



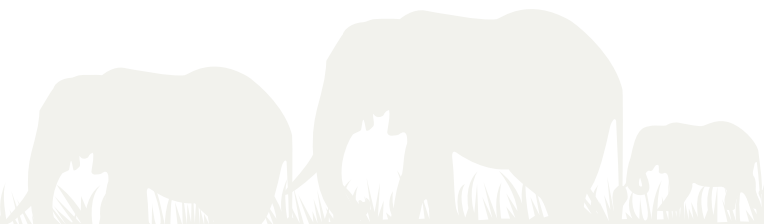
Environmental **Investment Fund**  
of **Namibia** | ensuring sustainability



# Strategic Plan

2018 - 2022





# CONTENTS

## ABBREVIATIONS IV

<b>1. MESSAGE FROM THE CHAIRPERSON</b>	<b>5</b>
<b>2. MESSAGE FROM THE CEO</b>	<b>6</b>
<b>3. PROFILE AND CONTEXT</b>	<b>7</b>
3.1 MANDATE AND MISSION	7
3.2 VISION	7
3.3 OUR VALUES	7
3.4 SUPPORT TO NATIONAL DEVELOPMENT PROCESS	8
3.5 ENABLING POLICIES AND LEGAL FRAMEWORKS	8
3.6 ORGANISATIONAL STRUCTURE	9
3.7 COMPANY ORGANOGRAM	10
<b>4. PERFORMANCE UNDER THE 2013-2017 PLAN</b>	<b>12</b>
<b>5. STRATEGIC CONTEXT</b>	<b>13</b>
<b>6. SWOT ANALYSIS</b>	<b>14</b>
<b>7. PESTEL ANALYSIS</b>	<b>16</b>
<b>8. STAKEHOLDERS</b>	<b>18</b>
<b>9. THEORY OF CHANGE</b>	<b>20</b>
<b>10. STRATEGIC GOALS 2018 - 2022</b>	<b>22</b>
SG 1: MOBILIZATION OF DOMESTIC AND INTERNATIONAL CAPITAL FOR PROJECT FINANCING	22
SG 2: INITIATE AND ROLL OUT TARGETED INTERVENTIONS IN SUPPORT OF LOW CARBON DEVELOPMENT PATHWAYS AND SECURING SUSTAINABLE RURAL LIVELIHOODS	23
SG 3: STRENGTHEN INSTITUTIONAL CAPACITY, DEVELOPING SKILLS & INCREASE EFFICIENCY BUILDING ON EXISTING STRENGTHS AND ADDRESSING INSTITUTIONAL GAPS	26
SG 4: IMPROVE TRANSPARENCY THROUGH REPORTING, PUBLIC DISCLOSURE, AWARENESS RAISING AND MAINTAIN A HIGH PUBLIC PROFILE OF THE FUND	28
SG 5: PROMOTE CORPORATE SOCIAL RESPONSIBILITY	30
<b>11. STRATEGIC PLAN FIVE-YEAR BUDGET</b>	<b>32</b>
<b>12. SUCCESS FACTORS</b>	<b>34</b>
<b>13. RISK ASSESSMENT</b>	<b>35</b>
<b>14. MONITORING AND EVALUATION</b>	<b>36</b>

# Acronyms & abbreviations

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CEO	Chief Executive Officer
COMM	Communications
DFI	Development Finance Institution
EIF	Environmental Investment Fund of Namibia
FM	Finance
GCF	Green Climate Fund
HR	Human Resource
ICM	Integrated Committee of Ministers of SADC
ICT	Information and Communication Technology
OPS	Operations
PESTEL	Political, Environmental, Social, Technological, Economic, Legal assessment
PPDF	Project Preparation and Development Facility
PPPs	Public-Private Partnerships
PSGRS	Prudential Standards, Guidelines and Rating System
SOE	State Owned Enterprises
SMEs	Small and Medium Scale Enterprises
SWOT	Strength, Weaknesses, Opportunities and Threats
UNDP GEF SGP	United Nations Development Programme, Global Environment Facility, Small Grants Programme

# 1 Chairperson's remarks



It gives me immense pleasure to see the Strategic Plan 2018-2022 framed for the next five years coming out as an embodiment of the aspirations of entire workforce of the Environmental Investment Fund of Namibia expressed in its strategic propulsion - 'ensuring sustainability'.

I can remember the auspicious moment back in 2013 when the inaugural Strategic Plan of the Environmental Investment Fund of Namibia was adopted, graduating it from the then position to a higher level of excellence. In a short space of time we managed a myriad of experiences, including ups and downs both on the global and domestic scene. While facing the challenges head on, we also managed to make best use of opportunities to perpetuate our journey towards achieving the Fund's planned goals. Setting strategic priorities made the Environmental Investment Fund of Namibia a role model in climate change and environmental financing in Namibia.

It is this example of the Fund's priority areas that continues to demonstrate our work as a catalyst that complements the national aspiration of maintaining

Namibia as a leader in biodiversity conservation by pioneering financial services that are not offered by the conventional financial sector.

However there is much to be done, more challenges to overcome. We have to ensure strategic alignment with an ever-changing environment to create further historic milestones. Employees should be equipped with the right leadership, knowledge and skill sets to attain such aspirations. This can only be achieved through proper human resource planning, adequate capitalization, innovative financing products, communication and brand strategy, and on top of that appropriate governance structures in place.

A handwritten signature in black ink, appearing to read 'Teofilus Nghitila'.

**Teofilus Nghitila**  
Chairperson



## 2 Chief Executive Officer's remarks

**U**nlocking innovative financing mechanisms is one of the key strong points of the Environmental Investment Fund of Namibia; and has proven to be a key strength of the institution. This has helped small business enterprises access the finance they need to grow and hence vital to our continuing economic recovery and sustainable growth pathways. For too long, investment in biodiversity conservation and environmentally based enterprises has been insignificant in Namibia due to limited number of players in sustainable industries and overly concentrated, static policies within the finance markets.

The Fund has made major progress over the period spanning the previous business strategy, 2013 - 2018. We have managed to build a strong management team, incorporating expertise from the private and public sectors, and have appointed a full Board of Directors to advise and oversee the Fund's activities going forward.

Our programmes have delivered significant results – a total of N\$1.4 billion was raised for investment in climate change related activities, biodiversity conservation, renewable energy, waste management, tourism, and sustainable agriculture.

The Fund has also played an important role in widening the finance options available to small medium enterprises and civil society organisations by funding innovative providers of finance, such as grants, concessional lending, and green lines of credit. Currently we are working with over 18 different financial institutions, both global and national.

But, as evident in our internal self-assessment on page 15 and the external environment scan on page 17, there is still a lot of work to be done, manifested in the opportunities opening up to the Fund. This strategic plan is a direct result of the opportunities and strengths identified within the Fund and the sectors it operates in. It lays out our vision for the Fund: setting out the market failures we are targeting and the critical groups

of promoting eco-preneurship, addressing climate change with emphasis to enhance capacities of the most vulnerable communities and ecosystems, and ensuring biodiversity conservation with the aim to enhance ecosystem goods and services. Expanding our partnership base and developing additional financial products for our clients is therefore key to attaining our vision within the next five years.

We are fully focused in making the Environmental Investment Fund of Namibia a success, and I am confident that we will play a critical role in improving the financing options available to small and medium businesses in Namibia, helping to make a real difference to their success and sustainable growth of the wider economy.

**Benedict Libanda**  
Chief Executive Officer

# 3 Profile and context

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## OUR VISION

The Environmental Investment Fund of Namibia will in 5 years strive, “to be a recognized leader in the development and application of innovative financing mechanisms to support environmentally and climate change resilient development pathways in Namibia”

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## OUR VALUES

While the above Vision and Mission statements set goals and provide guidance on how the Fund plans to achieve success, a set of value statements have also been developed to provide guidance on how such success will be achieved. As such, the value statements provide clear outlines of the behavioral standards that the Fund employees and leadership will hold themselves accountable to; provide rationale as to why they are important to the culture of the organisation; and tie specific values to the business benefits that will be realized through living them.

1

### Professionalism

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We are committed to devoting the best of our attention and abilities to proper discharge of tasks, roles and responsibilities assigned to us, continually upgrading of our skills and knowledge base keeping abreast with ongoing local and global developments, aiming at setting examples of excellence to inspire others within and outside the Fund.

3

### Transparency & Accountability

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We are committed to transparency and accountability to our stakeholders in discharge of our official decisions and actions.

2

### Integrity

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We are committed to highest standards of probity and integrity in our actions and decisions. We shall carefully avoid any abuse for personal gain of privileged information obtained in connection with official duties; we shall also carefully avoid conflicts of institutional interests of the Fund with our private interests.

4

### Teamwork

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We are committed to participatory, collaborative work in team relationships towards attainment of organizational objectives extending across business/ functional lines, including change management.

