

*[MODERATOR: START RECORDER NOW]*

## **Introduction and Consent**

Hello and thank you for talking to us. We are from Survey Warehouse working with the Millennium Challenge Account Namibia. You may have heard about us from your councilor or Governor. We are conducting this focus group discussion to better understand conservancy management practices and household wellbeing in your area. This information is important as it will tell us how to improve the implementation of the Millennium Challenge Account Namibia supported Conservancy Support activity meant to support conservancies such as yours.

The focus group discussion will take about 90 minutes. I will collect your name at the beginning of the focus group discussion. Your names are shared with MCA-N only for the purpose of organizing the focus group, however no name will be associated with any comments you make during the focus group. Additionally, this focus group discussion will be voice recorded but your name will not be included in the transcription. During the focus group discussion, you will hear the views and opinions of your fellow participants who might disclose what you have said to others. However, we respectfully ask that you not share what you heard during this focus group with others outside the group. Your participation in this focus group is invaluable to the study as your contribution will inform the funder and implementers of the Conservancy Support activity in order to improve the project and others like this one

The information that you provide will be kept until at least the year 2015 for the purposes of preparing reports to the project sponsor on the changes experienced by conservancies and their members. The reports will never attribute any response to a specific person or conservancy. Moreover, your participation is completely voluntary. You are free to not answer any question with which you are not comfortable, and you may stop participating at any time. However, we have asked you to participate because we think that your views are important and critical to the management of this project and improvement of future projects.

This session will proceed as follows. First, we will each introduce ourselves and then I will introduce a topic and explain any terms you might be unfamiliar with. We will then go around the room so that each of you has a chance (whenever you like) to provide your view and experience on the topic and engage in an open discussion about your perspectives. There is no right or wrong answer; answers may be as varied as your experiences have been.

If you have any questions about the focus group, you may contact Piet Stoman at Survey Warehouse at 264-61-246-830.

May we start the focus group? *[MODERATOR: GET VERBAL CONSENT FROM EACH PARTICIPANT OF THE FOCUS GROUP]*

## Question Guide

A. Intro questions	Moderator Instructions						
<p>1. First, let's go around and introduce ourselves. Please share your name and your position within the conservancy. Please also tell me for how long you have been in your current position.</p>							
<p>2. Now tell me a bit more about your conservancy. Conservancies provide many benefits to their members. Can you give me a list of all the benefits that your conservancy provides to its members?</p>	<p>First, ask this as an open question. When they are done listing on their own, probe according to the list below, to understand if there are other benefits that they might not have mentioned.</p> <p>Benefits can be separated into several categories. Tangible benefits (meat or cash) are likely to be cited first by FGD participants, while you may need to probe on intangible benefits.</p> <p>List of possible benefits:</p> <ul style="list-style-type: none"> <li>▪ Social benefits from benefit budget – cash distribution, payments to traditional authority, support to schools, sports teams, soup kitchens, livestock purchase, human wildlife conflict compensation etc.</li> <li>▪ Non-cash benefits – meat.</li> <li>▪ Benefits from operational expenditure – employment, transport.</li> </ul> <p>Intangible benefits – sense of community, ability to meet as a group, local democracy.</p>						
B. Benefit Distribution							
<p>Now, I would like to ask you about the distribution of these benefits.</p> <p>3. Thinking about these different types of benefits, can you please describe who in your conservancy receives benefits?</p> <p>a. Do men and women receive the same benefits?</p>	<p>The response will depend on the type of benefit that is being discussed. Some benefits are distributed, others come through collateral impacts, and others are given at least partly on the basis of merit. Go through each type of benefit previously mentioned.</p> <p>What we want to know is if there are mechanisms for distributing benefits in an equitable way between members. And also how benefits are distributed between gender.</p>						
C. Assistance from CDSS/IMPLEMENTER							
<p>4. Your conservancy is part of the Community Based Natural Resource Management programme (CBNRM). Through this programme, you are</p>	<table border="1"> <thead> <tr> <th data-bbox="638 1682 776 1711">REGION</th> <th data-bbox="776 1682 963 1711">CONSERVANCY</th> <th data-bbox="963 1682 1128 1711">IMPLEMENTER</th> </tr> </thead> <tbody> <tr> <td data-bbox="638 1711 776 1787">Kunene North and</td> <td data-bbox="776 1711 963 1787">Marienfluss Omatendeka Sikunga</td> <td data-bbox="963 1711 1128 1787">IRDNC (Integrated Rural Development)</td> </tr> </tbody> </table>	REGION	CONSERVANCY	IMPLEMENTER	Kunene North and	Marienfluss Omatendeka Sikunga	IRDNC (Integrated Rural Development)
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Kunene North and	Marienfluss Omatendeka Sikunga	IRDNC (Integrated Rural Development)					

