
Review of:
Integration of environmental concerns
and civil society engagement in
petroleum-related Norwegian
development cooperation and the
development of petroleum resources in
developing countries

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Acronyms

AMA:	Associacao do Meio Ambiente (Cabo Delgado, Mozambique)
BAPENECO:	Bunyoro Albertine Petroleum Network on Environmental Conservation (Uganda)
CEA-NI:	Coastal East Africa Network Initiative (WWF)
CSCO:	Civil Society Coalition on Oil and Gas in Uganda
CSO:	Civil Society Organization
DN:	Directorate of Nature Management (Norway)
DWRM:	Directorate of Water Resources Management (Uganda)
EIA:	Environmental Impact Assessment
EIN	Environment Information Network
EITI:	Extractive Industry Transparency Initiative
EMiS:	Environmental Movements in the South (a Norwegian NGO network)
HSE:	health, security and environment
Klif:	Norwegian Climate and Pollution Agency
LFA:	Logical Framework Analysis
LNG:	Liquefied Natural Gas
MEMD:	Ministry of Energy and Mineral Development (Uganda)
MICOA:	Ministry of the Environment Mozambique
MOU:	memorandum of understanding
NANEP:	Northern Albertine Network on Environment and Petroleum (Uganda)
NCG:	Nordic Consulting Group AS
NEMA:	National Environmental Management Authority (Uganda)
NEMC:	National Environment Management Council (Tanzania)
NFA:	National Forest Authority (Uganda)
NGO:	Non-Governmental Organization
OECD:	Organization of Economic Cooperation and Development
OfD:	Oil for Development
OMNIS:	Petroleum and Mining Directorate of Madagascar
ONGEA:	Oil and Natural Gas Alliance (Tanzania)
PEPD:	Petroleum Exploration and Production Department (Uganda)
PETS:	Public Expenditure Tracking Surveys
RWI:	Revenue Watch Institute
SACOG:	Southern Albertine Coalition on Oil and Gas (Uganda)
SEA:	Strategic Environmental Assessments
TPDC:	Tanzania Petroleum Development Corporation
UEJA:	Ugandan Energy Journalists Association
UWA:	Uganda Wildlife Authority
WWF:	World Wide Fund for Nature

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Executive summary

This Review of the Project *"Integration of environmental concerns and civil society engagement in petroleum-related Norwegian development cooperation and the development of petroleum resources in developing countries"* was carried out by Nordic Consulting Group AS of Oslo, Norway between June and August 2012. Fieldwork was carried out in Kenya, Madagascar, Mozambique, Tanzania and Uganda in the course of the Review.

The Project has been implemented by the World Wide Fund for Nature (WWF) Norway since 2007, and is funded by Norad as part of a larger program called Oil for Development (OfD) providing Norwegian support to selected developing countries where petroleum resources are found and exploited. Total budget over the period 2007-12 was NOK 23,25 mill.

The Project addresses two main concerns: for the environment in connection with the development of petroleum resources, and civil society environmental engagement by support to and capacity building of organizations and individuals. The largest Project achievements have so far been in the first area, with some major advances and much of the infrastructure for conducting activities in place and progress reasonably on schedule although some variations among the cooperation countries.

The Project's contribution has been important for transparency, information dissemination, advocacy and campaigning on environmental issues within the petroleum sector. Respondents underline WWF's role as an independent information channel and door opener. This provides valuable knowledge and alternative views compared with the official bulletins from government and petroleum companies. Decentralization of information to the local area is an important outcome of Project activities.

WWF can also mobilize international expertise and thus aspires to conduct meaningful dialogue with high-level stakeholders in the petroleum sector. Technical reports, policies and legal documents can be scrutinized and criticised for lack of compliance with environmental standards etc. The contribution has also consisted of expert assistance to capacity building within the public sector dealing with petroleum.

There are few prospects that this kind of capacity can be transferred to the local civil society organizations in the short or medium term. In the Project countries these are still weak and in most cases have difficulties in raising their voices for lack of knowledge and competence on technical issues in the petroleum sector. The Project initiatives with strengthening platforms, alliances and networks have therefore been of significant value, but the future model will still predominantly consist of large international agencies like WWF working with small local partners.

Many CSOs also lack credibility and legitimacy when promoting the interests and speaking on behalf of the civil sector in general and the local communities in the exploration areas in particular. Now a main role for the local CSOs must be to provide or establish this legitimacy through dedication and attachment to specific districts or population groups. In that respect the local CSOs could be more valuable for cooperation than the professional national ones operating from the capital. The capacity building with the Project must aim at this specific goal, by selecting suitable candidates and providing them with the instruments and resources to work locally. This can imply an effective screening process but also measures to strengthen and cultivate the local attachment.

There is definitely need for civil society engagement in the petroleum sector. However the actual opportunities and demand for such engagement vary from benevolent acceptance or "lip service" in some Project countries to outright hostility from the public sector in others. Typically the international petroleum companies have more professional attitudes, largely

recognizing the need to work with both international environmental organizations and local civil society from commercial motives of easing conflicts with the local population and avoiding bad publicity and accusations of neglect. With the exception of politically backward countries the demand for CSO participation could thus soon be on the rise.

The project should be continued with concentration on core objectives and efforts. It should strengthen the basis of what has been achieved and entertain realistic prospects for what can possibly be achieved in a coming 3 years period.

In order not to spread resources too thinly there is a need for concentration to a limited number of countries. Madagascar and Kenya are no longer OfD countries within the wider program. In Madagascar the Project had few achievements with Government institutions reluctant to accept the civil society as partner, and the country will probably not be a major petroleum producer in many years. Both these countries are thus candidates for removal from the Project, which can then concentrate on Uganda, Tanzania and Mozambique.

In a new Project period there should to the extent possible be independent budgets, accounts as well as activity reports from each individual Project country. The option of activity budgeting should also be considered. This will improve the reporting and also the basis for performance evaluation, value for money calculations etc.

The WWF Project should distinguish more clearly between its Project Partners and the wider group of associates, cooperating institutions and persons that may over time constitute shifting alliances. The Partners should comprise civil society and non-governmental organizations (CSO/NGO), and not include government agencies, public or private companies with commercial interests in the petroleum sector. The engagement should comprise a limited number of organizations, so as not to overstretch resources, but instead include a larger degree of commitment to continuous support.

The present difficulties with comparing achievements with planned activities must be sorted out by means of an improved reporting system. The Logical Framework Analysis (LFA) should be requisite only to the degree it constitutes a useful planning tool for the Project. There is definitely a need for flexibility to improvise, responding swiftly and dynamically with engagement in unforeseen events. For this a flexible planning system still providing for accountability is outlined (in chapter 4.5).

The question of sustainability of the cooperation Project Partners is difficult, and there are few ready-made solutions. The current policy of working with existing organizations and networks rather than creating new ones should be pursued. A capacity building program should comprise components of what can be called a Business Model for civil society organizations in developing countries, namely how to set up and manage a CSO to survive in the long run. An important part of the Business Model planning should consist of the exchange of experience and information with similar organizations in other developing countries through workshops and networking (see chapter 4.6).

In order to provide meaningful input to a highly technical sector the Project should provide opportunity for assistance from international specialists, called on expressly for participation at workshops, producing papers and memos, commenting on reports etc. in close cooperation with the local CSO/NGO community.

Two other WWF projects receive funds from Norway for very similar activities, the OfD Embassy project in Mozambique, and Civil Society Uganda. All 3 projects should be joined at the first opportunity to facilitate reporting and avoid confusion.

It seems that the Project is in need of coordination and assistance in particular when it comes to activity reporting, WWF Norway should engage more dynamically here. Regular exercises of “self-assessment” by WWF were announced and should be followed up.

A more long-term approach also contributing to a possible exit strategy could consist of tendering Project components among qualified local CSOs. These could comprise planned activities such as arranging workshops, issuing newsletters etc.

Among the Project activities, very few have any distinctive gender dimension and improvement is needed here. On local development and poverty issues, there could be need to follow up Government and petroleum sector commitments with independent audits and public expenditure tracking surveys (PETS).

The overall output achievement rate for the Project period 2010-11 is found to be about 60% (with one year left). A large number of activities were planned in Madagascar, ending up with consuming the largest part of the budget with around 45% in 2010-11 (accounts). Much less was completed because of the political situation, with an achievement rate of 38%. The combination of high expenses and low achievement in Madagascar is the cause of the low rate of value for money on Project activities there.

Tanzania/Kenya combined, had the highest achievement rate of 81%, while reports from the activities in Mozambique state that virtually nothing has happened there under this WWF Project. The support has instead come from other funds, the OfD Embassy project. Uganda benefits from two Norad funded WWF projects to strengthen civil society engagement in the petroleum sector. They mutually complement each other with similar objectives to the extent that their impacts and achievements can be difficult to distinguish.

There have been difficulties with budget absorption: Under this funding period in 2010 a total of 16% of the budget was thus returned to Norad, and in 2011 10,4%. During the inception phase the percentage not spent was sometimes even higher. This seems to be an administrative problem, as Project Partners at the same time complain about under-funded activities.

1. Introduction

1.1 The Project

This Project is entitled “Integration of environmental concerns and civil society engagement in petroleum-related Norwegian development cooperation and the development of petroleum resources in developing countries.” It has been implemented by the World Wide Fund for Nature (WWF) Norway since 2007, and is funded by Norad as part of a larger program called Oil for Development (OfD) providing Norwegian support to selected developing countries where petroleum resources are found and exploited. The WWF Project’s long term Development Goal is:

Developing countries fully integrate environmental concerns into the development of their petroleum resources.

The Project addresses two main concerns: for the environment, in connection with the development of petroleum resources, and for civil society environmental engagement by support to and capacity building of organizations and individuals. It is currently implemented in 5 selected East African countries: Madagascar, Uganda, Mozambique, Tanzania and Kenya. In all these countries WWF is working with local partners. Over the period 2007-12 budgets to the amount of about NOK 23,25 million have been at disposal of the Project from the Norad financing.

1.2 The evaluation methodology and approach

This evaluation of the WWF OfD Project 2010-12 is required to comply with WWF Norway’s reporting agreements with Norad. The approach of the evaluation comprises:

- Fieldwork with interviews and questionnaires in the 5 countries in East Africa conducted by NCG consultants from Uganda and Mozambique.
- Information collection by questionnaires to different stakeholders within the petroleum sector involved with the WWF Project (see list of respondents in Annex 4):

Public sector officials dealing with OfD
Civil society organizations and Project Partners
Private companies engaged in the petroleum sector
Norwegian embassies in the 5 countries
Local WWF offices

- Interviews with Norad and WWF Norway
- Desk study of background documentation (list of reference literature in Annex 3)
- Report writing and presentations

In order to minimize the need for trans-continental travels, the consultants from Uganda also covered Kenya, Tanzania and Madagascar. The Project leader at Nordic Consulting Group AS (NCG) Oslo has been responsible for coordination and reporting on basis of input from the NCG partners in Uganda and Mozambique.

The evaluation report follows a structure based largely on the OECD evaluation criteria. The data collection by means of questionnaires was a comprehensive exercise, and the report fully employs this material as a primary source of information. About 35 interviews were conducted in the 5 countries and in Norway. In some places in this report extracts from the questionnaires have been inserted directly into the text with quotation marks.

Many organizations and individuals have contributed to this report with valuable information for which we are very grateful (see Annex 4). To a considerable extent sources are indicated in this report in parentheses behind the actual paragraphs. Still NCG assumes full responsibility for all conclusions and recommendations except in cases explicitly stated otherwise. The facts and background information to support the conclusions are regularly drawn from different sources (triangulation), but no one else should be held accountable for the analysis and presentation of these data.

2. The relevance of the project

2.1 Engaging civil society in natural resource management

The WWF Project is part of a larger cooperation program financed by Norway: Oil for Development (OfD). This overall OfD initiative spans a number of countries where petroleum resources have been identified, and the support is provided by way of three main pillars: Resource Management, Revenue Management, and Environmental Management. The WWF Project delivers towards the last of these pillars. As its title indicates, the Project addresses two main concerns (a) the environment and (b) civil society engagement. The Overall Project Goal is:

An active and informed civil society increasingly holds government and the petroleum sector accountable for natural resource management and equitable governance, contributing to sustainable development.

This Project Goal is an ambitious one given the relative scale, financial and political power and sophistication of the petroleum sector. The OfD program pillar Environmental Management includes several components. Among others the WWF Project addresses to what extent civil society engagement can be applied as an effective instrument, promoting holistic and integrated approaches to the development of petroleum resources in Eastern Africa. A main target group for the project is thus the local civil society (CSO) and non-governmental organizations (NGO) in the 5 cooperation countries.

It is widely agreed that participation and monitoring undertaken by civil society is important in order to have a broader public discussion on issues related to the development of the petroleum sector, including environmental and social concerns, transparency and accountability. Civil society has an important role as watchdog, as well as bringing information on issues that may not get much attention otherwise. Civil society plays a crucial role also in help informing the general public.

Still there is also the question with what legitimacy both international and local CSOs enter into dialogue with petroleum companies and the Government. To what extent can they claim to promote the interests and speak on behalf of the local communities for example? Our field research reveals that some of the CSOs involved are very small and under-resourced so that the capacity of some is questionable.