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## Support to national development process

### **Vision 2030:**

Namibia's long-term national development plan, foresees "[a] prosperous and industrialized Namibia, developed by her human resources, enjoying peace, harmony and political stability." Full and appropriate education, art and culture at all levels is instrumental in achieving Vision 2030.

### **Namibia Fifth National Development Plan (NDP 5):**

The activities of the Fund has been designed with guidance from the highest planning framework in Namibia, now in its fourth phase, and aptly named NDP 5. The Fund targets investments towards environmental related activities and climate change, both adaptation and mitigation. From a sector point of view, the plan targets SMEs venturing into the tourism, energy, natural resource based enterprises, and agricultural sectors. In addition, the Fund will promote investments towards climate resilient infrastructure at micro to medium scale financing. These will be delivered through multiple financing instruments.

### **Harambee Prosperity Plan (HPP):**

The HPP is a targeted Action Plan to accelerate development in clearly defined priority areas, which lay the basis for attaining prosperity in Namibia. The HPP recognize the need to address challenges related to climate change. The plan reiterates Namibia's committed to reducing carbon dioxide emissions into the atmosphere and obligation to implement the Paris Agreement. That is why Namibia continues to promote an energy mix that is predominantly of renewable energy technologies during the Harambee period. The International Community is called upon to support Namibia to finance renewable energy.

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## Enabling policies and legal frameworks

### **Environmental Investment Fund Act:**

The Fund's enabling Act, offers the institution the legal mandate to mobilize funding for environmental protection from international donors and multilateral agencies. The Fund has managed this aspect admirably well during the first Business Strategy. The act however also provides for resource mobilization domestically, through a myriad of sources such as conservation fees and environmental taxes. This presents the greatest challenge of the Fund to date and will be a key focus for sustainable financing for the Fund.

### **National Solid Waste Management Strategy:**

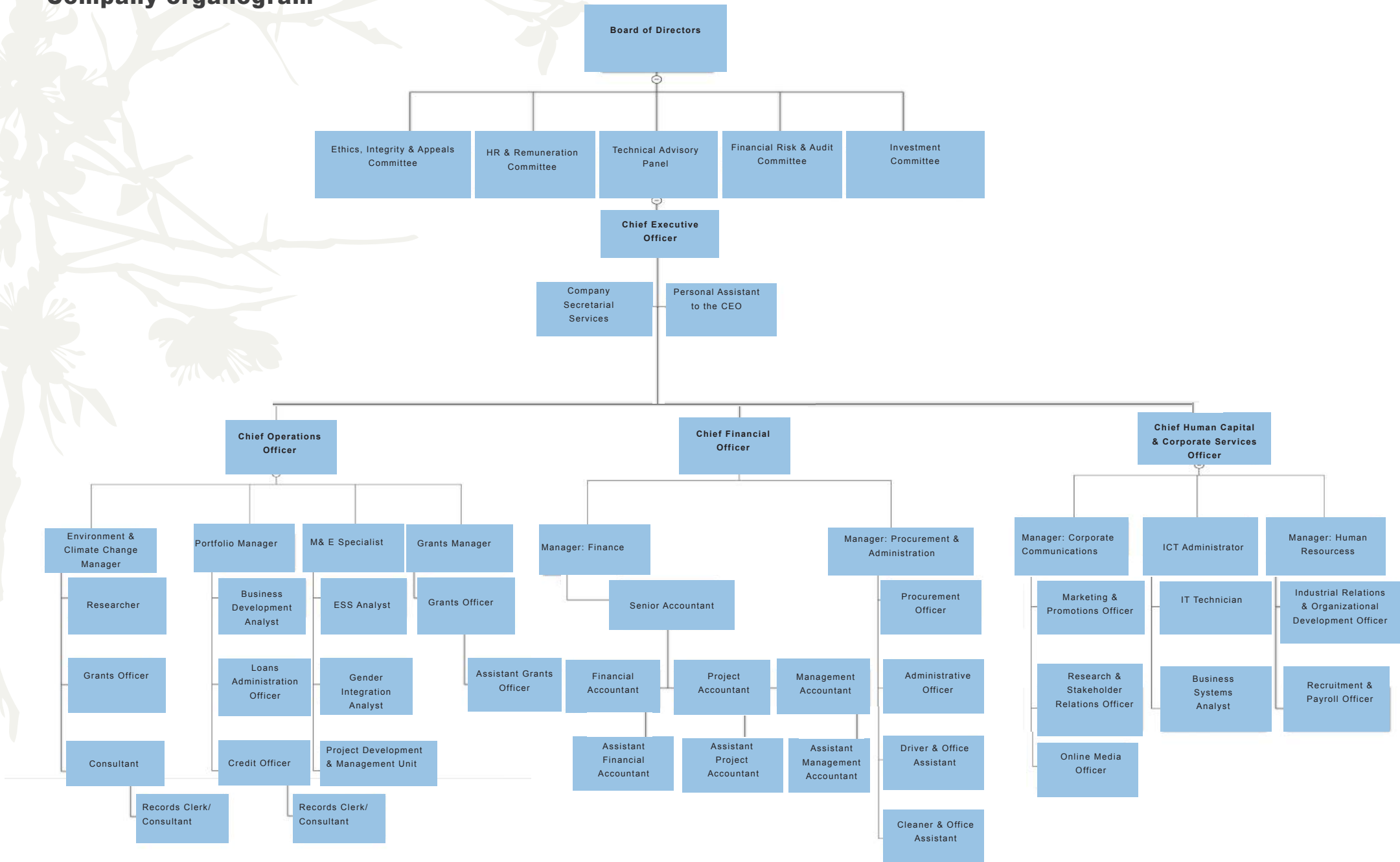
Namibia's Cabinet has endorsed the National Solid Waste Management Strategy, a framework that offers a practical step-by-step approach for improving practices and standards at waste disposal sites as well as for improving overall waste management so that Namibia becomes the leading country in Africa in terms of standards of solid waste management by 2028. The strategy recognizes the need to develop infrastructure, increase human resource capacity and promote waste minimization and recycling. More importantly it provides a mandate for the Fund to start applying a charge on plastic bags in Namibia as a short-term Solid Waste Management (SWM) strategy.



## Organizational structure

Structure	Responsibilities
<b>GOVERNANCE LEVEL</b>	
<b>Board of Directors</b>	The powers and functions of the Board are to accountably, efficiently and properly manage and control the affairs and properties of the Fund and, for that purpose and in furtherance of the objects of the Fund.
<b>Technical Advisory Panel</b>	The Technical Advisory Panel (TAP) is established with the primary function of advising the EIF Board with technical matters related to the objects of the Fund. Specifically the TAP appraises, assess, evaluate and monitor proposals, projects and institutions applying for receiving EIF funding. The TAP also makes recommendations of a technical nature to the Board and will have no policy or implementing function.
<b>Risk and Investment Sub-Committee</b>	The purpose of the Committee is responsibility for review and approval of investment strategy and policy and challenge of performance and effective management of compliance, reputational and liquidity risk throughout the Company in support of the strategy, in line with the risk appetite and the Governance, Risk and Control Framework.
<b>Human Resource and Remuneration Sub Committee</b>	The purpose of the Human Resources and Audit Committee (the "Committee") is to assist the Board in fulfilling its obligations relating to human resource and compensation matters and to establish a plan of continuity and development of staff. The committee provide a focus on governance and remuneration that will enhance the performance of the Fund; code of ethics and audits.
<b>Audit Committee Sub Committee</b>	The Board has, amongst other things, the responsibility to oversee the Fund's financial reporting system and internal control procedures. It should ensure that the Fund establishes and maintains appropriate and effective internal control system and oversee such system on an ongoing basis. The Audit Committee provide advice to and assist the Board in fulfilling such responsibilities and any other responsibility as may be delegated by the Board from time to time.
<b>Ethics and Integrity Sub Committee</b>	The Committee works in furtherance of the general principle that promotes transparent and accountable manner guided by efficiency and effectiveness. It addresses issues of conflict of interest, appeals mechanisms, and information disclosure.
<b>OPERATIONAL LEVEL</b>	
<b>Fund Management Committee</b>	The Fund Management Committee plays the role of the executive committee with the main responsibility of overseeing implementation of strategies, monitoring, reporting, and the final screening of projects for the Technical Advisory Panel.
<b>Operations Department</b>	The division is responsible to ensure organizational effectiveness by providing leadership for the organization's project management and operational functions. Working with the management team, the position also contributes to the development and implementation of organizational strategies, policies and practices.
<b>Finance &amp; Administration Department</b>	The division is responsible for the day-to-day administrative tasks of the organization, including procurement, financial oversight, asset management, and reporting.
<b>Communication and Human Resource Department</b>	The division is responsible for the Fund's corporate communication, stakeholder relations and information technology needs; and also oversees the implementation of human resource policies that govern human resources at the Fund.

