts strain on the organisation's staff and financial resources. Too many focal areas could dilute NNF's effectiveness in achieving organisational and project objectives. *Maintaining NNF's broad scope and identifying and covering important gaps requires careful planning to not overburden the existing staff contingent plus diligent, participatory monitoring and evaluation to assess the impact of our work.*

#### **Dealing with Growth.**

The NNF has grown considerably in recent years from a small to a medium sized organisation working across eight programmes, which requires changes in the corporate culture, resource mobilisation as well as internal processes and procedures. We are busy reviewing internal processes, procedures and systems to align with international best practices and to ensure an effective and efficient organisation that delivers and makes a positive impact in all areas of its work and operations.

#### **Enhancing Integration.**

The fast growth of the NNF in terms of staff contingent and thematic scope requires a much higher level of integration to ensure the entire organisation is working together, uses resources efficiently and benefits from common lessons learned and knowledge exchange. At the same time, a lack of cohesion and integration is a challenge faced by civil society in Namibia. There is considerable scope to enhance collective efforts to maximise impact for people and nature.

#### **Expanding Relationships.**

Our relationships and mutual trust with partners are one of our most outstanding strengths. We maintain an

#### **Building an impressive team of conservationists**

by continually attracting and retaining talented and passionate people and offering them opportunities to grow. Our staff have been critical to the organisation, contributing to its great success. NNF has always focused on identifying, training, and mentoring and supporting young Namibians.

organisational approach to investing in developing and maintaining strong partnerships. However, as our work has broadened into new sectors, there are areas which could be expanded. Relationships with line ministries could be deepened. The fluctuation in top ministry managers creates challenges to consistent engagement and building of relationships. In addition, ministries are severely underfunded which hampers collaboration. The inclusion of line ministries and communities in the development of projects, progress during projects and the closing of projects would support the creation of more transparency and ownership by government and communities. Without strategic planning between NNF and all its partners, work could be duplicated or less effective. Better strategic engagement with partners on implementation and funding efforts would strengthen impacts of all partners.

#### **Improving Communications.**

We have a dedicated communications team and recognise the importance of strong communications to raise public awareness on important issues, to provide feedback and create transparency with partners. The translation of information, such as toolkits and manuals would be useful for partner communities. We could also update our website and better utilise social media to showcase our work *and impact*.

#### **Developing Skills.**

As we take on more diverse and complex projects, we are challenged by capacity and skills gaps and resource constraints to employ and train staff with the technical abilities to oversee the increasing diversity and complexity of project implementation. Without coordination, mentoring and training junior staff have limited opportunities to grow into higher level positions, which can result in staff leaving for other opportunities. NNF needs a clear plan for required competencies and skills for the next phase of its organisational life to ensure effective leadership and skilled people to support this transition.

# Moving forward

Building on our journey so far we recognise that there is much to be done and what we have outlined in our Strategy essentially amounts to an ambition to link between global issues and local realities to contribute towards and be part of more holistic actions. Whilst we aim to have a strong NNF to deliver on this ambition, we recognise that we need to be wary of self-serving actions. So, we invite you to join us on our journey and help us to remain on mission.

As always, together, we can do more.

Naturally.



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