2.2 East Africa has large potentials for petroleum exploitation

The WWF Project currently conducts activities in Madagascar, Uganda, Mozambique Tanzania, and Kenya. In all these countries the petroleum sector has potentials of becoming important. Of these only Uganda and Mozambique are actually (2011) among the 8 core countries of the overall OfD program, while Tanzania is listed as one of the 11 other non-core countries with limited cooperation. Madagascar was a core country in 2007, but is now out of all lists for political reasons. Kenya was until 2010 a non-core country while no longer on the lists. There have been efforts at concentrating the OfD cooperation with a political focus.

Uganda's estimated petroleum reserves are rapidly increasing with production expected to start in 2012. The identified resources are at 2.5 billion barrels from 32 wells in areas along the Albertine Graben (Lake Albert region), or enough to produce over 100,000 barrels per day for the next 20 years and possibly doubling the size of Uganda's economy. Other exploration areas have also been opened. Nearly all drilling has struck oil reservoirs and the known reserves are likely to be high with some estimates at 8 billion barrels. In addition considerable gas resources have been found that are also commercially viable. But the Albertine Rift is also a most important conservation area on continental Africa, and the petroleum development implies an unprecedented risk to biodiversity conservation in the region. The area is also socially vulnerable.

The Government of Uganda now focuses on the development of bills concerning the management of petroleum resources and revenues (the Public Financial Accountability Act), and for controlling the adverse effects that petroleum exploration and production can have on the communities living in the vicinity of the oil wells, with amendments of the Environment Act to cater for oil exploration and production and environmental concerns.

Among upcoming initiatives the Ugandan National Environmental Management Authority (NEMA) announced an UNDP funded update of the Environmental Policy to cater for oil related pollutants and incorporation of new environmental standards with regard to oil production. Waste management regulations are currently being developed.

In 2011 operators reported huge gas finds offshore of northern **Mozambique**, and the country may become among the largest gas producers in the world when these fields come on-line. Mozambique has advantage from being located relatively close to the important gas markets in eastern Asia. The country witnesses a rapid escalation of mapping and search activities for petroleum resources in environmentally vulnerable and even protected areas offshore to the north. After the large gas discoveries in the Rovuma basin the last 2 years, there has been a significant increase in the interest from oil companies in investing in Mozambique. It is expected that Liquefied Natural Gas (LNG) construction will start up in 2014, and production from 2018-2019.

The Mozambican petroleum law and taxation law are in the process of revision, with further need for regulations related to LNG production, etc. The government is focused on local content and how to develop a national gas market in addition to LNG exportation and it is expected that there will be several policies and initiatives developed in this regard. A Gas Master-plan has been developed that will form the foundation for further advances in the Rovuma basin, and possibly a new round of licensing will take place at the end of 2012.

The exploration is intensifying in several places in the East Africa region, with an increasing presence of the petrol industry in vulnerable areas. This region is currently seeing a dramatic growth in the development of offshore natural gas resources, with some of the world's largest discoveries in 2011 being made here. This recent development could potentially lift these countries out of poverty and aid-dependency, but also lead to massive destruction of extremely valuable coastal ecosystems and local communities. The OfD project thus seems very much relevant in this region, and WWF has declared it as a priority to work in the area in the coming years. Volume and speed of petroleum exploration, investments and transport are increasing both in Tanzania and Kenya.

Tanzania has in place a Petroleum Act (considered out-dated by some) and an Environmental Act. As more gas discoveries are being made the Government is in the processes of enacting a Gas Act and gas policy as well as a gas utilisation master plan. The drafts of all these are already in place (though not yet in the public domain), and will be presented to Parliament. The key stakeholders (oil companies) have already been involved in the process of developing the various instruments. However, gas is already produced and

marketed. A key future institutional and legal reform will be the separation of the commercial activities from the regulatory. There is support from the World Bank for a strategic environmental assessment study building on the experiences of Ghana. According to information (from NEMC) Tanzania is also joining the Extractive Industry Transparency Initiative (EITI).

Kenya has discovered substantial oil reserves in the Turkana area, while undertaking explorations in the environmentally sensitive Rift Valley and in the coastal parts of the country. Additionally oil and gas infrastructure is in development between Kenya, Sudan, Ethiopia and Uganda.

The transitional government is holding on to and consolidating power in **Madagascar**. All Norwegian government to government support was suspended from March 2009 because of the coup. As of December 2011 no commercially viable conventional petroleum resources had been identified, with increasing government pressure on developing the tar sands and unconventional heavy oil fields in the western part of the country.

Recent audits show higher potentials for petroleum in Madagascar than was projected previously. Once viability is confirmed (in 2014) Madagascar Oil S.A. will start the construction phase 2014 till 2019 when production is projected to start (information from the company). The company is currently pumping heavy oil. There are on-going explorations in the south and in the north, and also in the San Juan de Nova island area, a site contested by Madagascar.

The biological importance of Madagascar is globally unique in terms of the combination of diversity and endemism. Petroleum could be a threat to the most vulnerable of all Malagasy terrestrial ecosystems: the western seasonal forests, and also to the marine areas in the north.

China is strengthening its presence in the oil sector in Madagascar. Most other oil companies with licenses have put their activities on hold pending the development of the political situation, leaving the Chinese as the main operational companies (drilling), while other companies are exploring periodically. Chinese companies have shown reticence towards CSO/NGO involvement in the petroleum sector.

2.3 Sharing the Norwegian experience

The objective of the overall Oil for Development (OfD) program is to share with the emerging petroleum countries the Norwegian experience of managing a large petroleum sector. The environmental support was initiated in 2006 with the start of the program, focusing on legislation, Environmental Impact (EIA) and Strategic Environmental Assessments (SEA), compliance monitoring, health, security and environment (HSE), oil spill contingency and emergency plans etc.

On crosscutting issues generally the main concerns have been good governance, transparency, accountability and efforts to combat corruption, the gender dimension; and with stronger involvement of the civil society to further these concerns. All of these are meant to ensure that OfD truly contributes to reducing poverty. The expectation is also that local civil society organizations and environmental groups in particular can play advocacy and watchdog functions on good governance issues across the three pillars.

The Environmental Pillar is considered weak due to limited capacities, and would probably not prevail if left to the demand from local partner governments (Scanteam OfD Evaluation pages viii, 52, 92). It comprises about 8% of the overall OfD disbursements (sector identifiable expenditure). During the initial years 2006-2009 progress was small. A number of public institutions, environment agencies and organizations are involved with the

Environmental Pillar, including the Norwegian Climate and Pollution Agency (Klif) and Directorate of Nature Management (DN), WWF Norway and Naturvernforbundet.

The international Revenue Watch Institute (RWI) and WWF Norway are the largest recipients, but also 6 other Norwegian organizations are providing support to capacity building for local civil society organizations under the OfD program (source Norad OfD Programme Annual Report 2011 – page 19, table 5). In several countries notably in Mozambique, the Norwegian embassies have used their own funds to support local CSOs in their OfD-related roles.

It was observed that the support to civil society has not been well coordinated with the other activities under the Environmental Pillar (Scanteam OfD Evaluation – pages ix, xv, 53, 98). The question is still to what degree CSO watchdogs and whistle-blowers should be coordinated with government institutions and public administration initiatives. In most cases the role of the CSOs will be to set their own agenda and not become mainstreamed. Civil society is seen as critical to improving transparency and accountability, although in many developing countries it is weak and subdued. The capacity building thus needs to promote independence and self-confidence rather than coordination with the petroleum sector.

Working in emerging petroleum countries implies that the OfD support may have to become demand driven to a larger extent than is the case with other development projects. Parts of the OfD assistance could in fact be supplied on commercial terms when these countries are increasingly gaining financial self-sufficiency. They will then have the willingness to pay for valuable services but also gain the capacity to refuse unsolicited interference even when offered for free.

2.4 Independent watchdogs with a concern for the environment

A main target group according to the Project title and Overall Goal consists of those Partners selected by WWF for assistance, training, information and capacity building. The target groups were chosen on the basis of stakeholder and decision maker analyses during the WWF Project's inception phase (2007-08) as well as WWF's previous experience from work with them, and their roles, responsibilities, representativeness, and potential to influence. The Annual Reports include a list of types of target groups the Project addresses and engages with (WWF Annual Project Report 2011-2.1).

Here the WWF Project should distinguish more clearly between its Project Partners and the wider group of associates, cooperating institutions and persons that may over time constitute shifting alliances. These Partners should comprise civil society and non-governmental organizations (CSO/NGO), and not include government agencies, public or private companies with commercial interests in the petroleum sector. Together with WWF Norway the local WWF offices are implementing agencies and thus are not a prime target for support or capacity building from this Project.

The CSOs should be targeted specifically for capacity building, which is a major objective of the Project. This does not at all exclude other cooperation, which of course should be continued when it is valuable and can be conducted without loss of integrity. Nonetheless, it implies a stronger focus on one of the main project components.

Project Partners could be reserved for the more intimate group with members from the CSO/NGO community targeted for capacity building and entering into specific long-term agreements with the WWF Project for such support. Local civil society organizations should be encouraged to qualify for joining this group, which should on the other hand not become too large from the danger of overstretching Project resources. The members of this CSO/NGO community are supposed to be independent, engaged and outspoken, so that they can fulfil the role of watchdogs with concern for the environment.

The approach of organizing CSOs into coalitions, platforms or networks seems appropriate, in order to gain weight and speak more with one voice. But sometimes difficulties with ambitious organization schemes and work plans can have blocked progress as compared to more piecemeal tactics. It will also be important to assure that such coalitions are not subsisting entirely by means of the WWF Project (in fact solely dependent on it). They now receive support for their activities from the Project (sub-granting to NGOs) and some of the networks are up to 100% financed by the WWF Project, but need an independent basis to survive in the long run.

An important question is the status, independency, credibility and legitimacy of such organizations for instance when they speak on behalf of local communities, and this is crucial as to what extent they should become Project Partners. Petroleum companies may have their own motives to partner with NGOs to address environmental questions and social development issues as part of conflict management providing legitimacy for the company approach to petroleum development. The Brazilian company Petrobras, interviewed in this study in Tanzania, is a major oil company with global operations, with extensive experience working with civil society. Few of the local CSOs interviewed receive funding of their activity from private sector or government, with Madagascar as a possible exception.

A reoccurring concern is the lack of decentralization of resources, responsibility and information. In addition to the petroleum activity much of the CSO engagement is regularly directed from the country's capital, thus often failing to take into account interests in the districts where the petroleum exploration is going on. In Mozambique in particular, local CSOs and private companies emphasise this point, especially as exploration and production take place far from the national capital. CSOs centrally address this problem by establishing focal points in the districts, but while *"central organisations send people to the districts to do research, they should instead work with Cabo Delgado organisations to provide on-the-job training."*

The local CSOs point to their competence problems: *"AMA is the only environmental organisation in Cabo Delgado but has no technician capable of analysing an EIA report."* But they also take initiatives to address the problems: *"We have had links with the Catholic University course on environmental management and with Unilurio university on marine biology."* This particular CSO (AMA) has been a WWF Maputo partner for a long time and since 2011 a partner monitoring oil/gas developments. The CSO needs for financial assistance is frequently evoked, but this often concerns smaller expenses for instance for travelling to attend meetings in the provincial capital. The WWF Project provides opportunities for that.

As an initiative outside the OfD Project a private international petroleum company was engaged in capacity building of civil society environmental networks in Uganda (BAPENECO), to improve their general understanding of oil and gas from the company's perspective. This engagement was initiated in collaboration with the Ugandan Ministry of Energy and Mineral Development (MEMD). *"The capacity building was undertaken to enhance the ability of the network to engage meaningfully with the oil and petroleum sector from an informed perspective and be knowledgeable about where to direct their concerns"* (information from Tullow Oil). The company also supported other NGOs in capacity development, tree planting and research efforts on the oil and petroleum sector as well as the traditional society (kingdom) on cultural heritage. This demonstrates the existence of independent local initiatives to build on.

The independent monitoring by the local CSOs should include follow-up of commitments to assistance and funding both from Government and private sector companies: *"Two years ago they (petroleum company) gave funds for the rehabilitation of the local club but the local*

government diverted them for other purposes. They say that some boreholes were funded but we don't know where they are." This could also call for Public Expenditure Tracking Surveys (PETS).

2.5 Limited capacity for civil society involvement

Baseline studies show that the knowledge and capacity to engage on petroleum development and natural resource issues vary greatly throughout the range of target groups and countries involved. At the start of the project in 2007 civil society in the five Project countries had very limited access to relevant information and training, and lacked capacity to engage in a meaningful way in the petroleum development debate or influence petroleum development or its consequences on the environment and local communities. There was also little acceptance of involvement by CSOs in the public debate and political processes generally.

There is a knowledge gap between the petroleum companies and the CSOs, especially in the provinces, and when there are tight schedules it is easier to work with big i.e. national/international NGOs. This problem is mentioned by several of the oil companies interviewed. Some petroleum companies think of bringing in larger NGOs to help with community relations e.g. as a social investment to prevent problems.

2.6 WWF contributes with worldwide engagement and experience

WWF Norway is the executing agency of this Project. Its project management includes administrative and financial support to the local projects. WWF also provides technical advice, utilizing its expertise from Norway on oil and gas development and environmental protection, engagement from local communities, government processes and politics.