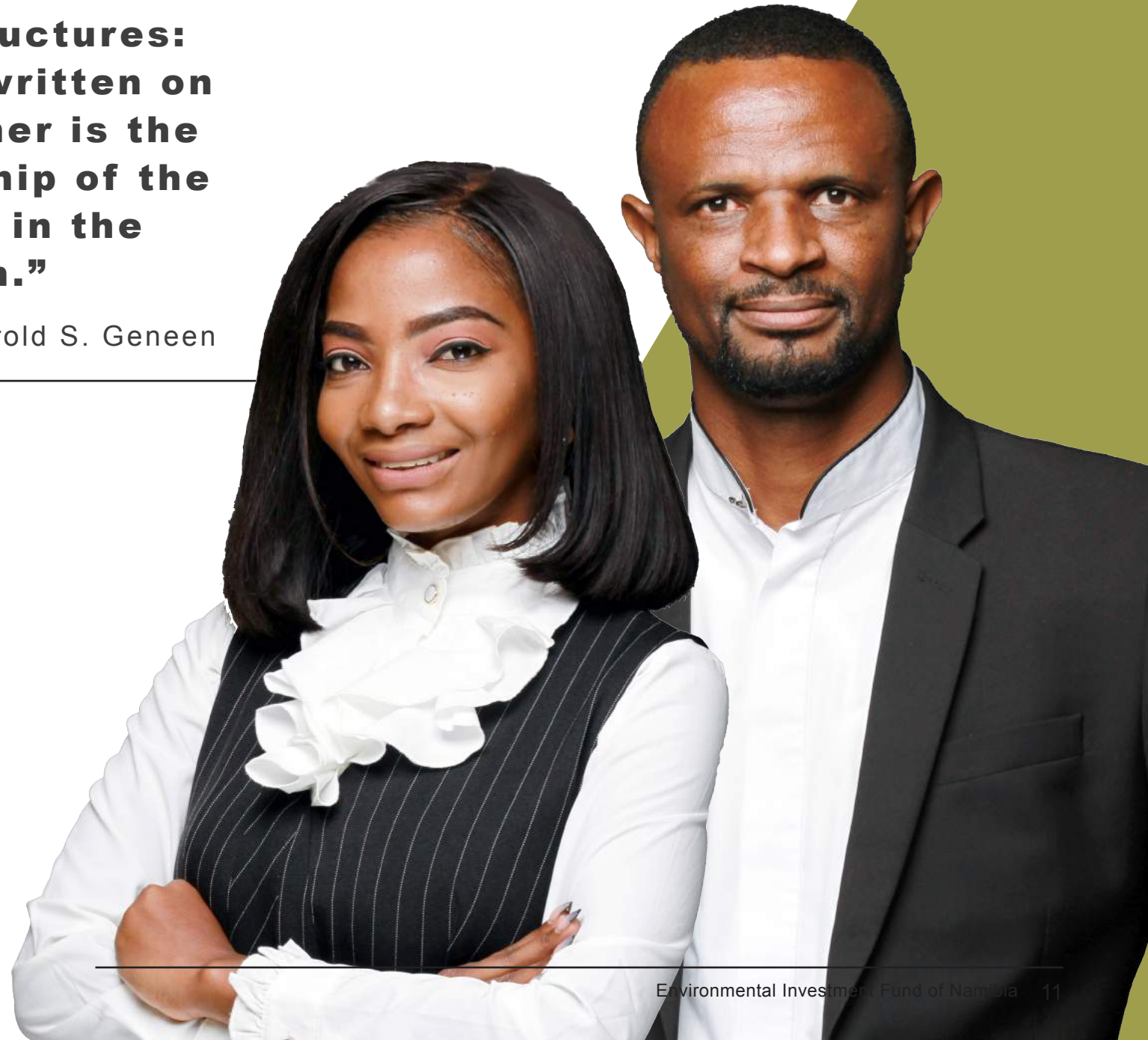
# Company organogram



**“Every company has two organizational structures: The formal one is written on the charts; the other is the everyday relationship of the men and women in the organization.”**

Harold S. Geneen

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# 4 Performance under 2012-2017 Strategic Plan

The Fund's performance over the 2013-2018 period was guided by six strategic goals, namely;

- a) Building a comprehensive resource mobilisation and fund management strategy;
- b) Prioritization among focal areas and product development;
- c) Overcoming current institutional constraints;
- d) Continuous monitoring and evaluation (M&E); and reporting,
- e) Building and maintaining a high public profile of the Fund, and
- f) Reduce current over-reliance on public funding.

## Resource mobilization

- Developed a Resource Mobilisation Strategy in 2013
- Accessed US\$ 20 million grant funding from the Green Climate Fund
- Introduced the SUNREF Programme, a line of credit from AFD worth EUR 46 million
- Member of the SADC-DFRC
- Co-financed 12 projects jointly with private sector
- Hosting the GPTF and the UNDP GEF SGP
- Administered projects funded by KFW, GIZ, UNOPs, UNDP, UNEP, MET

## Prioritizing Focal Areas & Financing Products

- Prioritised key areas of investments:
  - a) Community Based Natural Resource Management
  - b) Tourism
  - c) Low Carbon Development Pathways
  - d) Research and Training
  - e) Environmental Awareness and Education
- Developed grants making mechanism and concessional lending products
- Developed a Green Concessional Lending Facility
- Introduced a Bursary and Training Programme

## Human Resource Development

- The Fund has developed 24 policies to guide the operations of its activities
- Institutionalise the DFI Prudential Standards, Guidelines and Rating System (PSGRS)
- Entered into Technical Agreements with DBN, Green Fund of South Africa, and SME Bank
- Attained accreditation to the Green Climate Fund,
- Management of the financial resources for UNCCD COP 11 in 2013 that amounted to N\$62 million

## Investments and Environmental Impacts

- Approved 59 grants to the value of N\$14 million
- Financed six projects under the Green Concessional Facility worth N\$18 million
- 36 students received bursaries at undergraduate and postgraduate levels
- More than 23,000 people benefited from grants programmes
- About 136,000 rural people benefiting from the projects funded by the Green Climate Fund
- Created an estimated 804 permanent jobs
- Secured the maintenance of ecosystem services on land measuring more than 182,000 hectares

Table 1: Key Achievements

# 5 Strategic context

The past five years have seen the Fund grow in stature and gradually become a brand in Namibia known for innovative financing solutions in the environmental space. The first strategy was aimed at positioning the Fund as a key player in the environmental and climate change financing scope while the subsequent strategy is aimed at consolidating the gains and capitalize on mobilising resources, growing financial services of the Fund, and striving for sustainability.

On the global landscape, there is evidence that development finance institutions (DFIs) continue to raise, manage, and distribute the largest share of public finance for climate change and environmental investment. Multilateral and bilateral DFIs continue to make strong progress in scaling up climate finance lending in line with their internal institutional 2022 targets.<sup>1</sup> The Fund will capitalize on increased multilateral funding for investment in Namibia.

At national level, several ongoing positive trends continue to paint a positive outlook and possibility for upscaling climate finance going forward: The





<sup>1</sup> <https://www.carbonbrief.org/mapped-where-multilateral-climate-funds-spend-their-money>

Namibian Government approved the Intended National Determined Contribution (INDC) and provides clarity on investment opportunities; greening existing public finance flows; industry-wide discussions on use of climate-related financial risk disclosures; and greater use of new and innovative blended finance vehicles. The Fund aims to take advantage of the strong political signal delivered by the INDC and the numerous investment opportunities arising from the Paris Agreement.

The Ministry of Environment and Tourism is finalizing the development of a comprehensive Resource Mobilisation Strategy to guide national approaches towards biodiversity financing and encompasses a full suite of finance solutions of new and additional resources, engaging the public sector, private sector, and civil society to make meaningful contributions to biodiversity conservation. The Fund is well positioned to deliver some of the objectives of the Resource Mobilisation Strategy.



### RANDOM FACTS ABOUT US

 <b>N\$ 1 billion</b> Total climate financing mobilized	 <b>66</b> Total projects financed	 <b>36</b> Graduates under EIF Bursary programme	 <b>103,051</b> Total number of direct and indirect grant beneficiaries
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# 6 SWOT analysis

Through the identification and analysis of strengths, weaknesses, opportunities and threats (SWOT), the strategic review process considered internal and external as well as structural impediments to organizational progress, and considered factors to effectively deal with them. To understand the Fund and identify the internal and external factors that are supportive of, or militate against achievement of the organisation' objectives, the following were identified:

- Positive tangible and intangible attributes, internal to the organization and within the organization's control;
- Factors that are within the organization's control that detract from its ability to attain the desired goal;
- External attractive factors that represent the reason for the Fund to exist and develop;
- External factors, beyond the organization's control, which could place the mission at risk; and
- Recommendations and course of action that will result in improved resilience.

## STRENGTHS

- Strong technical partnerships
- Knowledge and skill of programme management and design
- Strong corporate governance
- Internationally recognized climate financing brand
- Sound financial management
- Pool of qualified resources persons
- Comprehensive Stakeholder data-base with targeted outreach strategies
- Capacity for programme development and management control
- Good relationship with International multilateral Partners
- Statutory institution mandated through an Act of Parliament (high level of political buy in)
- Operating in a growing niche market with increasing global investment focus

## WEAKNESSES

- Poor liquidity level to finance projects
- Lack of diversified sources of funds
- Inadequate financial resources
- Small team and dependence on a few key staff

## OPPORTUNITIES

- Increased demand for investments in the environmental sector; opportunity to expand on the financial products'
- Impose environmental levies through the provisions of the Environmental Investment Fund of Namibia Act No 13 of 2001
- Strategic partnerships with multilateral financing institutions, development institutions (private sector entities, academia)

## THREATS

- Drying up of resources - global economic recession and donor fatigue leading to a decline in available resources
- Inadequate capitalization from Government
- Over-dependency on Government grants
- Loss of staff

Table 2: SWOT analysis

**“ Jumping at several small opportunities may get us there more quickly than waiting for one big one to come along. ”**

Hugh Allen

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# 7 PESTEL analysis

A PESTEL analysis is a tool that is widely used to analyze the external business environment that an enterprise operates in.

It comprises of an assessment of Political, Economic, Socio-Cultural, Technological, Environmental and Legal changes in a business environment. This helps in understanding the forces of change that the business entity is exposed to, and, from this, take advantage of the opportunities that they present. PESTEL Analyses are useful for four main reasons:

1. It helps to spot business or personal opportunities, and it gives an advanced warning of significant threats.
2. It reveals the direction of change within the business environment. This helps to shape what the business is doing, so that managers work with change, rather than against it.
3. It helps to avoid starting projects that are likely to fail, for reasons beyond the business control.
4. It can help you break free of unconscious assumptions when the business enter a new country, region, or market; because it helps to develop an objective view of this new environment.

<b>Political</b>	Political stability and economic development are deeply interconnected. The relationship between economic growth and stability refers to the manner in which the political stability of a nation can lead to its economic growth. The common denominator and the most obvious relationship between economic growth and stability is the fact that a stable environment fosters economic growth. Namibia enjoys peace and stability. Funds are mobilized more proficiently in a stable political environment.
<b>Economic</b>	Namibia has a very strong economic structure with a high GDP per capita. The country's economy is expanding along with the private sector. The financial sector has been very significant in financing private sector due to the limitations of fund raising options. The economy, with its high dependency on trading partners, is expected to benefit from projected growth in emerging markets and advanced economies. Investment in infrastructure, namely, in solar power, boosted domestic power generation and led to a 22% decline in electricity imports in 2017. The services sector is expected to profit in the short term from the projected improvement in the regional economy due to better terms of trade and the recovery of commodity prices.
<b>Socio-cultural</b>	The population of Namibia is growing rapidly while noting that 70% of them depends on natural resource utilization for their livelihoods. Sociocultural forces too can have a deep impact on the banking industry. Changing social trends and people's preferences can affect the business and growth. It is noted in that there the transition to a low carbon and resource-efficient future is underway, influencing change within the Namibian society. Local environmental considerations such as air quality, flooding, and natural habitats also remain a major concern to the society.
<b>Technological</b>	The financing sector has been immensely changed with the help of technology. The financial sector now focuses on customer centric approach, Internet banking, ATMs, universal banking, core banking, and many more. This has increased efficiency and productivity. Moreover, the payments made through cherubs have also decreased. From the climate change and environmental point of view, there is increasing demand to deploy solutions that are technologically sounds. For example, frequently natural resource disasters demand for early warning systems that are user friendly and effective in their application.

Table 3: PESTEL analysis



## Environmental

Namibia has strong environmental policies, which are included in the country's constitution. The constitution states that it is essential to maintain the ecosystems, ecological processes and biological diversity of Namibia in a sustainable way for the people of Namibia. The National Biodiversity Strategy and Action Plan aims to preserve and better the biodiversity in Namibia by encouraging the use of incentives in order to make the sustainable management of natural resources profitable. In 2009, an action plan for Climate Change and Strategy was proposed.

The Strategic Action Plan for the Implementation of Renewable Energy Policies aims to increase energy efficiency by providing rural and economically challenged areas with more sustainable solutions. The Paris Agreement provides a framework by which the world will seek to prevent dangerous climate change but further challenges remain. The Fund recognizes the current trends in consumers and governments demanding businesses to reduce their carbon footprint.

## Legal

The Namibian constitution guarantees all persons the right to acquire, own and dispose of all forms of property throughout Namibia. There are no restrictions on the establishment of private businesses, size of investment, sources of funds, marketing of products, source of technology, or training in Namibia.

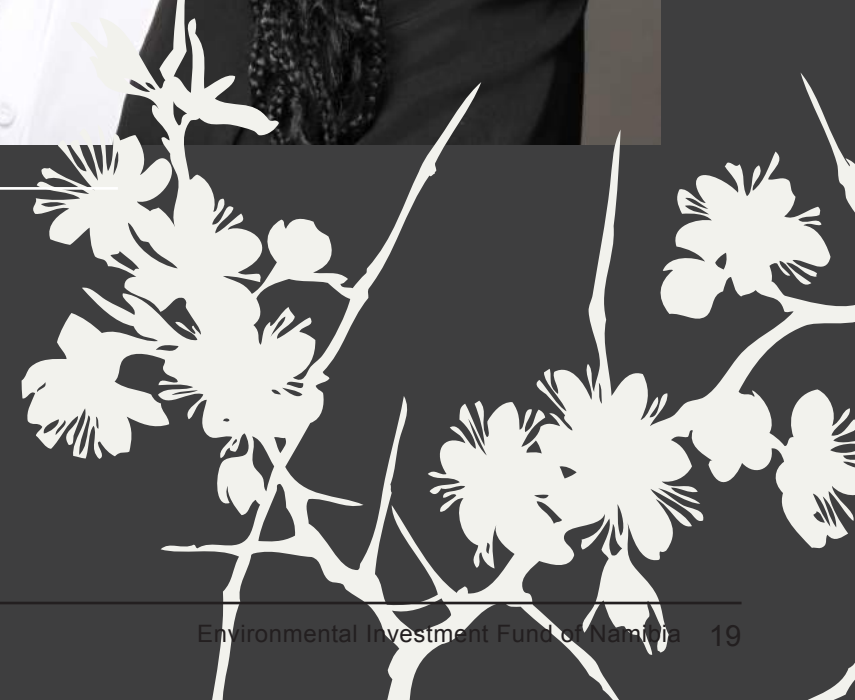


# 8 Stakeholders

Having been in existence for over five years, it is possible to clearly define the critical stakeholders of the Fund and look at the mandate that is formally given to the organization. Major stakeholders are as follows:

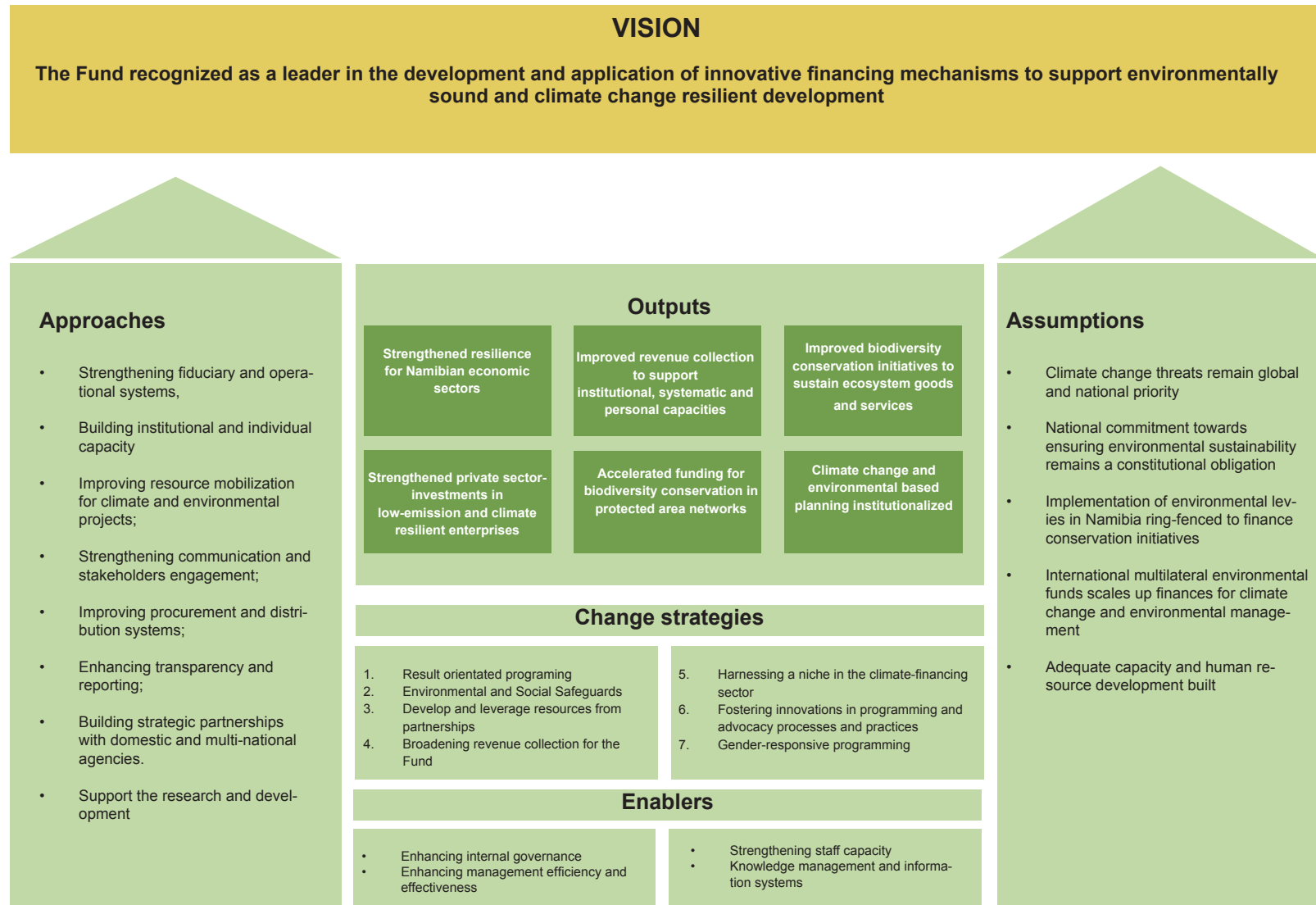
Stakeholder	Description
<b>Board and Staff</b>	Governing body responsible for the establishment of corporate management related policies and to make decisions on major company issues. The Board of Trustees is responsible for the oversight of the organisation. The Board adopts rules, regulations, and policies governing the organisation. The Board has authority over use of property, development of facilities, and fiscal and human resources management. Staffs are employees of the organization.
<b>Donors/International Co-operation Partners</b>	Collaborators who partner with organisations in a relationship set out to pursue a set of agreed upon goals or to meet critical organizational needs while remaining independent organizations.
<b>International Development Finance Institutions</b>	Groupings or networks of Development Finance Institutions belonging to designated regions of the world.
<b>Technical Partners</b>	Strategic relationships and alliances with government agencies to support economic, social and political programmes. Services provided in the partnerships may take forms such as capacity building, joint programming, project implementation, co-financing mechanisms, and transfer of technical data.
<b>State Owned Enterprises</b>	A legal entity that is created by the government in order to partake in commercial activities on the government's behalf. A state-owned enterprise (SOE) can be either wholly or partially owned by a government and is typically earmarked to participate in commercial activities.
<b>Financial Regulatory Authorities</b>	Institutions that enforce financial regulations, supervise financial institutions, and ascertain that certain requirements, restrictions and guidelines, aiming to maintain the integrity of the financial system are upheld.
<b>Government (line ministries)</b>	Political buy-in, advocacy, mainstreaming into national programmes, project execution, and co-financing
<b>Civil Society Organisations</b>	CSOs play an important role in enhancing transparency and good governance by contributing to increased public debate on issues surrounding the formulation and implementation of programmes as well as in supporting greater transparency of project execution.
<b>Academia</b>	Academics generally work within universities, combining research, teaching, and administrative duties. To ensure long-term sustainability and continuity of the Fund, professional, technical training and research at tertiary level (technical institutions, colleges and universities) should be given high priority in order to continue the generation of knowledge.
<b>Media</b>	Media is playing an outstanding role in the creation and shaping of public opinion and strengthening of society. Media acts as a watchdog to protect public interest against malpractice and create public awareness and education.

**“ Our multi-stakeholder approach enables us to create and sustain value in our work ”**



# 9 Theory of Change

Theory of change is a tool that helps strategic planners identify, organize and map all the components needed to bring about desired change. The concept has been adopted by the Fund as an exceptionally valuable tool for managing the process of change.



**“If you are building  
a house and a nail  
breaks, do you stop  
building or do you  
change the nail?”**

— Rwandan proverb



# 10 Strategic goals 2018 - 2022

## SG 1: Mobilization of domestic and international capital for project financing

### Background:

The Fund will strive towards building an increasingly, diversified network of supporters, including institutional, banking, corporate, academia, policy-makers, donors/partners as well as other philanthropic institutions/individuals who believe in the work of Fund and provide funds, technical support and other forms of collaboration to meet the current and future needs of Namibia.

### Strategic objective:

1. Diversify revenue generation and ensure predictable income for the Fund

Initiatives	Accountable Unit	Success indicators	Baseline	Target	Years				
					2018	2019	2020	2021	2022
1.1 Develop a new Resource Mobilisation Strategic Plan	CEO & OPS	Percentage completion and rollout of Resource Mobilisation Strategy Implemented	Existing Strategy	New strategy in place to guide resource mobilization	100%				
1.2 Implement environmental levies through the Environmental Investment Fund of Namibia Act no 13 of 2001	CEO & OPS	Regulations for environmental levies gazetted by the Ministry of Justice	Revenue collections from levies	N\$270 million		N\$40mill	N\$60 mill	N\$80 mill	N\$90 mill
1.3 Upgrade the Fund's accreditation scope from micro to small category with the Green Climate Fund	CEO & OPS	Accreditation upgrade approved by the GCF Board	Micro and Category C Accreditation	Small and Category B	Submit	Small & Category B up-grade	Lending upgrade	-	-
1.4 Crowd in international private sector financing for climate investment through TAF partnership	CEO & OPS	Number of new line of credits secured	1 TAF agreements (AFD)	Three new TAF partnerships	1	1	1	-	-
1.5 Explore possibility of optimizing financial resources for Namibia by raising Green Bonds	OPS	Research done and Concept paper developed	0	Research done and Concept paper developed	0	0	0	0	1
1.6 Partnership expansion with grant providing institutions	CEO & OPS	Relationship with grant awarding organisations created	2 (GCF, SSN)	Additional three (AfDB, GEF line)	1	1	-	1	-
1.7 Develop new climate change project proposals to support national strategies	OPS	Number of new projects approved by development partners	5 projects	Five new projects	1	1	1	1	1
1.8 Establish cofinancing & delivery partnership programmes with the private sector (banks, PE firms, pension funds)	OPS	Number of partnerships established	3	4	1	1	2	-	-
1.9 Undertake investments in different asset portfolios in accordance with EIF Investment Policy	OPS	Investment growth of the Fund's asset base	0	Investments worth N\$ 100 million	-	-	N\$ 20 million	N\$ 70 million	N\$ 100 million
1.10 Amendments to the EIF Act 13 of 2001 with view to expanding operating mandate	CEO	Amendments gazetted by Parliament	Draft Amendment Bill	Amendment effected 100%	-	100%			
1.11 Establish concept and preliminary strategic plan and operating structure and modalities for a special purpose financial delivery vehicle for the EIF (commercial subsidiary)	OPS	Percentage completion of a concept Legal identity, operational structure and modality of EIF commercial subsidiary established	0	Legal identity, operational structure and modality of EIF commercial subsidiary established	-	30%	60%	80%	100%

## SG 2: Initiate and roll out targeted interventions in support of low carbon development pathways and securing sustainable rural livelihoods

### Background:

The Fund will endeavor towards empowering targeted beneficiaries through the implementation of projects that enhance capacities, foster sustainable management and use of biodiversity other natural resources, combat land degradation, promote natural resource-based economic opportunities, reduce poverty, reduce carbon emissions, reduce vulnerability to climate change while increasing resilience to the anticipated impacts of climate change in line with the national strategic policies and frameworks in Namibia.

This goal has four (4) strategic objectives.

### Strategic objective:

**2.1** Provision of targeted interventions of building climate change resilience among vulnerable sectors of the rural population while contributing towards green economy;

Initiatives	Accountable Unit	Success indicators	Baseline	Target	Years				
					2018	2019	2020	2021	2022
2.1.1 Support communities through direct climate change grant financing to build resilient livelihoods	OPS	Number of beneficiaries benefiting from reduced vulnerability and increased resilience	23,000	220,000	60,000	85,000	100,000	150,000	220,000
2.1.2 Operationalize the TAF, partnership with AFD funding through SUNREF Namibia	OPS	Number of new approved projects implemented	2	12	3	3	3	3	-
2.1.3 Provide planning support through seed grants and funding for projects in line with the Fund's focal areas.	OPS	Number of grants & seed grants awarded to recipients	72	130	78	89	100	115	130
2.1.4 Provide financial and technical support to projects that conserve and restore the environment while enhancing people's wellbeing and livelihoods (UNDP/GEF SGP)	OPS	CSOs have access to Small grants making mechanism.	122	25 (147)	127	133	139	144	147
2.1.5 Support GPTF in its efforts to invest in sustainable wildlife management & protection, protected area strengthening, scientific research initiatives	OPS	Number of grants/project approved, processed and paid	100	40	5	10	10	10	5
2.1.6 Support GPTF in its efforts to invest in sustainable human-wildlife conflict mitigation measures	OPS	Percentage of HWC conflict compensation cases approved, processed and paid	100% (+-1,000 claim pa)	100%	100%	100%	100%	100%	100%
2.1.7 Reduce rural human populations' vulnerability and food insecurity to climate risks and threats through capacity building	OPS	Mashare Climate Resilient Agriculture Centre of Excellence (MCRACE) established	0	MCRACE in place and fully operational	60%	100%	-	-	-