As an international organization WWF can to a larger degree than its local partners exercise pressure on governments for information and transparency. WWF can thus function as door opener, but this Project at the same time aims at bringing the local civil society on to the arena. The focus must therefore be as much on capacity development of the local CSO community as on efficient advocacy and actions motivated by concerns for the environment. This means that the local CSOs should be actively involved as cooperating partners in all kinds of actions, initiatives and campaigns.

WWF aims at responding to demand from its partners, OfD, Norwegian embassies etc. WWF together with its CSO/NGO Project Partners should be able and equipped to respond dynamically and swiftly to new and emerging resource conflicts based around ecological and environmental interests and petroleum activities. "*WWF given its independence can raise the alarm much easier than NEMA (Uganda).*"

WWF Norway enters into agreements with the respective WWF offices in the implementing countries, disbursing funds to these according to approved budgets. The implementing WWF country offices in Africa in turn manage the funds received from WWF Norway including disbursing these to third party contractors and CSO partners, with whom they enter into partnership and support agreements. WWF Norway is ultimately responsible for project deliverables and for reporting results and financial performance to Norad, while the country offices are responsible for implementing project activities.

The agreements include the following countries and local offices, which also comprise regional WWF programmes and initiatives:

Country/region	Local partner
Madagascar	WWF Madagascar and West Indian Ocean Programme Office (MWIOPO)
Uganda	WWF Uganda Country Office (UCO); WWF Eastern and Southern Africa Regional Programme Office (ESARPO) /
CEA-NI (Kenya, Tanzania, Mozambique)	WWF Coastal East Africa Network Initiative (WWF Tanzania Country Office (TCO), WWF Kenya Country Office (KCO), the WWF Mozambique Country Office (MCO); and WWF Eastern and Southern Africa Regional Programme Office (ESARPO))

The WWF OfD Project is closely linked with another WWF project “Civil Society Uganda” also receiving support from Norad funds. This project delivers on some of the OfD project goals with respect to capacity building of CSOs in the Albertine Rift. The linkage and shared objectives and outputs of these two projects in Uganda are assessed as part of this evaluation. WWF Mozambique also receives support of OfD activities directly from the Norwegian Embassy in Maputo. The Embassy funded OfD project is not a formal part of this evaluation, but its results, links and synergies with the WWF Norway OfD Project are discussed when relevant.

3. Project impacts

The WWF Project has made progress over the last years in particular as compared to the inception phase (2007-09). In **Uganda** the Government considers the Project instrumental in complementing the conservation efforts within the Albertine Graben. The project has contributed to better understanding of the petroleum industry among the field staff, now gaining knowledge of the basics required for mitigating the dangers for wildlife. There is need to continue the issuing of newsletters to raise awareness and the formation of a committee for articles on oil in consultation with the Government.

Three activities were mentioned in particular: Development of Uganda Wildlife Authority (UWA) operational guidelines for petroleum activities in protected areas; Training of UWA field staff in petroleum related issues, monitoring and management of petroleum impacts; Consultancy study on the impacts of petroleum development on tourism activities in the Albertine Rift (information from UWA).

The project has also had positive impact by supporting the Ugandan NEMA to generate information that is vital for environment protection and management in relation to oil exploration in several ways: (a) Support to the printing of the Environment Sensitivity Atlas for oil and gas in the Albertine Rift and dissemination of the same. In the process CSOs and districts have been engaged to enhance their knowledge on environment management and protection; (b) A leading role in data collection on the effects of oil exploration and production on societies living within the Albertine region and the state of the Graben. A Monitoring Manual will be developed and the information collected will be rolled out and corrective measures taken; and (c) Addressing capacity gaps within NEMA by conducting training sessions on environmental conservation and petroleum exploration and production for district environment officers and natural resource officers based in the Albertine Rift (information from NEMA).

A private petroleum company in Uganda (Tullow Oil) notes positive Project impacts through information on environmental conservation, which puts the company on a high alert. It has participated in WWF workshops that discuss petroleum development. Still the company also notes negative impacts from provision of sensational/wrong information aired by WWF partners during monthly radio programs. They point at the need to adopt a balanced approach when providing information.

The WWF Project should of course bring correct information, while still fulfilling its role as watchdog and not be intimidated by criticism. The civil society organizations engaged in the

debate will have to strike a balance between outspoken criticism and constructive influence on the development of the petroleum sector while not jeopardizing their independent position.

WWF Uganda finds that much of the civil society work is dominated by national level organizations and those based in the districts are weak and unrecognized. As a result many of the CSO actors had divergent and confusing messages. The WWF Project has organized the various civil societies into sub-regional groups to provide a common platform for joint advocacy, information sharing and lobbying of key decision-makers. With the improved organization they can now advocate through the established platforms, also promoting a bottom-up planning approach.

But still the local CSO community is weak: The Project has contributed to the comprehensive Environmental Monitoring Plan for the Albertine Graben in Uganda. WWF Uganda is listed among the editors together with another international agency (the Wildlife Conservation Society), but none of the local CSOs/NGOs was credited for any important role in this work.

In Uganda CSOs are active as demonstrated by the number of coalitions being formed, policy briefs being produced in relation to oil, public dialogues, and advocacy on public sharing agreements. However, it is too early to tell whether CSOs are in position to influence government processes linked to petroleum and environment. Government officials still underline the CSOs' role in providing information the Government would otherwise not be in position to obtain to support its efforts in conserving wildlife.

In **Mozambique** *“the WWF Project is relevant in helping to inform the general public, monitoring and focusing on social and environmental issues, and help Government institutions to fulfil important roles in safeguarding environmental standards. There is a great need for further information about the development within the petroleum sector, and to ensure that both gas exploration and natural resource management/safeguarding the environment are sufficiently managed. WWF and partners could play an important role in this. Establishing strategic partnerships, coalitions and alliances to effectively engage in policy and decision-making processes is an important part of the Project, where WWF and others can utilise their international network. The Embassy believes continuation of the Platform and cooperation with WWF is important, and appreciates very much their input and advice”* (the Norwegian Embassy in Maputo).

The Project has contributed to more transparency by acquiring relevant and updated information, but also to decentralizing information to the provinces and the local areas where the petroleum activity is going on: *“The problem is that everything in Mozambique is centralised. Without the Platform in Maputo (supported by the WWF Project) we would not know anything about what is going on in our province.”*

Reports from **Tanzania** indicate that Government officials there are not yet dealing with the civil society sector in a constructive way, and the CSOs appear somewhat resigned to being marginalized by the Government. The situation is improving gradually, but the interviewed Government entities had generally very low opinion of both the technical capacity, credibility and motivation (insinuating lucrative interests) of the CSOs engaging with Oil and Gas issues. However, there could be better prospects of engagement between CSOs at sub-national level with local authorities than between national level CSOs and national government institutions.

In 2010 the Tanzanian National Oil and Gas Committee was formed with support from WWF, but had only one meeting and due to organizational problems and financial limitations virtually nothing has happened since then. A work plan was presented with what was considered a very limited budget compared with the ambitious goals. The Committee was included in the Tanzania National Environment Management Council (NEMC) Strategic Plan

but they have limited resources. Against this background it has been difficult to find much impact of the partnership as nothing concrete was accomplished (information from NEMC).

In **Madagascar** the CSOs are very much constrained in their involvement with Government and in particular regarding petroleum sector issues, especially at national level but with slightly higher chances to influence issues at community level. The country's Extractive Industry Transparency Initiative (EITI) candidacy has been suspended since 2009. The difficulty with obtaining information from the government for example about environmental assessments is underlined. The main cause is said to be the political situation although some NGOs also mention their financial weakness.

Many of the CSOs in Madagascar are considered to be opportunists; they have been created mainly to access some funds (information from EITI). Of course this charge has been levelled at CSOs all over the world --- often with justification. Civil society is politicized and some members are in civil society as a platform for political leverage. The CSO respondents state that they sometimes work directly for private companies and Government institutions, which compromises their ability to raise concern.

The civil society impact on petroleum sector issues and policies has therefore been insignificant in Madagascar, and the response from Government institutions is negative as to the prospects for its future role. International petroleum companies working there have a more professional attitude. A number of capacity building initiatives have been undertaken by the WWF Project, but with small direct results regarding CSOs' actual engagement on important issues. *"When laws and policies are being made, there is no room for civil society to make an input. Even some of the members of parliament are not conversant with what they are voting on."*

A main impact from the Project is thus the information dissemination, but with limited scope for the time being. Another factor, which could affect impact in Madagascar, is that the level of activity in the oil and gas sector is relatively small (compared with Mozambique, Tanzania and Uganda), and the prospects somewhat distant. Still WWF and NGO partners were able to help shape the environmental sections of the petroleum law, assisted by the Extractive Industries Group (information from WWF Madagascar).

Some respondents expressed themselves in general terms on the achievements and usefulness of the Project. It should be noted, however, that they were often not able to distinguish the activities in this Project from the Civil Society project in Uganda and Embassy project in Mozambique. The three are very similar in objectives and activities (see below).

4. The effectiveness of reaching Project goals

4.1 Remarkable achievements need improved reporting

Under the Project's Overall Goal four outputs are defined, and the Project's Logical Framework Analysis (LFA) matrix for the period 2010-12 provides an extensive list of activities contributing to each of the outputs (see Annex 2).

The Project addresses concerns for (a) the environment and (b) civil society engagement, and the largest degree of effectiveness would be achieved when both are addressed simultaneously. The capacity building under (b) should thus aim specifically at preparing the local Project Partners for participation in activities under (a). Such participation will then form part of the further capacity building with synergies resulting in increased effectiveness. Still there may be need for capacity building conducted as separate initiatives, especially at the outset to improve fundamental skills with the CSO/NGO community. Efforts to reinforce civil society capacity and engagement will also form part of the Project's exit strategy, preparing

local agencies of the CSO/NGO type to engage independently in the advocacy for sustainable natural resource management, the environment, poverty alleviation, transparency and good governance.

The project's achievements have been assessed by comparing the actual outputs according to the Annual Reports 2010 and 2011 with the planned activities as of the LFA matrix in the Project Plan (Norad/WWF Application Form 2010-12). Questionnaires presented to the local WWF offices as part of this evaluation demand additional information about the activities undertaken in 2012. In any case all planned activities should not be expected completed yet since a part of the project period is still left.

There are some difficulties in comparing achievements with planned activities, as the Annual Reports are not referring to the numbered list of activities in the LFA matrix from the Project Plan (such reference is asked for in the questionnaires). Also the description of the achieved tasks does not always correspond well with the description of the activities used in the LFA. The number of completed tasks so far (about 70) is also higher than the planned activities (50), meaning that several tasks may contribute to each activity or additional tasks have been undertaken.

The Project will need a certain degree of flexibility to improvise in order to respond swiftly and dynamically, engaging in unforeseen events that call for immediate WWF/CSO actions. Some opportunity for deviation from the original plans may thus be necessary. The observed deviations so far still support the Project goals and can be subsumed in one or several of the 4 Outputs (in table 4.2) and are as such never found to be irrelevant tasks.

However, for evaluation purposes the completed tasks should regularly be accounted for as contributing to the planned activities under one of the 4 Outputs. In case of significant deviations the Annual Report should give reasons and also remark on whether the planned activity has been partly or fully completed. In fact in most cases no explanation is given for even large deviations. This leaves the impression of an LFA planning process that, in practice, is less than useful.

Under each of the Outputs the Project Plan defines some indicators. These are not always easily verifiable or indicators in the strict sense (measurable) but general benchmarks. Where measurable indicators are defined (e.g. number of CSO and specialists under Output 2), these are less effectively used in the Annual Reports to demonstrate progress. Indicators should be formulated in quantifiable terms and other benchmarks link up to specific events etc. to facilitate the verification process (see Annex 1).

4.2 Achievement rates

A comparison of planned activities with the reported results is possible (see Annex 1: WWF Project Achievements). On the basis of this, individual achievement rates are calculated for the different outputs and countries, and the overall rate for the 2 Project period years 2010-11 is found to be about 60%. This can be broken down principally on the 4 outputs, 2 countries and one group of countries.

Table 4.1: Planned and completed activities (details in Annex 1)

	Planned	Completed	Achievement rate
Madagascar	21	8	38 %
Uganda	13	9	69 %
Tanzania/Kenya	16	13	81 %
Total	50	30	60 %

A large number of activities were planned in Madagascar for the period 2010-12, consuming also the largest part of the Project budget with around 45% in 2010-11 (accounts). Much less was completed because of the political situation, ending up with an achievement rate of 38%. Tanzania, and Kenya combined had the highest achievement rate of 81%. The total number of completed tasks is also highest there, with Tanzania dominating and much less going on in Kenya.

On the activities in Mozambique, the national consultant’s report states that virtually nothing has happened there under this WWF Project. Of the four activities in the Annual Report 2011 the local WWF office does not know about the technical study (the Adverse Impact paper) and only heard of the Statoil 3D study but had nothing to do with it. An engagement with a coal company (Riversdale) through another project is included in the Annual Report 2011, indicating deficient reporting routines.

The support for the CSO Platform activities has all come from the OfD Embassy project, and all references to support to date have only concerned the Embassy project. The interviewed public officials have not heard about the WWF Project (Ministry of Environment), neither have any of the contacted civil society organizations or private companies.