## SG 2: Initiate and roll out targeted interventions in support of low carbon development pathways and securing sustainable rural livelihoods

### Strategic objective:

2.2 Develop financial models for resource allocation and forecast for the funded products.

Initiatives	Accountable Unit	Success indicators	Baseline	Target	Years				
					2018	2019	2020	2021	2022
2.2.1 Review institutional Lending and Credit policies	OPS	Review institutional Lending and Credit policies	Existing policies (2015)	Revised policies to guide lending policies	0	100%			
2.2.2 Increase investments in green enterprises through the Green Concessional Loans products	OPS	The revolving fund will be able to finance at least 50 new investments during the next five years	6	50	0	0	15	20	15
2.2.3 Establish and operationalize a revolving credit scheme for green financing	OPS	The revolving fund will be able to finance at least 50 new investments during the next five years	170	500	0	0	150	200	150
2.2.4 Develop market segment model and set funding targets	OPS	Market segmentation model developed & target set and approved by the Board	0	1	0	1	-	-	-
2.2.5 Design and implement a Protected Area Investment Facility.	OPS	Protected Area Investment Facility (PAIF) developed	1	PAIF implemented		100%			

### Strategic objective:

2.3 Promote Eco-preneurship through the design of new investment instruments and facilities that reduce vulnerabilities;

Initiatives	Accountable Unit	Success indicators	Baseline	Target	Years				
					2018	2019	2020	2021	2022
2.3.1 Develop a strategy that promotes eco-preneurship in Namibia	OPS	Eco-preneurship investment windows prioritised and promoted	0	Strategy developed and implemented	100%		100%		
2.3.2 Introduction of additional investment instruments such as subsidies, equity, and guarantees	OPS	Diverse investment instruments for environmental projects implemented	Grants and lending	Subsidies, equity, and guarantees instruments developed		Equity instrument	Subsidies & guarantee	-	-
2.3.3 Develop and pilot a climate insurance scheme for crop failure	OPS	Crop Insurance Scheme in place	0	Crop Insurance Scheme covering 8,000 farmers	0	100%	2,000 farmers covered	3,000 farmers covered	8,000 farmers covered



## SG 2: Initiate and roll out targeted interventions in support of low carbon development pathways and securing sustainable rural livelihoods

### Strategic objective:

2.4 Strengthen monitoring, evaluation, and reporting mechanisms of the Fund's activities.

Initiatives	Accountable Unit	Success indicators	Baseline	Target	Years				
					2018	2019	2020	2021	2022
2.4.1 Undertake a review of the major monitoring tools (credit and risk, grants management, and loan management)	OPS	Major monitoring tools reviewed and approved by the Board	Four monitoring tools	Revised monitoring tools implemented	0	100%			
2.4.2 Introduce an effective environmental and social safeguard (ESS) system	OPS	Institutionalised ESS system	ESS Policy	Systematic implementation of ESS system	100%	-	-	-	-
2.4.3 Develop a Gender Mainstreaming strategy as part of monitoring and reporting mechanisms	OPS	Gender mainstreaming strategy developed and approved by the Board	Gender Charter	Gender mainstreaming Strategy implemented	100%				



## SG 3: Strengthen institutional capacity, developing skills & increase efficiency building on existing strengths and addressing institutional gaps

### Background:

The Fund is committed to develop innovative human resource management practices that build a strong and nurturing culture that promotes diversity and creativity. In order to promote operational efficiency, the Fund will strive to build an environment of employee engagement, empowerment and involvement where people can offer their best; equip managers and staff members with tools, training, resources and a policy framework that facilitates an effective operating environment coupled with a competitive remuneration system.

This goal has four (4) strategic objectives.

### Strategic objective:

#### 3.1 Strengthening, maintaining and improve the institutional capacity of the Fund

Initiatives	Accountable Unit	Success indicators	Baseline	Target	Years				
					2018	2019	2020	2021	2022
3.1.1 Develop a Human Resource Strategy inclusive of a Succession Plan to complement the Strategic Plan	HR	Human Resource Strategy developed and successfully implemented	No HR Strategy	Human Resource Strategy implemented	30%	100%			
3.1.2 Review of the Human Resource Policy	HR	Human Resource Policy reviewed and approved by the Board	Existing Human Resource Policy	HR Policies reviewed (100%)	50%	100%	-	-	-
3.1.3 Develop a talent development program for employees through career and professional development	HR	Fully fledged and implemented talent development and management program	20%	100%		30%	70%	115	130
3.1.4 Develop a staff retention and incentives strategy	HR	Fully fledged and implemented staff retention strategy	0						
3.1.5 Develop and roll-out a company-wide performance management programme to create a performance-based culture.	HR	Fully fledged and implemented performance management system	Partial system in place	Performance system applied across the entire EIF					
3.1.6 Promote the achievement of work life balance and wellness in our employee community	HR	Successful wellness programs implemented	No system in place	Functioning Wellness Programme in place	50%	100%	100%		
3.1.7 Invest in young professionals internship scheme	HR	10 young professionals given an opportunity to develop their skills	7	10	2	4	6	8	10
3.1.8 Implement a policy strategy that limit non performance of loans to 5%	OPS	Performance of loan portfolio	Non-performing loans = 20%	Non-performing loans reduced to 5% of total portfolio		Target of 5% achieved			
3.1.9 Undertake a gap analysis on institutional policies and compliance audit	CEO, FINANCE, OPS, & HR	Gap analysis and audit undertaken	0	Policy gaps addressed			100% Compliance	-	-

**Strategic objective:**

**3.2 Advance the use of technology and systems to drive data-focused decisions that improves the financial management system**

Initiatives	Accountable Unit	Success indicators	Baseline	Target	Years				
					2018	2019	2020	2021	2022
3.2.1 Operationalize internal on-line service delivery and integrate operational systems (X3, AccZone and HR Premier)	COMM, FINANCE, OPS, & HR	Improved efficiency in processing internal online service requests	50%	100%	60%	80%	100%		
3.2.2 Operationalize on-line applications and communication systems (email, CRM, online application suystem)	OPS & COMM	Improved efficiency with regards to online communication and assessment of financial application request	20%	100%	50%	60%	100%		
3.2.3 Develop an IT Growth Strategy that is reflective of and responsive to institutional Business Strategy	COMM	Rate of completion of IT Growth Strategy	2013 IT Growth Strategy	IT Growth Strategy developed, approved by the Board and Implemented	50%	100%	-	-	-
3.2.4 Strengthening the internal control system and mitigate threats and risks	FINANCE	Upgraded and effective accounting systems and internal controls system in place	60%	100%	70%	80%	90%	100%	-
3.2.5 Strengthen and promote good governance and fulfilling fiduciary standards	FINANCE	Signed and unqualified audited financial statements and monthly financial reports	Unqualified audited reports over the past five years	100% Unqualified audited reports	100%	100%	100%	100%	100%
3.2.6 Improve fiduciary standards through participation in the PSGRS system (Prudential Standards, Guidelines and Rating System)	FINANCE	Improved PSGRS rating score	BBB	A+ rating achieved	B	A	A+	A+	A+
3.2.7 Enter into strategic partnership with a Fin-Tech company to support the Fund	FINANCE, COMM & OPS	Improved IT operational and communication system management	0	Partnership agreement entered with a Fin Tech Co	General maintenance		100%		

**Strategic objective:**

**3.3 Create strategic partnerships and synergies with multilateral climate change institutions.**

Initiatives	Accountable Unit	Success indicators	Baseline	Target	Years				
					2018	2019	2020	2021	2022
3.3.1 Construction of the Fund's Headquarters to create a conducive environment for productivity	CEO	Secured necessary approvals to construct a office	Office rental	The Fund's Headquarter constructed	0				100%
3.3.2 Hosting of multilateral and national climate change institutions;	CEO & OPS	Number of institutions hosted	3	6		1	1	1	1
3.3.3 Technical partnership with multilateral institutions to transfer skills and capacities	OPS	Number of technical agreements reached	1	2	1	1			

**Strategic objective:**

**3.4 Promote cost effective procurement system that is efficient, ethical and inline with national practices**

Initiatives	Accountable Unit	Success indicators	Baseline	Target	Years				
					2018	2019	2020	2021	2022
3.4.1 Setting up and strengthening procurement systems and processes	PROCUREMENT	Reviewed and approved procurement policy and procurement plans		2	2				100%
3.4.2 Oversee contract management and supplier relationship management.	PROCUREMENT	Signed and documented contracts		100%	100%	100%	100%	100%	100%

## SG 4: Improve transparency through reporting, public disclosure, awareness raising and maintain a high public profile of the Fund

### Background:

The Fund is committed to upholding good governance principles, through proving and disclosing information to empower citizens and enables a more equitable re-distribution of the benefits of overall growth in a Namibia. This will be achieved by a multi-faced approach that includes constant external communication through newsletters, annual reports, awareness raising campaigns, information disclosure, and prioritizing public relations.

This goal has four (4) strategic objectives.

### Strategic objective:

**4.1** Undertake comprehensive communication that transmit clear corporate identity of the Fund

Initiatives	Accountable Unit	Success indicators	Baseline	Target	Years				
					2018	2019	2020	2021	2022
4.1.1 Develop a Communication and Outreach Strategy in support of the Strategic objectives of the EIF Strategic Plan	COMM	Comm Strategy approved by the Board	Existing 2017/18 Communication Strategy	Communication & Outreach Strategy implemented	80%	100%			
4.1.2 Produce and distribute Biannual Newsletter	COMM	Newsletter widely distributed among stakeholders	2 editions a year	2 editions a year	2	2	2	2	2
4.1.3 Produce and distribute Annual Reports to key stakeholders	COMM	Number of stakeholders receiving EIF Annual Report timely	800	10,000	2,000	4,000	6,000	8,000	10,000
4.1.4 Aggressively pursue external communication through website and social media	COMM	Number of visitors to the site per annum	2,500	15,000	4,000	6,000	8,000	12,000	15,000

### Strategic objective:

**4.2** Implementing Knowledge management initiatives to inform policy and share lessons

Initiatives	Accountable Unit	Success indicators	Baseline	Target	Years				
					2018	2019	2020	2021	2022
4.2.1 Introduce a knowledge management portal to share documents with stakeholders	COMM	Knowledge management portal designed	0	Knowledge Management portal fully functional & utilized by staff	50%	100%			
4.2.2 Produce lessons learned and best practices reports	COMM	Number of lesson learned reports produced	0	10 reports	2	2	2	2	2
4.2.3 Strengthen internal communication mechanisms to enhance knowledge and efficiency	COMM	Number of innovative information platforms developed and tested successfully	1	3	1	-	1	-	1

## SG 4: Improve transparency through reporting, public disclosure, awareness raising and maintain a high public profile of the Fund

### Strategic objective:

#### 4.3 Undertake targeted strategic outreach and awareness programs

Initiatives	Accountable Unit	Success indicators	Baseline	Target	Years				
					2018	2019	2020	2021	2022
4.3.1 Develop a number of targeted awareness raising programmes for key stakeholders under special themes (low hanging fruit, e.g. No Litter campaign)	COMM	Number of awareness raising and environmental education campaigns	0	4	1	1	1	1	-
4.3.2 Implement a social media management strategy	COMM	Number of visitors to the Funds Social Media accounts	6,000	15,000	7,000	9,000	12,000	14,000	15,000
4.3.3 Implement Annual Sustainable Development Awards (SDA)	COMM	Annual SDA undertaken	2	5	1	1	1	1	1
4.3.4 Develop & conduct financial Awards ceremonies for project grants	COMM & OPS	Annual Awards ceremonies undertaken	0	3	0	1	1	1	0
4.3.5 Participate at strategic annual exhibition events	COMM	Participation at exhibition & events	2	10	2	2	2	2	2
4.3.6 Undertake quarterly strategic policy briefs	COMM	Number of quarterly strategic policy briefs undertaken	13	20	4	4	4	4	4

### Strategic objective:

#### 4.4 Stakeholder engagement and relationship building

Initiatives	Accountable Unit	Success indicators	Baseline	Target	Years				
					2018	2019	2020	2021	2022
4.4.1 Undertake annual stakeholders dialogue for the Fund	COMM	Number of stakeholders dialogue sessions undertaken	0	5	1	1	1	1	1

## SG 5: Promote corporate social responsibility

### Background:

The Fund will promote corporate social responsibility in its approach as a basis that contributes to sustainable development by delivering economic, social and environmental benefits for all stakeholders. Though the EIF, through its activities reflects elements of corporate social responsibility (CSR) its operating mandate and strategic advantage lies in resource mobilization and for the purposes of reaching the resource targets mentioned in Strategic Goal 1, devolution of the CSR activities is necessary. It is proposed therefore that the Fund creates a charitable establishment, the EIF Foundation; which will absorb current EIF functions such as small community grants, sponsorships and bursaries. The Foundation's Manager will be reporting to the Chief Human Capital and Corporate Services. The Foundation will lead the implementation and monitoring of all aspects of CSR relevant to our business.

This goal has three (3) strategic objectives.

### Strategic objective:

#### 5.1 Undertake comprehensive communication that transmit clear corporate identity of the Fund

Initiatives	Accountable Unit	Success indicators	Baseline	Target	Years				
					2018	2019	2020	2021	2022
5.1.1 Establish strategic plan and operating structure and modalities for the EIF Foundation	CEO, COMM, HR, FM	Percentage completion of Strategic Plan and operational framework of EIF Foundation & budget for Board approval	0	Board approval for the establishment of the Foundation	-	-	30%	80%	100%
5.1.2 Establish resource mobilization plan for the foundation	CEO, COMM, FM	Percentage completion of draft budget and source of financing for operationalization of the Foundation	0	Foundation is adequately capitalized to start operations					100%

### Strategic objective:

#### 5.2 Provide financial assistance towards attainment of new knowledge and research

Initiatives	Accountable Unit	Success indicators	Baseline	Target	Years				
					2018	2019	2020	2021	2022
5.2.1 Review EIF bursary scheme	COMM, HR, FM	Strategic Plan and operational framework of EIF Foundation & budget approved by the Board	0	Board approval for the establishment of the Foundation	25%	100%			
5.2.2 Implementation of bursary scheme	COMM, HR, FM	Annual bursary allocated to students	36 bursary awarded	40 bursaries awarded	-	10	10	10	10

## SG 5: Promote corporate social responsibility

### Strategic objective:

5.3 Provide financial assistance to needy communities, vulnerable to climate change & other environmental disasters

Initiatives	Accountable Unit	Success indicators	Baseline	Target	Years				
					2018	2019	2020	2021	2022
5.3.1 Review the Corporate Social Responsibility Policy	COMM	Policy reviewed and implemented	Existing Policy V1	Policy approved by the Board	100%				
5.3.2 Respond to national relief efforts	COMM	Support rendered to national relief efforts	0	4		1	1	1	1
5.3.3 Provide support for vulnerable needy communities	COMM	Support rendered to national relief efforts	20	200		30	100	30	60