In general it is stated that WWF Mozambique has never received any funds from the Coastal East Africa Network Initiative (CEA-NI or WWF Project) for its oil and gas work, nor does it consider any work done in this field to be part of the CEA-NI OfD project. The activities related to civil society with their much-appreciated positive impacts, are all financed under the Embassy project.

Table 4.2: Achievement rates (details in Annex 1)

	Madagascar	Uganda	Tanzania/Kenya	Total
Output 1: Knowledge and information about the environment and the petroleum sector is established, updated and disseminated in order to raise awareness among key stakeholders	71 %	60 %	75 %	69 %
Output 2: Capacity and motivation strengthened within civil society as well as among government and private sector for holistic and integrated natural resources management	25 %	100 %	86 %	67 %
Output 3: Strategic partnerships, coalitions and alliances established to effectively engage in policy and decision making processes	25 %	100 %	67 %	60 %
Output 4: Civil society actively engages in the development of the petroleum sector through implementation of advocacy strategies for better practices and more holistic and integrated natural resource management developments in the petroleum sector	17 %	50 %	100 %	42 %
Total	38 %	69 %	81 %	60 %

Outputs 1-3 come out with the highest scores with Output 4 somewhat lower. There are, however, wide variations among the countries. Madagascar has high score only for Output 1, which largely concerns information dissemination and awareness raising. Madagascar pulls down the overall score in particular of Output 4 dealing with the engagement in processes and cooperation involving government institutions. In general for developing countries there are problems with scores on benchmarks involving processes and approval by Parliament and other political bodies.

There may be time to improve the overall achievement rate of 60% during the remaining part of the Project period, but generally there are also indications that planning has consistently

been over-ambitious with respect to reality. Still the planning system with the LFA matrix should be flexible in case changing circumstances have rendered some of the originally planned activities obsolete or of less priority while others have become more relevant. The future planning system should thus be based on an approach containing both flexibility and more fixed programs (see chapter 4.5 below).

4.3 Value for money assessment

A value for money assessment is difficult to conduct without access to more detailed activity-related accounts. A rudimentary approach is still possible based on the achievement rates (table 4.1) and the accounts for 2010-11 broken down by countries. High achievement rates combined with low costs will here result in a high value for money and vice versa.

Table 4.3: Value for money assessment

	Value for money rate
Madagascar	17
Uganda	82
Tanzania/Kenya	100

Tanzania/Kenya here come out highest (this group is assigned with the score of 100 for comparison). The combination of high costs and low achievement rates in Madagascar is the cause of lacking performance there, less than a fifth compared with the best. On this score it appears reasonable to suggest the total removal of Madagascar from the Project, also taking into account the seemingly lack of improvement of the political situation in the country.

Uganda also comes out with about 20% less value for money than the best. It must be added that in the best group Tanzania is the performing one. Mozambique according to reports had almost no activity that can be ascribed to the WWF Project, while at least the salary cost of one supporting officer was covered there.

4.4 Capacity building of civil society organizations

Tanzania CSOs still highlight gaps in both their knowledge base on oil and gas issues as well as their ability to effectively engage with the state and the private actors in the sector. There was limited progress in the implementation of project activities, and especially those directed towards strengthening the capacity of civil society knowledge, skills and competences. In general the Government does not recognize the contribution from civil society on the petroleum sector, and even blames the CSOs of misinforming the public. Government advice is to build stronger links between Civil Society and the National Environment Management Council (NEMC). Most CSOs in the different countries felt they had more of an impact at community level and it was difficult to work with central government organisations.

The establishment of the Oil and Natural Gas Alliance (ONGEA) as platform for civil society engagement in Tanzania was a major achievement. However, it experienced operational problems and did not undertake many activities from December 2010 when the National Oil and Gas Stakeholder’s workshop was convened by WWF and until July 2012, with only small support extended to the partners directly. Few of the CSO partners thus engaged in substantial oil and gas related activities or participated in WWF OfD organized capacity building apart from the formative meetings that were organized in the process of establishing ONGEA. Of the achievements reported were meetings with parliamentarians in March 2011 and July 2012.

For the future WWF will have to decide on whether support to CSOs is going to be channeled through ONGEA as opposed to entering into direct partnership agreements with

individual organizations. Each choice has its positive and negative implications for ONGEA, the partners, and the Project. One of the issues that came up was the small budget allocated to the various activities. A work plan with budget of TSh 49 mill was presented in March 2011, but some of the partners declared that they could not commit to implementing under-funded activities. This is a critical time for civil society engagement on oil and gas issues in Tanzania, which calls for expedited work on the part of the OfD Project actors to fast track the capacity-building.

The partnership with the WWF has facilitated **Ugandan** CSOs in accessing high-level engagements with the Ministry of Energy where network members have raised communal concerns. The Ugandan NEMA considers CSOs to have made good contributions and for this reason continually consults them for example with regard to review of Bills and policies to ensure that environmental concerns are taken care of. CSOs may have a wider outreach so they would be instrumental in disseminating such information to audiences not accessible to NEMA. Still comments from private sector companies indicate that although the CSOs have been active, they are yet to be effective, and many of them do not understand the operations of the industry.

Uganda benefits from two Norad funded WWF projects to strengthen civil society engagement in the petroleum sector. The OfD Project mainly operates at the national level with Government, civil society and the private sector, while the Civil Society Uganda project works at the regional level with CSOs and local governments within the Albertine Graben. Otherwise the two projects mutually complement each other with similar objectives (see chapter 5.3), to the extent that the impacts and achievements can be difficult to distinguish.

In **Mozambique** there is a similar problem with distinguishing achievements under the WWF Project from the Embassy project. Apparently little activity has taken place under the project evaluated here, and the Embassy project has provided the main part of the funding to strengthen civil society in the petroleum sector in the period 2010-12.

The lack of cooperation with Government in **Madagascar** has affected the activities under the WWF Project in particular related to legislation and policy. WWF is now somewhat isolated with OfD responsibilities in Madagascar, while the Project's position is still deemed to be strong. However, for 2012 WWF announces some reduction of activities, since the political situation is aggravating the position of civil society organizations and their opportunity to communicate with public authorities and decision-takers in a constructive way. Capacity building of CSOs in the districts will still continue as investments in future engagement, but with reduced activity. Surplus funds will be transferred to the other Project countries (WWF/Norad Skjema for årlig prosjektplan 2012-2).

The interviewed CSOs in Madagascar present extensive lists of training and capacity building initiatives in which they have participated under the WWF Project. This appears as a main achievement of the project together with some campaigning. The problem is the lack of serious dialogue with Government institutions.

Generally for all these countries a major worry is the sustainability of networks and organizations, whether they in the long run can obtain a basis for their activities independent of the WWF Project, which is a main funding source for many of them now. Actually the capacity building to a large degree involves the financing from the Project to coalitions of CSO/NGO agencies in networks (Sub-granting to NGOs in the Annual Reports and LFA matrix). These are described as "loose networks" receiving support from WWF and working with WWF regularly or occasionally. This raises the issue of sustainability. Are some individual CSOs and networks merely a creation of the Project, which may cease to exist when funding is withdrawn?

It is important for the WWF Project to report specifically about the nature of involvement of the local CSOs. A classification of the types of CSO involvement is suggested (and used in the questionnaires): (1) In the production or organization of the activity (2) Giving lessons/training (3) Receiving training (4) In the audience (5) Other (explain). This could with modifications be applied in the Project reports.

When creating networks there is always a risk of replication and failure therefore to build capacity. To avoid this OfD could adopt an institutionalised approach by using existing institutions instead of creating new ones. The question of legitimacy will also reappear: Can local attachment and membership provide sufficient basis for a CSO speaking on behalf of the community? This could give reasons for follow-up the CSOs with screening procedures.

Among the 4 Outputs listed above (in table 4.2) it can be difficult to distinguish those specifically dedicated to capacity building of civil society CSO/NGO. The one coming closest is Output 2, but with government and private sector included and also bordering on campaigning etc.

4.5 A flexible planning system with provision for accountability

The future planning system should make use of the LFA approach, but with modifications so as to fulfil its role as a useful tool for all parts to reach Project objectives. Flexibility may be needed to take on new tasks and challenges as the situation requires and avoid being unduly locked into predetermined activity schemes. This could call for 3 types of outputs (or groups of outputs), each comprising a number of activities:

1. Output with flexibility and room for improvising: The activities here may include actions, advocacy, lobbying and interventions to follow up current events in the petroleum sector that cannot always be foreseen. In the Project (3 years) Plan (LFA) such activities will be formulated in general terms.
2. Output with largely planned activities but with the flexibility of responding to upcoming needs: It may include workshops, newsletters, larger campaigns, but also the opportunity to cater for demand from government institutions or the private sector for services, training of their staff etc. in case it materializes.
3. Output with carefully planned schedules of activities: These could comprise training and capacity building of the local civil society and Project Partners (CSO/NGO) with workshops conducted specifically for this purpose etc.

All 3 outputs should comprise specified activities and indicators, but with some more flexibility allowed particularly when planning Output 1. The Annual Reports should still include concise references between the planned activities and the tasks actually undertaken, with justification provided in case of deviation. The need for launching new activities outside the original program should in this way be minimized. Indicators of achievement should be verifiable either in quantitative terms or related to events where the occurrence can be identified easily.

4.6 The need for CSO business model

A comprehensive training or capacity building program for the Project Partners has not been presented but could be needed. The capacity building program should aim at a restricted number of civil society organizations with:

- Basic qualifications including an independent status relative to petroleum sector and government, credibility and legitimacy.
- Motivation to participate and proven dedication to environmental concerns
- Need of capacity building of the type that the WWF Project can offer

The capacity building program should comprise components of what can be called a Business Model for civil society organizations in developing countries, namely how to set up and manage a CSO/NGO to survive in the long run, such as:

- How to create a sustainable financial basis (membership, the public, donors, national and international partners, consultancies)
- How to retain independence and strike a balance between confrontation and cooperation
- Collection and treatment of information on petroleum and the environment (how to address transparency problems)
- Cooperation internationally and regionally and relations to donors
- Preservation and cultivation of the local attachment to foster credibility and legitimacy

An important part of the Business Model planning should consist of the exchange of experience and information with similar organizations in other developing countries through workshops and networking. The approach indicated above (chapter 4.5) dedicates a separate Output to capacity building for CSO/NGO Project Partners, as this is a key issue of the Project. This could at least for a start include both training sessions and workshops that do not have any wider purpose than capacity building.

This could include sessions on how to organize a CSO/NGO with the prevailing options for a financial basis, and how to achieve self-sufficiency while still maintaining independence and credibility. In short it could comprise a Business Model for a CSO/NGO working in the environment of a developing country. Presumably there is no standard model off-the-shelf that can be applied universally, so this is an area where exchange of experience from different developing countries could be of utmost importance, for example through the South to South exchange program (EMiS). The WWF Project could facilitate this process and produce reports and guidelines to compile in the Business Model.

Screening procedures for CSOs could be part of the Business Model, since there is a need to evaluate individual candidates before issuing an invitation to join cooperation schemes and alliances. The first approach will consist of screening for legitimacy, credibility, independency and motivation.

A most important part of the Business Model will be to cultivate the organization's local attachment. To provide the credibility and legitimacy necessary for speaking on behalf of the civil society in general and the local communities in the petroleum exploration areas in particular, could be a key role for the CSOs. Candidates with firm local attachment could thus be more interesting for Project cooperation than national CSOs operating from the capital. The competence building could for example include improved capacity to undertake opinion surveys locally and organize interviews, producing own reports in order to demonstrate the basis for advocacy.

A recommendation from another project (Civil Society Uganda/EMiS) is for WWF to hire a dedicated civil society capacity building officer.

4.7 The need for experts

Respondents claim that CSOs can play the role of raising awareness within the community and provide solutions (be action oriented) in their watchdog function. However CSOs are not playing these roles effectively due to the prevailing lack of information. The Ugandan Energy Journalists Association (UEJA) underlines the need for more access to research results on energy and village development.

WWF has assisted CSOs with preparing papers on the approach for example during public consultation meetings to discuss EIAs. However, this is not easy as the reports are very

technical and the WWF office does not have the necessary technical expertise to assess much of the information. A recommendation could therefore be to have some kind of international specialists to consult.

The facts supplied through the information campaigns conducted by the WWF Project have been questioned, and for the time being the capacity of the local CSO/NGO community may be weak when engaging in debates especially on highly technical issues. It could be difficult to mobilize the necessary expertise and argumentative power by relying only on local resources also including local WWF staff. On the strength of the local CSO/NGO one respondent remarks:

“Although the CSOs have been active, they are yet to be effective. Many of them do not understand the operations of the industry; they direct questions to the wrong stakeholders (for example, to Tullow Oil when government would be in position to answer them). Secondly CSOs have not effectively engaged government because the relevant institutions for the petroleum sector have not been formed. Hence the CSOs tend to get lost on who should be engaged. The appropriate engagement should target government because oil companies are just actors of the day.”

There is an urgent and immediate need to influence the petroleum development to secure the interest of the environment and the poverty and gender perspectives, which cannot be put on hold awaiting capacity building. Here the Project could provide assistance from international specialists called on expressly for participation at workshops, producing papers and memos, providing comments on reports etc. in close cooperation with the local CSO/NGO community.

These could be personnel WWF have at their disposal and collaborate with or independent specialists from universities, consultants etc. To the extent possible such experts should be looked for in the cooperation countries themselves, regionally or from other emerging petroleum countries, for example within the wider OfD program. Potential candidates should be actively solicited to link up with the Project network.

4.8 Ownership

For the partnership to be meaningful there should be ownership to the mother institution in the activities supported by the WWF OfD Project. For example, studies commissioned by a local agency and the resultant reports should be credited to the local institution and not perceived as a WWF report. This would avoid a situation where government would dismiss the report as foreign product.

The question of legitimacy will also be important for the local ownership: To what extent can the CSOs claim to speak on behalf of the community?

5. Efficiency and timeliness of project execution

5.1 Project organization

The Project was initiated with an inception phase in 2007 during which the organization of WWF partner offices and programs was established, civil society groups, networks and coalitions were mapped and contacted, and cooperation agreements for capacity building initiated. The Project was funded through single-year grants from Norad in 2007-09, for the period 2010-12 it has received a 3 years grant. The year 2012 is thus the last of the 3 years implementation phase, and WWF is planning for a new phase. The 3 years' period is much appreciated by WWF and partners as providing predictability for the planning of the Project activities.

For each of the grants WWF Norway enters into a contractual agreement with Norad. WWF Norway in turn enters agreements with the respective WWF offices in the implementing countries and disburses funds to these according to approved budgets and timelines. The implementing WWF country offices in Africa in turn manage the funds received from WWF Norway, including disbursing these to third-party contractors and CSO partners.

Core staff connected with this Project currently includes:

- WWF Norway: 1 Project Advisor
- Uganda: 1 project manager and 1 project officer
- Madagascar: 1 project manager, 1 project officer and a part-time advisor.
- Coastal East Africa (Kenya, Tanzania, Mozambique): 1 project manager in Tanzania and 1 supporting officer in Mozambique.

As the project has grown and become established in the respective countries, and in the region, with key partnerships developed and growing recognition of the role of NGOs and CSOs in the public debate on petroleum development, it is easier for this project to attract high quality staff and associates. The project now has full-time, qualified, dedicated project managers in Uganda (hired Feb. 2011), Madagascar and Tanzania (also covering Mozambique and Kenya).

This stability and capacity started showing results in 2010, and as the project managed to retain staff through 2011 the roles and positions of project managers in networking and coalition- building, and in building project credibility in their respective countries, were further strengthened.

Retaining staff in an NGO in East Africa is however still a challenge, particularly staff meant to be competent in oil and gas issues, since both industry and government jobs generated by the growing presence of petroleum development in the region will be attractive to the same candidates. Staff retainment therefore continues to be a priority for the project. Having a three-year planning horizon and secured funding has in 2011 continued to be vital to the stability and productivity of the project, and to attracting and retaining key staff (Annual Report 2011-2.5).

The Project Advisor from WWF Norway has supervised all local projects, mostly from Norway, but also through field visits and by taking part in workshops, and in meetings with Project partners, key stakeholders and the wider WWF international network. WWF Norway is ultimately responsible for project deliverables and for reporting results and financial performance to Norad, while the country offices are responsible for implementing project activities.

5.2 Budget execution

WWF Norway has been allocated the following funds from Norad in support of the Project, in total NOK 23,25 million over the whole period 2007-12 and NOK 13,5 million for the evaluation period 2010-12.

Table 5.1: Project budgets and accounts

Year	Budget	Not spent	Not spent %
	NOK mill.	NOK mill.	
2007	1,25	0,28	22,7 %
2008	3,5	0,71	20,2 %
2009	5	0,70	14,0 %
2010	4,5	0,72	16,0 %
2011	4,5	0,47	10,4 %
2012	4,5		
Total 2007-12	23,25		
Total 2010-12	13,50		

There have been difficulties with budget absorption: Under this funding period in 2010 a total of 16% of the budget was thus returned to Norad, and in 2011 10,4 %. During the inception phase the percentage not spent was sometimes even higher.

Different circumstantial reasons are given for the lack of activity and spending, but it seems likely also to be connected with the fact that two other WWF projects receive funds from Norad for very similar activities, the Embassy project in Mozambique, and the Civil Society Uganda (see below). In addition also the Civil Society Uganda experiences substantial surpluses of funds (26% unspent). This seems to be an administrative capacity problem, as Project Partners complain about under-funded activities. In fact the lack of achievements of the Tanzanian National Oil and Gas Committee is blamed on the deficient funds made available for the ambitious work plan.

The Project Budget relates to functions and is not broken down on outputs and activities. The activities in the LFA matrix rarely specify quantities like number of employees or events the achievements can be related to, and this makes difficult to compare costs with results. Norad remarked on this already at the beginning of the Project period (Norad Beslutningsdokument 16.12.2009).

Table 5.2: Project spending (2010-11) and budget (2012) distributed on countries

	2010	2011	2012
	Accounts	Accounts	Budget
Madagascar	45 %	46 %	25 %
Uganda	18 %	16 %	25 %
Tanzania/Mozambique/Kenya	12 %	20 %	25 %
WWF Norway	25 %	18 %	25 %
Total	100 %	100 %	100 %

Madagascar spent the largest share of the funding during the 2 first years of the Project period, in spite of the difficulties with conducting activities there. Parts of the budget were tied to financing positions at the WWF office locally (2 posts). Only for the last year has the budget level been aligned with the other (groups of) countries. There seem to be good reasons for removing both Madagascar and Kenya from the budget since no longer among the OfD countries.

WWF Norway under normal circumstances consumes about ¼ of the budget, for the position as Project Advisor, travels etc. including also an administrative grant of 8%. There was a

planned reduction in WWF-Norway costs in 2011 (agreed with Norad). The project advisor from WWF-Norway visited Madagascar and Mozambique on OfD business in March –April 2011.

The project has had limited activity in Mozambique in 2010. This was due to the combination of capacity limitations of the project manager at WWF CEA-NI, based in Dar es Salaam, who was only hired in mid-2010, and a strategic decision to focus on Tanzania and Kenya because WWF Mozambique received funding in 2010 for similar OfD activities directly from the Norwegian Embassy in Maputo.

In 2010 Uganda and Tanzania/Mozambique spent only about 70% of their budgets, while Madagascar and WWF Norway made approximately full use of their funds. Madagascar actually shifted funds to travel, meetings and training from staff cost and other expenses. According to the interviews conducted for this evaluation very little of the budget of this WWF Project was used for activities in Mozambique during the period 2010 until today. The salary to the Support Officer at WWF Maputo is covered by WWF Norway “Core Funding” to CEA, not from OfD funds. Kenya had little activity. Uganda, Tanzania and Madagascar were thus the countries with substantial use of Project funds for activities that year (Subtotal Direct Project Expenditure).

In 2011 the foreign Partners’ expenditures were close to the budget, with some less spending in Madagascar and some more in the other countries. All 5 countries had activities that year. On the other hand WWF Norway used only about 50% of its budget.

According to report from 2012 the officer in charge of the Project in Uganda had to spare part of her time to deliver on the EMiS project work, and thus less activity was done on the OfD project until the Advocacy and Capacity Building Officer came on board. Because of small support from the Project the country office in Kenya reports of limited activities so far in 2012.

In a new Project period there should to the extent possible be independent budgets, accounts as well as activity reports from each individual Project country. The option of activity budgeting should also be considered. This will improve the reporting and also the basis for performance evaluation, value for money calculations etc.

Figure 4.1: Components of expenses for the foreign partners (Uganda, Madagascar, Mozambique, Tanzania and Kenya).

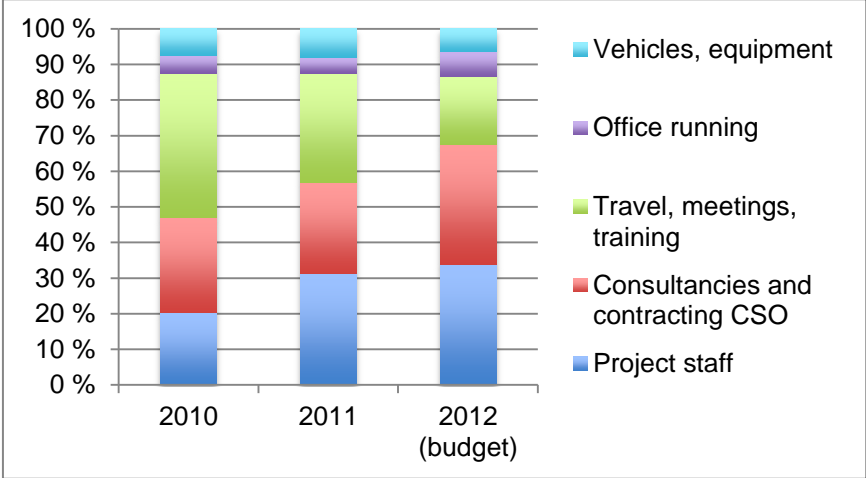


Figure 4.1 provides an overview for the development of the different components of expenses over the 3 years' period 2010-12. Only the expenses of the Project's foreign partners (the 5 countries in East Africa) are covered here.

In general a smaller percentage has been allocated for the component "Travels, meetings, training" over the years. This could be a weakness as the Project's aim is to assist with capacity building. The component "Consultancies and contracting CSO" is substantial and interesting as it opens for contracting CSO/NGO agencies to execute work and deliver input to the Project. This could be used actively for capacity building with local CSO, which should be encouraged to deliver input to the Project. Such contracts could be tendered in the local CSO/NGO community on a competitive basis among the Project Partners.

WWF-Norway allocated less project management staff time to the OfD project in 2011 than originally budgeted (30% reduction), reflecting the fact that partner field offices in Africa were resourced to manage more of project implementation, and that the Project has matured from its initial development phase (WWF Annual Report 2011-2.6).

One observation is that the WWF Project may be running the risk of spreading itself too thinly, competing with other interests for the same stakeholders and struggling for the same space. Resources are also stretched by the efforts to create new networks that need support and follow up, instead of to a larger extent using existing institutions.

5.3 Coordination with other initiatives: the Embassy project (Mozambique) and Civil Society Uganda

WWF Mozambique receives funding in support of OfD activities directly from the Norwegian Embassy in Maputo and from the core funding of the WWF CEA, with synergies and links of key deliverables and results. The Embassy started the support with training workshops to civil society on the environmental concerns related to petroleum and extractive industries around 2006-7.

The overall objective was to assist civil society with meaningful participation in the effective implementation of national legislation on oil and gas exploration, and the specific objective to develop a working coalition for oil/gas social, economic and political issues, with training of coalitions and partnerships. The time Frame is October 2010 to June 2012, and the funding USD 400,000.

There seems to be some confusion regarding activities funded by Norad through WWF-Norway and from the Embassy directly to WWF Mozambique (see chapter 4.2). This is unfortunate, and there is clearly a need to make distinct separation. Actually there is confusion to what activity is funded by which project and possibly also through other WWF projects.

The Embassy in Maputo expresses satisfaction with the current set-up of having a strong, reputable NGO such as WWF acting as an intermediary in support for the many different CSOs, and would like to see this assistance continue. Still there are concerns with the mix-up in the reporting system of the different projects and evidently no need for parallel interventions covering the same area.

If the financing continues to be managed separately the objectives and activities of the two now very similar projects need to be separated much more distinctly. There are synergy effects between the 2 projects but it would be better to have one source of funding. When WWF Norway approaches Norad there should be clear-cut distinction between what is already funded by the Embassy and what is proposed to Norad, particularly considering the previous delays in implementation and less need for funding reported by WWF Mozambique.

The Project is likewise closely linked with another WWF project funded by Norad, "Civil Society Uganda." This project delivers on some of the OfD project's goals with respect to capacity building of CSOs in the Albertine Rift. The Norwegian Embassy in Kampala was unaware of the "Civil Society of Uganda" project.

The outputs reported from that project include i) The technical, organizational and resource capacity for twelve 12 Albertine Rift CSOs' to be improved by 2013; ii) Through increased public awareness and participation, Albertine Rift CSOs working on petroleum and associated management issues gain a stronger voice and broader support base by 2013; and iii) Three regional Albertine CSO coalitions have been established and strengthened by 2013 (document: Strengthening Civil Society Engagement in Uganda's Petroleum Sector). These outputs are very similar to the WWF Project, with funding concentrated to initiatives on the Albertine Graben and the Environmental Movements in the South (EMiS) engagement.

In project reports the outputs from the Civil Society Uganda/EMiS project is frequently mixed up with those from the WWF Project, leaving the Project Advisor at WWF Norway with the task of separating them. In Civil Society Uganda on the average 26% of the budget has been underspent per annum, from a budget of NOK 1 mill in 2010, NOK 0,8 mill in 2011, and NOK 1 mill in 2012. With two such similar projects the obvious approach would be to join them up at first opportunity.

5.4 The contribution from WWF Norway

WWF Norway spends about ¼ of the Project funds on coordination, including salaries, travels etc. They provide on-demand technical input and support to assist in project implementation and deliveries, secure required external support, and facilitate knowledge sharing and regular joint meetings to share experiences. The Project Advisor also engages in budget development and monitoring, contract development and assistance, financial tracking, monitoring and evaluation support. The local WWF offices appreciate this assistance.