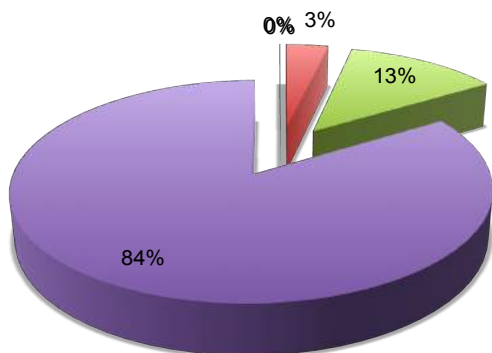
# 11 Strategic Plan 5-year budget

	2018-2019			2019-2020			2020-2021			2021-2022			2022-2023		
	Climate & Enviro Funds	EIF	Total	Climate & Enviro Funds	EIF	Total	Climate & Enviro Funds	EIF	Total	Climate & Enviro Funds	EIF	Total	Climate & Enviro Funds	EIF	Total
<b>Revenue</b>															
Environmental Levies		15,000,000	15,000,000.00		40,000,000	40,000,000		60,000,000	60,000,000		80,000,000	80,000,000		90,000,000	90,000,000.00
Government Allocation		5,000,000	5,000,000		4,000,000	4,000,000		4,000,000	4,000,000		4,000,000	4,000,000		5,000,000	5,000,000.00
Management Fees		18,000,000	18,000,000		13,000,000	13,000,000		15,000,000	15,000,000		18,000,000	18,000,000		18,000,000	18,000,000.00
Climate/Enviro Finance Grants	120,000,000		120,000,000	160,000,000		160,000,000	130,000,000		130,000,000	100,000,000		100,000,000	150,000,000		150,000,000.00
Other Income	100,000		100,000	150,000		150,000	200,000		200,000	2,500,000		2,500,000	300,000		300,000.00
<b>Total Revenue</b>	<b>120,100,000.00</b>	<b>38,000,000.00</b>	<b>158,100,000.00</b>	<b>160,150,000.00</b>	<b>57,000,000.00</b>	<b>217,150,000.00</b>	<b>130,200,000.00</b>	<b>79,000,000.00</b>	<b>209,200,000.00</b>	<b>102,500,000.00</b>	<b>102,000,000.00</b>	<b>204,500,000.00</b>	<b>150,300,000.00</b>	<b>113,000,000.00</b>	<b>263,300,000.00</b>
<b>Expenditure: Operational</b>															
Staff Costs	4,500,000	8,000,000	12,500,000	6,000,000	12,000,000	18,000,000	6,000,000	15,000,000	21,000,000	8,000,000	15,000,000	23,000,000	10,000,000	17,000,000	27,000,000.00
Technical Assistance	200,000	800,000	1,000,000	100,000	1,000,000	1,100,000	200,000	1,200,000	1,400,000	3,000,000	1,500,000	4,500,000	400,000	1,800,000	2,200,000.00
Office Rentals		4,300,000	4,300,000		4,500,000	4,500,000		5,000,000	5,000,000		5,500,000	5,500,000		6,000,000	6,000,000.00
Professional Costs		7,000,000	7,000,000		2,000,000	2,000,000		2,000,000	2,000,000		2,000,000	2,000,000		2,000,000	1,500,000.00
Board and Sub Committees		200,000	200,000		600,000	600,000		800,000	800,000		800,000	800,000		800,000	800,000.00
Monitoring and Evaluation	100,000	230,000	330,000	200,000	230,000	430,000	300,000	230,000	530,000	300,000	430,000	730,000	500,000	430,000	930,000.00
Resource Mobilisation	200,000	600,000	800,000	300,000	800,000	1,100,000	400,000	1,000,000	1,400,000	800,000	1,200,000	2,000,000	800,000	1,700,000	2,500,000.00
Other Administrative costs		500,000	500,000		500,000	500,000		700,000	700,000		800,000	800,000		1,000,000	3,500,000.00
<b>Total Operational Expenditure</b>	<b>5,000,000</b>	<b>21,630,000</b>	<b>26,630,000</b>	<b>6,600,000</b>	<b>21,630,000</b>	<b>28,230,000</b>	<b>6,900,000</b>	<b>25,930,000</b>	<b>32,830,000</b>	<b>12,100,000</b>	<b>27,230,000</b>	<b>39,330,000</b>	<b>11,700,000</b>	<b>30,730,000</b>	<b>44,430,000</b>
<b>Programmes</b>															
Grants Management	115,000,000	700,000	115,700,000	153,000,000	6,000,000	159,000,000	123,000,000	10,000,000	133,000,000	90,000,000	15,000,000	105,000,000	138,000,000	21,000,000	159,000,000
Lending		15,000,000	15,000,000		25,000,000	25,000,000		40,000,000	40,000,000		55,000,000	55,000,000		56,000,000	56,000,000
Marketing, Campaigns and Communication		300,000	300,000		3,000,000	3,000,000		2,000,000	2,000,000		3,500,000	3,500,000		4,000,000	4,000,000
Human Resource Programmes		230,000	230,000		500,000	500,000		700,000	700,000		800,000	800,000		1,000,000	1,000,000
<b>Total Programmes Expenditure</b>	<b>115,000,000</b>	<b>16,230,000</b>	<b>131,230,000</b>	<b>153,000,000</b>	<b>34,500,000</b>	<b>187,500,000</b>	<b>123,000,000</b>	<b>52,700,000</b>	<b>175,700,000</b>	<b>90,000,000</b>	<b>74,300,000</b>	<b>164,300,000</b>	<b>138,000,000</b>	<b>82,000,000</b>	<b>220,000,000</b>
<b>Total Budget</b>	<b>120,000,000</b>	<b>37,860,000</b>	<b>157,860,000</b>	<b>159,600,000</b>	<b>56,130,000</b>	<b>215,730,000</b>	<b>129,900,000</b>	<b>78,630,000</b>	<b>208,530,000</b>	<b>102,100,000</b>	<b>101,530,000</b>	<b>203,630,000</b>	<b>149,700,000</b>	<b>112,730,000</b>	<b>262,430,000</b>
<b>Annual Deficit/Surplus</b>	<b>100,000.00</b>	<b>140,000.00</b>	<b>240,000.00</b>	<b>550,000.00</b>	<b>870,000.00</b>	<b>1,420,000.00</b>	<b>300,000.00</b>	<b>370,000.00</b>	<b>670,000.00</b>	<b>400,000.00</b>	<b>470,000.00</b>	<b>870,000.00</b>	<b>600,000.00</b>	<b>270,000.00</b>	<b>870,000.00</b>



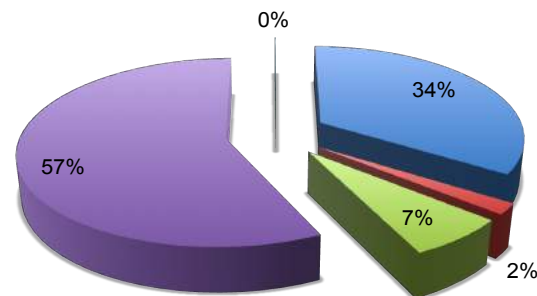
**Revenue sources at start of Strategic period  
2018/2019**

Environmental Levies    Government Allocation    Management Fees  
Climate/Enviro Finance Grants    Other Income



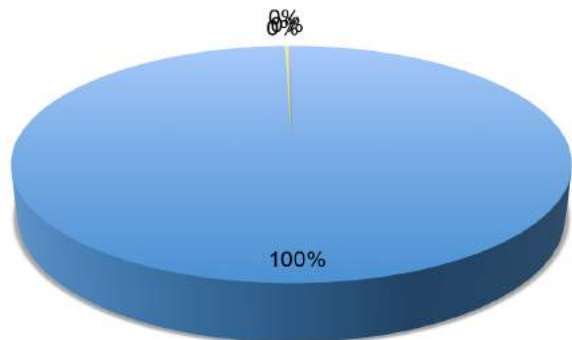
**Revenue sources by end of Strategic period  
2022/23**

Environmental Levies    Government Allocation    Management Fees  
Climate/Enviro Finance Grants    Other Income



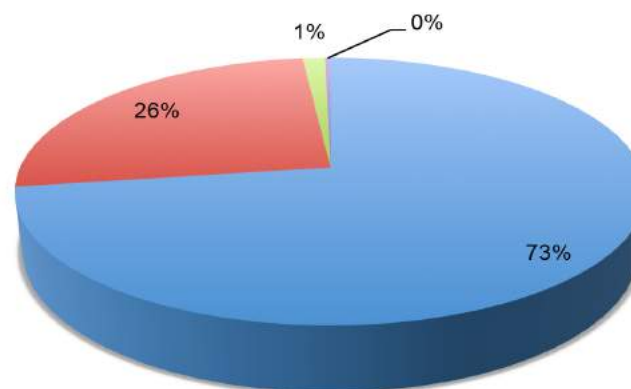
**Programme expenditure at start of Strategic Plan period  
2018/19**

Grants Management    Lending  
Marketing, Campaigns and Communication    Human Resource Programmes



**Programme expenditure at the end of Strategic Plan period  
2022/23**

Grants Management    Lending    Marketing, Campaigns and Communication    Human Resource



# 12 Success factors

## Organizational Enablers

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1. **Enhancing internal governance in support of the Fund's mandate** – including through our business model, risk management, transparency, anti-fraud strategies, strengthening oversight functions.
2. **Enhancing management efficiency and effectiveness** – strengthening results-based management and budgeting, pursue strategies that are aligned to national development priorities and harmonize business processes and consolidate administrative support services.
3. **Strengthening staff capacity** - versatile and mobile staff, gender and geographic balance, skills for new partnerships, including development banks and the private sector, staff motivation and engagement.
4. **Enhancing knowledge and information systems** - digital engagement, fundraising platforms, leveraging social media, tools for active collaboration with other agencies, response in emergencies, and business continuity.
5. **Predictable capitalization for the Fund** - adequate financial resources to enable the fund implements its mandates including leveraging such capitalization to attract further investments from development partners.

# 13 Risk assessment

## Significant risks to the achievement of this Strategic Plan

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1. It will be very challenging to implement the strategy without appropriate budget allocation that could be used to leverage on additional resources from multilateral funds and the private sector.
2. The passage of the amendments to the Environmental Investment Fund of Namibia Act No 13 of 2001 in Parliament is not within the control of the Fund. Therefore, delay in passing the amendments may have a knock-on effect on the institution.
3. It is important to implement environmental levies in Namibia and earmark such collections to the Fund to implement its mandate. Without environmental levies, it is noted that this strategy will not be implemented adequately.
4. Fundraising platforms, leveraging social media, tools for active collaboration with other agencies, response in emergencies, and business continuity.

# 14 Monitoring and evaluation

## Monitoring & Evaluation of the Strategic Plan

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Effective monitoring of this plan will require a comprehensive monitoring and evaluation framework; this will be included as part of the Environmental Investment Fund of Namibia priority areas during the initial months of the plan.

Comprehensive bi-annual reviews will be conducted in order to assess the relevance, efficiency, effectiveness, impact and sustainability of the strategy - the result of which will be vital for the initiatives of each of the subsequent years.


Monitoring and Evaluation of the implementation of the Strategic Plan will be carried out on a quarterly and annual basis under the supervision of the Board of Directors.







Environmental **Investment** Fund  
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