In 2011 the Project Advisor effectuated fewer Project visits than scheduled. It seems, however, that the Project is in need of coordination and assistance in particular when it comes to activity reporting. Regular exercises of "self-assessment" were announced that do not seem to have been followed up. A written self-assessment could be among the outputs from each Project visit undertaken by the Advisor.

The administration at WWF Norway has limited capacity, and there is need to improve reporting and planning routines. The lack of budget absorption seems to be a reoccurring question; while in the other end there are uncovered funding needs at field level in the cooperation countries. In this perspective a concentration of efforts is recommended, with less scattering on initiatives and countries. In particular it is recommended to concentrate on the 3 OfD countries, Uganda, Mozambique (core) and Tanzania (non-core).

5.5 Tendering of initiatives among competent CSOs

The actual direct Project funding to support CSOs can be a necessity in the beginning. A more long-term approach could consist of tendering assignments among qualified CSOs. The assignments would comprise activities planned under the WWF Project, such as arranging workshops, issuing newsletters etc. Qualified candidates could consist of NGOs that have participated in Project activities, and received capacity building.

"We would like more information on where funds come from? How we can prepare a project and submit directly to funding sources. We are capable of managing funds. There is a need for mechanisms for the provinces to benefit more from the funds that appear."

6. Cross-cutting issues

At the annual meeting with Norad in 2008 it was agreed that gender is an issue that will need greater attention and investment during the new strategy period. With active support from Norad and in collaboration with other NGOs working in this field, this area is one that WWF-Norway commits to work upon as part of improving the quality of the project.

Among the Project activities very few have any distinctive gender dimension and improvement is needed here. WWF Mozambique is, however, now to be included in the Mozambican Embassy's new gender program "ENERGIA" with some activities.

On local development and poverty issues there could be need to follow up Government's commitments and promises with independent audits and public expenditure tracking surveys (PETS). Both on budget allocations, development support and clean up activities of oil spill etc. there is a risk of interventions coming later and being of less importance than originally promised, with funds for local development ending up diverted for other purposes.

Transparency and accountability issues related to the petroleum sector are core areas in the Project. As such they are addressed continuously and form important parts of the different Project activities.

7. Risk factors

The main external risk factors experienced include:

- The political development as exemplified by Madagascar with lack of cooperation with the Government and the petroleum sector
- Lack of transparency and information in general and deficient follow-up on commitments to improvement.
- Credibility and legitimacy problems with the local CSO/NGO community.

8. Sustainability

WWF seeks to address technical sustainability through a range of capacity building forms and gradual handing over of responsibilities that have not been in the hands of the target groups since the outset. Administrative sustainability is generally ensured through working with the mandated institutions rather than contributing to establishment of new ones and through institutional development of CSOs.

It seems very clear, however, that the future model of engagement for environmental concerns in the petroleum sector in these countries will consist of a renowned international agency (like WWF) cooperating with smaller local CSOs. In the short or medium range there are really no local candidates for assuming any significant coordination responsibility, given the exigent demands of competence in this sector. A principal role of the local CSO will then be to provide the necessary link with the local area, speaking on behalf of the local population by representing its members and maintaining local contacts.

On sustainability the local CSOs face different issues. First of all they will need to preserve the credibility and legitimacy necessary for speaking on behalf of the local community. Only with proven records here will they constitute interesting candidates for cooperation with government institutions, donors and international organizations.

The current policy of working with existing organizations and networks rather than creating new ones should be pursued. Financial sustainability is a major challenge and one that may not be easily addressed for the target groups and institutions in this project. A capacity

building program should comprise components of what can be called a Business Model for civil society organizations in developing countries, namely how to set up and manage a CSO/NGO to survive in the long run.

This could include sessions on how to organize a CSO/NGO with the prevailing options for a financial basis, and how to achieve self-sufficiency while still maintaining independence and credibility. In short it could comprise a Business Model for a CSO/NGO working in the environment of a developing country. Presumably there is no standard model off-the-shelf that can be applied universally, so this is an area where exchange of experience from different developing countries could be of utmost importance

9. The way ahead

The WWF Project has made some major advances since the inception period. Much of the infrastructure for conducting Project activities is in place and progress is reasonably on schedule compared with targets, with variations among the cooperation countries.

The Project addresses two main concerns: (a) for the environment in connection with the development of petroleum resources, and (b) for civil society capacity building and engagement to hold government and the petroleum sector accountable. The largest Project achievements have so far been made in the first area.

The Project's contribution has been important for transparency, information dissemination, advocacy and campaigning on environmental issues within the petroleum sector. Respondents underline WWF's role as an independent information channel and door opener. This provides valuable knowledge and alternative views compared with the official bulletins from government and petroleum companies. Decentralization of information to the local area is an important outcome of Project activities.

WWF can also mobilize international expertise and thus aspires to conduct meaningful dialogue with high-level stakeholders in the petroleum sector. Technical reports, policies and legal documents can be scrutinized and criticised for lack of compliance with environmental standards etc. The contribution has also consisted of expert assistance to capacity building within the public sector dealing with petroleum.

There are few prospects that this kind of capacity can be transferred to the local civil society organizations in the short or medium term. In the Project countries these are still weak and in most cases have difficulties in raising their voices for lack of knowledge and competence on technical issues in the petroleum sector. The Project initiatives with strengthening platforms, alliances and networks have therefore been of significant value, but the future model will still predominantly consist of large international agencies like WWF working with small local partners.

Many CSOs also lack credibility and legitimacy when promoting the interests and speaking on behalf of the civil sector in general and the local communities in the exploration areas in particular. Now a main role for the local CSOs must be to provide or establish this legitimacy through dedication and attachment to specific districts or population groups. In that respect the local CSOs could be more valuable for cooperation than the professional national ones operating from the capital.

The capacity building with the Project must aim at this specific goal, by selecting suitable candidates and providing them with the instruments and resources to work locally. This can imply an effective screening process but also measures to strengthen and cultivate the local attachment.

There is definitely need for civil society engagement in the petroleum sector. However the actual opportunities and demand for such engagement vary from benevolent acceptance or “lip service” in some Project countries to outright hostility from the public sector in others. Typically the international petroleum companies have more professional attitudes, largely recognizing the need to work with both international environmental organizations and local civil society from commercial motives of easing conflicts with the local population and avoiding bad publicity and accusations of neglect. With the exception of politically backward countries the demand for CSO participation could thus soon be on the rise.

The project should be continued with concentration on core objectives and efforts. It should strengthen the basis of what has been achieved and entertain realistic prospects for what can possibly be achieved in a coming 3 years period.

In order not to spread resources too thinly there is a need for concentration to a limited number of countries. Madagascar and Kenya are no longer OfD countries within the wider program. In Madagascar the Project had few achievements with Government institutions reluctant to accept the civil society as partner, and the country will probably not be a major petroleum producer in many years. Both these countries are thus candidates for removal from the Project, which can then concentrate on Uganda, Tanzania and Mozambique.

In a new Project period there should to the extent possible be independent budgets, accounts as well as activity reports from each individual Project country. The option of activity budgeting should also be considered. This will improve the reporting and also the basis for performance evaluation, value for money calculations etc.

The WWF Project should distinguish more clearly between its Project Partners and the wider group of associates, cooperating institutions and persons that may over time constitute shifting alliances. The Partners should comprise civil society and non-governmental organizations (CSO/NGO), and not include government agencies, public or private companies with commercial interests in the petroleum sector. The engagement should comprise a limited number of organizations, so as not to overstretch resources, but instead include a larger degree of commitment to continuous support.

The present difficulties with comparing achievements with planned activities must be sorted out by means of an improved reporting system. The Logical Framework Analysis (LFA) should be requisite only to the degree it constitutes a useful planning tool for the Project. There is definitely a need for flexibility to improvise, responding swiftly and dynamically with engagement in unforeseen events. For this a flexible planning system still providing for accountability is outlined (in chapter 4.5).

The question of sustainability of the cooperation Project Partners is difficult, and there are few ready-made solutions. The current policy of working with existing organizations and networks rather than creating new ones should be pursued. A capacity building program should comprise components of what can be called a Business Model for civil society organizations in developing countries, namely how to set up and manage a CSO to survive in the long run. An important part of the Business Model planning should consist of the exchange of experience and information with similar organizations in other developing countries through workshops and networking (see chapter 4.6).

In order to provide meaningful input to a highly technical sector the Project should provide opportunity for assistance from international specialists, called on expressly for participation at workshops, producing papers and memos, commenting on reports etc. in close cooperation with the local CSO/NGO community.

Two other WWF projects receive funds from Norway for very similar activities, the OfD Embassy project in Mozambique, and Civil Society Uganda. All 3 projects should be joined at the first opportunity to facilitate reporting and avoid confusion.

It seems that the Project is in need of coordination and assistance in particular when it comes to activity reporting, WWF Norway should engage more dynamically here. Regular exercises of “self-assessment” by WWF were announced and should be followed up.

A more long-term approach also contributing to a possible exit strategy could consist of tendering Project components among qualified local CSOs. These could comprise planned activities such as arranging workshops, issuing newsletters etc.

Among the Project activities, very few have any distinctive gender dimension and improvement is needed here. On local development and poverty issues, there could be need to follow up Government and petroleum sector commitments with independent audits and public expenditure tracking surveys (PETS).

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Annex 1: WWF Project Achievements

The following information is based on the tables in Annex 2 compiling data from the WWF Projects LFA matrix and Annual Reports.

1. Output: Knowledge and information about the environment and the petroleum sector is established, updated and disseminated in order to raise awareness among key stakeholders.
 - Indicator: Petroleum sector and government aware of internationally recognized better standards and practices
 - Indicator: Level of awareness and use among key stakeholders of communications materials and tools developed by the project

The 2 indicators listed under Output 1 are both diffuse and cannot easily be verified as to the levels of attainment.

In Madagascar a total number of 7 activities were defined for the period 2010-12 under Output 1. At the end of 2011 information and awareness raising of the general public seem to be well covered. The Annual Report 2010 comments on some lack of achievements in particular the final production of sensitivity maps and progress on development of SEA guidelines and plans, due to lacking capacity or willingness to cooperate with NGOs because of the political situation. The creation of a Madagascar petroleum information clearance website is not further addressed. An achievement rate of 5/7 (71%) can be concluded so far.

In Uganda 5 activities were planned under Output 1. Of these 3 were addressed, in particular the sensitivity atlas for the Albertine Graben and the production of newsletters. Two reports on Impacts on petroleum development on tourism, and International best practices on oil and gas were not completed and the work will be resumed in 2012, together with one issue of the Uganda Oil and Gas Newsletter. Two public forums were also postponed in 2010. Radio talk shows and web publication were not further mentioned in the reports. An achievement rate of 3/5 (60%) can be assumed.

In Mozambique, Kenya and Tanzania 4 activities were planned under the Output 1. Of these 3 were addressed in 2010-11, giving an achievement rate of $\frac{3}{4}$ (75%). Development of a project website for Coastal East Africa was not achieved and deferred to 2011.

2. Output: Capacity and motivation strengthened within civil society as well as among government and private sector for holistic and integrated natural resources management.
 - Indicator: Number of CSOs that have had their understanding and knowledge of the holistic and integrated natural resources management related to petroleum development significantly increased and participate more actively in the public debate on these issues.
 - Indicator: Civil society proposes and undertakes programmes for increased training relevant to environment and petroleum issues among tertiary students and project partners
 - Indicator: Number of environmental specialists working with civil society on environmental challenges, energy planning and natural resource zoning related to petroleum development.
 - Indicator: Assessment of specific up-stream petroleum activities are analysed and debated by civil society in the context of national/regional energy and area planning
 - Indicator: Local communities and other NGOs seek information, discussions or partnership with project partners on petroleum related issues

Some of the indicators under Output 2 are quantified (number of CSO, number of specialists), but the attainments here are to a less extent communicated in the Annual Reports. Some of the indicators could be closer linked to specific events.

In Madagascar 4 activities were launched for the period under Output 2. Progress with information sharing and capacity building with the private sector, particularly with Chinese oil companies was difficult and very limited also in 2010, because of the precarious political situation. However, the cooperation with community partners, decentralized services, local authorities, journalists and reporters still proceeded with some success. An achievement rate of only ¼ (25%) was reached.

In Uganda just 1 activity was planned under Output 2 and this was completed, which means an achievement rate of 1/1 (100%). The Annual Reports, however, list a number of tasks that apparently were not planned for and cannot be subsumed under the one activity in the LFA matrix. There is no explanation in the Annual Reports for this deviation. The Report remarks that the project had planned four training visits for Uganda Wildlife Authority (UWA) field staff in 2010, and just one was held.

For Mozambique, Tanzania and Kenya 7 activities were planned under Output 2, mostly in Tanzania/Kenya. The largest part of the activity took place in 2010. The achievement rate of 6/7 (86%) is high. Still it is difficult sometimes to refer the actual to planned activities, as this link is not provided in the Annual Reports

3. Output: Strategic partnerships, coalitions and alliances established to effectively engage in policy and decision making processes.

- Indicator: Project partners are organised in groups with other civil society organisations, government and private sector.
- Indicator: Number of partnerships and coalitions active in engaging in discussions and advocacy on petroleum issues.
- Indicator: Increasing number of formal invitations from government and/or petroleum sector for civil society input and/or participation in the decision making processes

Here the first indicator can appear somewhat strange, since the civil society organizations should preserve independency towards private sector and government interests in order to fulfil the watchdog role. The indicators are here in quantitative terms, and the attainments should be included in the Annual Reports.

In Madagascar 4 activities were planned under Output 3. Although it is difficult to establish the connection between plans and achievements, it could be that only 1 activity has been addressed in a substantial way so far in the project period. The achievement rate then stays at ¼ (25%).

The Annual Report 2011 mentions an important memorandum of understanding (MOU) between WWF and the Petroleum and Mining Directorate of Madagascar (OMNIS) under the Ministry of Mines and Hydrocarbons and the Ministry of Environment, which has been in process since 2010 and would have formalized CSO input opportunities in decision-making processes. This was further delayed through 2011 due to government restructuring and procedural delays.

In Uganda 3 activities were planned under Output 3, and all of them seem to have been addressed with an achievement rate of 3/3 (100%). Some additional activities to those listed in the LFA matrix were carried out.

In Mozambique, Tanzania and Kenya 3 activities were planned under Output 3. Two of them seem to have been addressed, giving an achievement rate of 2/3 (67%)

4. Output: Civil society actively engages in the development of the petroleum sector through implementation of advocacy strategies for better practices and more holistic and integrated natural resource management developments in the petroleum sector.

- Number of civil society organisations with advocacy strategies to engage for better practices and more holistic and integrated natural resource management related to petroleum development
- Issues papers with recommendations produced through inputs from partners disseminated and used actively by civil society in their advocacy work. Increase in the number of occasions civil society gives advance written input to policy and decision making processes.
- Proportion of court cases initiated or argued for by civil society.
- Civil society delivered recommendations for improved enforcement by government of better environmental policies and standards in petroleum development in all WWF OfD countries.
- Civil society engaged in processes for making EIA/SEA on OfD projects available in combination with assessments with a broader geographic and/or thematic scope aiming at holistic natural resource management before petroleum exploration and extraction is decided

A most important indicator under Output 4 is the number of civil society organizations engaged by the WWF Project. Updated lists with information about these organizations should be readily available. Otherwise the indicators here are quite specific in quantitative terms providing a good basis for the Annual Reports.

Due to political and security tensions, in Madagascar advocacy and other activities challenging government have been toned down, while resources allocated for this were shifted to more information gathering and CSO/village. Altogether 6 activities were planned in the country under Output 4, but only 1 was (partly) addressed, giving an achievement rate of 1/6 (17%).

In Uganda 4 activities were planned under Output 4. Of these 2 were addressed giving an achievement rate of 2/4 (50%). Especially was not achieved the Project component of developing a mechanism to monitor oil and gas activities in protected areas with on-going exploration. This was reported due to the terrorist attacks of July 2010.

For Mozambique, Tanzania and Kenya only 2 activities were planned under Output 4, while a larger number (9) was completed. The achievement is rated at 2/2 (100%)

Annex 2: Achievements 2010-12

Output 1: Knowledge and information about environment and the petroleum sector is established, updated and disseminated in order to raise awareness among key stakeholders				
2012 Achieved	2011 Achieved	2010 Achieved	Planned	
Madagascar			Achieved	Not achieved
	Factsheets on extraction of Unconventional Oil (heavy oil) and Guidelines for Strategic Environmental Assessments	Information and awareness-raising events and programs, including radio program series, training in local schools and community meetings	Activity 1.1: Annually update independent WWF assessment of extractive industries in Madagascar	
	Production of a documentary film by FAMPIVOARANA	Studies and factsheets produced of best practices in exploration, guidelines for SEA	Activity 1.2: Collect, analyze environmental and social issues in site-based extractive industries SEIAs, ensuring that this information is clearly understandable to stakeholder such as the environment ministry, environmental CSOs and NGOs, and local communities	
	Training and dissemination of information in schools and universities in Boeny region and Antananarivo with ARENA	Community level information sharing, training, and capacity-building with local CSO and groups of leaders; Association of Village Mayors	Activity 1.3: Continue to promote and support sensitivity mapping in order to protect HCVA's and critically important natural resource areas/stocks	
		Developed and expanded relationships with media and journalist groups	Activity 1.4: Continue to develop and implement checklists and toolkits for handling environmental concerns	
			Activity 1.5: Create or contribute to Madagascar petroleum information clearance website	
			Activity 1.6: Develop and disseminate information packs adapted to different users in all regions of Madagascar	
			Activity 1.7: Identify critical information gaps that cannot be covered by OfD and lobby for external expertise and funding as needed	

2012 Achieved	2011 Achieved	2010 Achieved	Planned	
Uganda			Achieved	Not achieved
	Produced and disseminated 1000 copies of the third edition of the WWF Oil for Development Newsletter	Update and finalize the second edition of the Environment Sensitivity (to petroleum) Atlas of the Albertine Rift	Activity 1.1: Continue to participate in the sensitivity atlas mapping process for the Albertine Graben through ecological studies	
	Assistance to NEMA in developing indicators, monitoring schedules, data gaps and an overview of responsible institutions for monitoring environmental impacts of petroleum development	Public dialogues (3) on oil development: Working better together and Potential for social transformation (3x100 participants)	Activity 1.2: Arrange monthly public talks on petroleum development, governance issues and civil society involvement with private sector, government institutions and civil society organizations	
		Project team participated and spoke at public dialogues on petroleum development organized by the UWA and by the Ministry of Energy and Mineral Development (MEMD)	Activity 1.3: Initiate, publish and disseminate oil and gas newsletter at least on biannual basis to update stakeholders on major developments in environmental management of the petroleum industry	
		Produced and disseminated two Oil for Development (OfD) Newsletters (ca 1000 copies of each)	Activity 1.5: Partner with a regional and/or a national CSO to coordinate and participate in at least two radio talk-shows every year	
		Produced a factsheet on the impacts of drill waste pits on wildlife mortality	Activity 1.6: Generate annual reports, briefs, presentations and material for web publication to share findings, recommendations and lessons learned from the OfD activities.	
2012 Achieved	2011 Achieved	2010 Achieved	Planned	
Mozambique, Tanzania, Kenya			Achieved	Not achieved
	Technical paper on adverse impacts on the environment from oil and gas development in the coastal marine environment (Mozambique)	Copies (100) distributed of Oil and Gas Development Sensitivity Map (Tanzania and Kenya)	Activity 1.1 Publish key reports and documentation of progress made and lessons learned during the inception phase including the level of awareness and civil society engagement in Kenya, Tanzania and Mozambique	
	Printed and distributed 100 copies of Oil and Gas sensitivity maps (Kenya and Tanzania)	Handbook: Environmental management of offshore oil development and maritime oil transport (Coastal East Africa)	Activity 1.2 Update/establish and disseminate information on the trend of oil and gas development and status of coastal and marine habitats.	

	Compilation of information and maps on current status of oil and gas exploration and development (Kenya and Tanzania)	Launching the Oil and Gas CSOs Coalition for Kenya	Activity 1.3 Engage with media and environmental CSOs to raise awareness on the trend of oil and gas development and associated environmental, social and economic impacts	
		Workshops and events that convened and engaged strategic media representatives (Kenya and Tanzania)	Activity 1.4 Create project website, and produce and make available, particularly to key partners, regular newsletters on oil and gas developments.	
Output 2: Capacity and motivation strengthened within civil society as well as among government and private sector for holistic and integrated natural resources management.				
2012 Achieved	2011 Achieved	2010 Achieved	Planned	
Madagascar			Achieved	Not achieved
	Training on oil and gas operations and legal frameworks for community partners, decentralized services, local authorities, journalists and reporters	Capacity development with 6 CSO partners in 3 regions, and 124 village workshops in the 3 regions	Activity 2.1: WWF and other key environmental NGO support the environment ministry's efforts to integrate environmental and social sensitivity in the future petroleum code	
	Training on Strategic Environmental Assessment (SEA), stakeholder analyses, and on impacts of testing for heavy oil extraction in different provinces	Sub grants to FAMPIVOARANA and ARENA).	Activity 2.2: Through exchange and targeted training, ensure that government, industry, civil society and donors are adequately aware of industry related environment and social concerns and are able to identify and implement appropriate measures	
	11 follow-up seminars in villages performed by project trained local community association partners.		Activity 2.3: Continue to strengthen knowledge sharing through WWF-Norway's OfD project	
			Activity 2.4: Strengthen capacity of project partners to systematically ensure on site independent monitoring of petroleum project and related environmental and social issues	
2012 Achieved	2011 Achieved	2010 Achieved	Planned	
Uganda			Achieved	Not achieved
	5 Public Forum Talks with Uganda Wildlife Society a local CSO, altogether 200 participants	Exchange visit in partnership with the Uganda Wildlife Authority for 15 UWA field staff	Activity 2.1: Initiate exchange visits with decision makers, civil society, local community representatives and	

			private sector	
	Training for Uganda Wildlife Authority rangers and wardens with National Environmental Management Authority (NEMA) and Petroleum Exploration & Production Department (PEPD)	Ugandan project staff joined Ugandan government agency representatives (UWA, PEPD, National Forest Authority, as well as a representative from Tullow Oil, in an international study visit to Gabon, hosted by WWF		
	Training of 27 District Environment Officers and Natural Resource Officers on the use of the Sensitivity Atlas and development of the District State of Environment Reports	WWF-hosted Africa Oil and Mining Conference in Uganda which proposed establishing a Pan-African Extractives Initiative		
	Training workshop on energy issues for journalists (30 journalists were trained).	Sub grants to Civil Society Coalition for Oil and Gas in Uganda (CSCO) and the three regional CSO networks on oil issues in the Albertine Graben		
2012 Achieved	2011 Achieved	2010 Achieved	Planned	
Mozambique, Tanzania, Kenya			Achieved	Not achieved
	Capacity-building workshops, engaging CSOs, NEMA and local community groups in using Strategic Environmental Assessments	Consultancy from the University of Dar es Salaam on challenges and opportunities for CSOs in Tanzania to influence oil and gas development. Results presented at WWF-hosted workshop (Dec 2010) with 28 different CSOs present	Activity 2.1 Facilitate exchange-visits for government officials, local community and CSO reps, and project partners, for education and training on oil and gas related issues.	
	Project support to the Community Action for Nature Conservation (CANCO) coalition of CSOs in Kenya for photo and audiovisual documentation of community concerns, fears and aspirations on oil and gas in several communities along the Kenyan coast.	In Kenya and Tanzania the project hosted several capacity-building workshops, engaging CSOs and local community groups, e.g. a training workshop on EIA and social impacts of petroleum development	Activity 2.2 Facilitate capacity building workshops on environmental issues related to oil and gas development for CSOs, media and selected community groups (Kenya, Tanzania, Mozambique).	
		The project (WWF) supported the National Environment Management Council (NEMC) of Tanzania in reviewing the national EIA commissioning and evaluation process, to assist NEMC in improving its EIA management	Activity 2.3 Conduct national/regional stakeholders workshops and seminars on environmental issues	

		process.	
		In Tanzania, the project (WWF) facilitated meetings with government, academia, and relevant institutions leading to a decision to form a high level Oil and Gas Commission, hosted by the NEMC Director General, to foster collaboration	Activity 2.4 Support the process for the development of SEAs and associated tools and best practices for addressing environmental and societal concerns for oil and gas development in Kenya and Tanzania
		WWF-CEA was requested by authorities in Kenya and Tanzania (NEMC and NEMA) to promote the use of Strategic Environmental Assessments (SEA) in petroleum development, public awareness-raising and training technicians	Activity 2.5 Facilitate and support national oil and gas committees for spearheading legal and technical arbitration and annual discussion forums concerning environmental issues in the petroleum industry.
			Activity 2.6 Initiate and facilitate formal partnerships between WWF (CEA-NI) with PETRAD, Revenue Watch Institute, EITI and SFT (the Norwegian Pollution Control Authority), Petroleum Institute of East Africa (PIEA) and any other competent institution on provision of training with particular reference to environmental and petroleum issues, particularly targeting the civil society organizations and government officers
			Activity 2.7 Facilitate discussions around presentations of “the Norwegian model”
Output 3: Strategic partnerships, coalitions and alliances established to effectively engage in policy and decision making processes			
2012 Achieved	2011 Achieved	2010 Achieved	Planned
Madagascar			Achieved Not achieved
	Develop strategic partnerships with journalists and media, capacity building workshops (2) for journalists and CSO coalition ARENA, EITI	The Petroleum and Mining Directorate of Madagascar (OMNIS) sought a partnership with the project (WWF-MWIOPO) in 2010 on development of a petroleum-related Strategic	Activity 3.1: Encourage existence of multi stakeholder platform to avoid conflict between petroleum activity and environmental/societal concerns, and to promote mutually acceptable coexistence

		Environmental Assessment (SEA) with MoU between OMNIS, WWF and the Ministry of Environment (ONE) negotiated and expected signed in early 2011	
			Activity 3.2: Lobby government and industry to reinstate CSOs in government-industry-civil society regular dialogue and overview processes at national and regional levels
			Activity 3.3: Catalyze the creation of groups within SAPM process dealing with the petroleum sector and environment
			Activity 3.4: Continue to provide expertise to the environment ministry in finalizing enabling legislation for the COAP (Protected areas Code)
2012 Achieved	2011 Achieved	2010 Achieved	Planned
Uganda			Achieved Not achieved
	The project co-arranged and contributed to discussions in ten meetings of the Uganda Civil Society Coalition on Oil (CSCO) between February and December 2011	The project established, with support from the Environmental Movements in the South (EMiS) project, three regional CSO networks on oil issues in the north, central, and southern Albertine Rift areas.	Activity 3.1: Sub-granting to NGOs in Uganda
	Support to the WWF Extractives Industry Working Group as part of Pan-African approach on impacts of extractive industries on environment and local communities (Pan-Africa Extractives meeting in Kinshasa).		Activity 3.2: Organize local communities into local groups of key stakeholders to promote OfD objectives in their localities
	Contributed to the finalization of Uganda Wildlife Authority (UWA) Operational Guidelines.		Activity 3.3: Hold an annual meeting with all WWF UPCO CSO partners at national, regional and community level where they have the opportunity to advise WWF UPCO on the execution of its work OfD programme
	WWF contributed to the National Environment Management Authority (NEMA) process of improving Oil Spill		

	Contingency planning for Uganda,			
2012 Achieved	2011 Achieved	2010 Achieved	Planned	
Mozambique, Tanzania, Kenya			Achieved	Not achieved
	Support to and develop of strategic partnership with ForDIA a leading Tanzania-based NGO. ForDIA coordinates the steering committee of the Tanzania Oil, Natural Gas and Environment alliance (ONGEA)	In Kenya the project facilitated obtaining pledges from key influential politicians (3 former members of parliament) to support the Oil and Gas Working Group alliance, and to use their influence to promote high environmental and social standards in petroleum development,	Activity 3.1 Facilitate CSOs and local communities to actively participate in review, evaluation and dialogue about policies and legislation related to oil and gas development and environment.	
	Support to Community Action for Nature Conservation (CANCO), NEMA, NOCK, Kenya	In Tanzania the project organized a national information and training workshop involving 28 CSOs, leading to the establishment of a Tanzanian CSOs Coalition Task Force on Oil and Gas, with a mandate to formalize a national Oil and Gas Coalition of CSOs	Activity 3.2 Facilitate partnership between the local media and Norwatch on environment and petroleum development reporting	
	Establish a CSO coalition Platform on oil and gas issues, Mozambique	WWF-CEA initiated cooperation with the Oil and Gas Association of Tanzania (OGAT) an industry interest group	Activity 3.3 Facilitate the establishment of the CSO coalition at country level and linking them to other relevant networks at regional and international level	
		WWF-CEA and OGAT co-hosted a successful conference for leaders from the Petroleum Industry, Civil Society and Government in Dar es Salaam		
Output 4: Civil society actively engages in the development of the petroleum sector through implementation of advocacy strategies for better practices and more holistic and integrated natural resource management developments in the petroleum sector				
2012 Achieved	2011 Achieved	2010 Achieved	Planned	
Madagascar			Achieved	Not achieved
	4 days exhibition: "Environment and oil together" arranged by ARENA, a project partner CSO coalition, with WWF support. Exhibitions, a series of conferences, educational games, public debates, and documentary films	Support to the efforts of EITI and PWYP, however EITI activities are currently put on hold due to the political situation in the country	Activity 4.1: Strengthen EITI and EITI ++ reporting standards and disseminate reports widely at the national level and in key extractive industries regions.	
			Activity 4.2: Provide updated information to media/press about	

			petroleum activities and continue to facilitate press coverage of petroleum and related activities at local, regional national and international level	
			Activity 4.3: Encourage analytic/investigative journalism for petroleum coverage	
			Activity 4.4: Encourage government and oil companies in Madagascar to comply to international norms and standards and national regulations	
			Activity 4.5: Actively encourage selected companies to test and evaluate opportunities for environmental and social net gain	
			Activity 4.6: Advocate, lobby donors involved on petroleum industry and the environment and sustainable development	
2012 Achieved	2011 Achieved	2010 Achieved	Planned	
Uganda			Achieved	Not achieved
	Training of national and district level civil society representatives on Extended Well Testing issues, in March 2011	WWF-Uganda hosted the 2010 WWF Oil for Development Annual Project meeting, which included CSOs and local government representatives from the Albertine Rift and the national level.	Activity 4.1: Formulation and promotion of oil and gas operational guidelines for working in Protected Areas.	
		WWF-Uganda partnered with the UWA in 2010 to draft operational guidelines for petroleum activities in protected areas.	Activity 4.2: Consultancy study to identify and compile an updated collection of national and international environmental management and related standards for the petroleum sector.	
		Project staff in Uganda (WWF-UCO) participated in one national TV talk show focused on the economic, social and environmental implications of petroleum development in Uganda.	Activity 4.3: Develop a monitoring mechanism to monitor oil and gas development activities in the protected areas (PAs) where oil and gas is being explored and developed	
		Participation in 3 radio talk shows in Hoima and Masindi districts, with high local interest. Article on	Activity 4.4: Support participation of CSOs in compliance monitoring by National Environment Management	

		petroleum development in New Vision national newspaper.	Authority (NEMA) and other lead agencies of the Government Joint Oil and Gas Monitoring team.	
		With guidance from the Civil Society Coalition on Oil in Uganda (CSCO) steering committee, in which WWF-Uganda takes part, three court cases were filed regarding government secrecy of Petroleum Sharing Agreements.		
2012 Achieved	2011 Achieved	2010 Achieved	Planned	
Mozambique, Tanzania, Kenya			Achieved	Not achieved
	The Tanzania Oil and gas Working Group, and the Oil and Gas Coalition in Kenya (CANCO), both to which the project contributes, have continued to actively engaged in ongoing legislative and policy reform processes on oil and gas development	The Tanzania Oil and gas Working Group, to which the project contributes, has actively engaged in ongoing legislative and policy reform processes on oil and gas development in the country in 2010.	Activity 4.1 Support governments and the private sector in the CEA NI range states to review and reform the policy and legal frameworks relevant to the environment and petroleum industry, including domestication of relevant international instruments, standards and best practices.	
	The Oil and Gas CSO Platform in Mozambique, supported by the project and formally established in 2011, was actively involved in compiling and communicating CSO comments on several Environmental Impact Assessments (EIA) for planned offshore gas developments	By receiving grants through this project the Kenya Oil and Gas Working group was able to actively monitor oil and gas development activities in several commissioned blocks in Lamu and the Tana Delta, with regards to compliance with EIA rules and relevant environmental standards.	Activity 4.2 Engage with the private sector for dialogue on issues related to the environment and developments of environment, safety and health guidelines in the petroleum sector.	
	CSOs in Mozambique (Maputo and Cabo Delgado), supported by the project, engaged with the Norwegian petroleum company Statoil to find ways to avoid harmful 3D seismic activity in offshore concession areas in the Rovuma basin, which Statoil planned to conduct when whales migrate through the area, in breach of the Environmental Management Plan (EMP) for these areas	The Journalists for Environment in Tanzania (cooperating CSO) compiled information on ongoing oil and gas development in coastal marine areas		
	WWF and local CSO developed a monitoring plan to assess impacts of seismic activity and to monitor			

	implementation of the EMP		
	In Tanzania the project participated in three television debates, involving key oil & gas operators. CSOs publically challenge government policies and recommend improvements.		
	The project partner Kenya Oil and Gas Working group supported and provided input to a two-day government-led workshop to review the Government's Tana Delta/Lamu SEA scoping report.		

Annex 3: Documentation

1. Norad: Skjema for årlig prosjektplan 2011
2. Norad: Approval of Annual Plan for 2012 and request for revised budget for 2012 (letter 09.12.2011)
3. Norad: Treårig prosjektavtale (2010-12)
4. Norad: Tilskuddsbrev Avtale 2010-12 (letter 08.02.2011)
5. Norad: Tilskuddsbrev Avtale 2010 (letter 16.02.2010)
6. Norad: Beslutningsdokument Avtaleperiode 2010-12 (16.12.2009)
7. WWF: Annual Plan for the year 2012 (letter 28 Oct 2011) + Skjema for årlig prosjektplan budget 2012
8. WWF: Annual Plan 2012 Revised budget (letter 21.12.2011)
9. Budget 2010-12
10. OfD Budget 2012
11. Norad: Application Form Agreements 2010-12
12. Norad: Application Form 2010-12
13. WWF: ToR for evaluation
14. Annual Financial Report 2010 (budget and accounts)
15. Annual Financial Report (budget and accounts)
16. WWF OfD Annual Report 2010
17. WWF OfD: Annual Report 2011
18. Cover letter Annual Report 2010
19. Cover letter Annual Report 2011
20. Scanteam (May 2012): Evaluation of the Norwegian Oil for Development Program
21. WWF Uganda: Regional Network and CSCO
22. The Republic of Uganda: Environmental Monitoring Plan for the Albertine Graben 2012-17
23. Unifying Grassroots Civil Society Actors on Responsible Petroleum Development in Uganda
24. Summary and Evaluation of EMiS South-South Exchange Program
25. EMiS: Strengthening Civil Society Engagement in Uganda's Petroleum Sector
26. NUPI (2008): Conservation for Development: An organisational review of WWF-Norway
27. Norad (2011): Financial Review of WWF Norway
28. Norad: Oil for Development Programme Annual Report 2011

Annex 4: Field work and interviews

Uganda: Field work conducted by Ms Beatrice Ngonzi Mulindwa NCG Uganda July-August 2012

Interviews with and questionnaires from:

Local civil society: Bunyoro Albertine Petroleum Network on Environmental Conservation (BAPENECO)
Local civil society: Uganda Energy Journalists Association (UEJA)
Local civil society: South Albertine Rift Civil Society Coalition for Oil and Gas (SACOG)
Local civil society: Northern Albertine CSO network for environment and petroleum (NANEP)
Local civil society: Uganda Wildlife Society
Public officials: Uganda Wildlife Authority (UWA)
Public officials: National Environmental Management Agency (NEMA)
Private sector: Tullow Oil Plc
Norwegian Embassy
WWF: (Responded to questionnaire)

Madagascar: Field work conducted by Mr Deogratias Yiga NCG Uganda 29 July – 2 August 2012

Interviews with and questionnaires from:

Local civil society: FIMAMI- Association Protecting the Mikea Forest
Local civil society: Association of Journalists in Mahajanga (AJM)
Local civil society: MITOIMAFI Protect Environment between Rivers Manombo and Fiherenana
Local civil society: FIMIHARA- Association of Fishermen protecting the sea
Local civil society: FAMPIVOARANA Association of communicators in Boeny Rergion
Local civil society: ARENA - Alliance for Respect of Nature
Private sector: Madagascar Oil S.A.
Public officials: Office de Mines National et des Industries Stratégiques (OMNIS)
CSO/World Bank: Extractive Industries Transparency Initiative (EITI)
WWF: (No response to questionnaire so far)

Tanzania: Field work conducted by Mr Deogratias Yiga NCG Uganda 22-25 July 2012

Interviews with and questionnaires from:

Local civil society: Community Environmental Conservation Association (COMECA)
Local civil society: Tumaini Environmental Conservation Group (TECG)
Local civil society: Oil and Natural Gas Environmental Alliance (ONEGA)
Local civil society: Journalists' Environmental Association of Tanzania (JET)
Local civil society: Environment Media Network (EMNet)
Local civil society: Lawyers Environmental Action Team (LEAT)
Private sector: PETROBRAS Tanzania Limited
Public officials: National Environment Management Council of Tanzania
Public officials: Tanzania Petroleum Development Corporation
WWF: (Responded to questionnaire)

Norwegian Embassy: (No interview or response with absence of officer in charge)

Mozambique: Field work conducted by Mrs Pamela Rebelo NCG Mozambique July-August 2012

Interviews with and questionnaires from:

Local civil society: Associacao do Meio Ambiente (AMA) (Association for the Environment), Cabo Delgado
Local civil society: "Voa New Life" Mocimboa da Praia (member of FOCAD)
Local civil society: Associacao Nacional de Extensao Rural (ANER)
Local civil society: Associacao para a Saude do Ambiente (ASA) Association for Environmental Health, Tete
Private sector: Anardarko
Public officials: Ministry for Environmental Coordination (MICOA)
Norwegian Embassy

WWF: (No response to questionnaire so far)

Kenya: Field work conducted by Mr Deogratias Yiga NCG Uganda 25-26 July 2012

Interviews with and questionnaires from:

Local civil society: Kenya Oil and Gas Working Group
WWF: (Responded to questionnaire)

Norway:

World Wildlife Fund (WWF) Norway

Meeting 30 July 2012:

- Mr Stefan Norris (Advisor WWF Project)
- Mr Bjørn Gildestad (NCG Review Team)

Norwegian Agency for Development Cooperation (Norad)

Meeting 10 August 2012:

- Ms Ida Aronsen (Higher Executive Officer Norad)
- Ms Astrid Lervåg (Senior Adviser Norad)
- Mr Thomas Eid (Senior Adviser Norad)
- Mr David Michael Fergus (NCG Review Team)
- Mr Bjørn Gildestad (NCG Review Team)