<p>receiving direct assistance and support from the local organization, [IMPLEMENTER]. Could you briefly describe the types of assistance your conservancy has received from [IMPLEMENTER], such as trainings for your members, support on grant proposal development and/or grant implementation, and any other assistance?</p> <p><i>Moderator Probe:</i></p> <ul style="list-style-type: none"> <li>• <i>Training: What types of training? What types of conservancy members attended the training?</i></li> <li>• <i>Grants: What was the grant for? Have you already received the grant? Has it been implemented? In which way did it benefit the conservancy?</i></li> </ul> <p><i>MODERATOR: After discussion benefits as an open-end question, probe specifically about the known trainings and grants found on the conservancy fact sheet.</i></p>	<table border="1"> <tr> <td>Caprivi</td> <td>Mayuni Kwandu Salambala</td> <td>and Nature Conservation)</td> </tr> <tr> <td>North Central</td> <td>King Nehale Uukwaluudhi</td> <td>NDT (Namibia Development Trust)</td> </tr> <tr> <td>Kunene South and Kavango</td> <td>Doro !Nawas Uibasen Muduva Nyangana</td> <td>NNF (Namibia Nature Foundation)</td> </tr> <tr> <td>Otjzondjupa</td> <td>Nyae Nyae</td> <td>NNDFN (Nyae Nyae Development Foundation of Namibia)</td> </tr> </table>	Caprivi	Mayuni Kwandu Salambala	and Nature Conservation)	North Central	King Nehale Uukwaluudhi	NDT (Namibia Development Trust)	Kunene South and Kavango	Doro !Nawas Uibasen Muduva Nyangana	NNF (Namibia Nature Foundation)	Otjzondjupa	Nyae Nyae	NNDFN (Nyae Nyae Development Foundation of Namibia)
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<p>The training programme is based on a set of standardized training modules covering wildlife management, business and tourism development and governance issues.</p> <p>There are different types of grant purposes: Joint Venture, SMEs, Marketing, Human Wildlife Conflict, translocation, and they range anywhere from NAD500,000 to NAD10,000,000. CDSS helps conservancy management with grant applications to MCA Namibia. Game translocations may also be another type of assistance received through MCA-N.</p>													
<p><b>D. Conservancy Management</b></p> <p>Thinking about the assistance that you've received, I'd like to better understand how you think this assistance has changed the way you manage your conservancy. There are many different aspects of conservancy management. For instance, financial planning and accounting, holding of Annual General Meetings (AGMs), wildlife management, and business planning.</p> <p>5. What aspect(s) of conservancy management, if any, would you say has been affected by the assistance</p>	<p>Here we want to know about conservancy management, which covers many different areas. These are the following areas we are particularly interested in and that you might want to probe on:</p> <ul style="list-style-type: none"> <li>- Democratic governance: Gender participation in decision-making, use of the constitution, representation from members, attendance to meetings</li> <li>- Governance of financial and institutional resources: financial planning, accounting</li> <li>- Natural resources management: having a NR management plan, regulation of resource use</li> <li>- Wildlife management: effectiveness of</li> </ul>												

<p>you received from [IMPLEMENTER]?</p> <p><i>Moderator probe :</i></p> <ol style="list-style-type: none"> <li>a. <i>What impact has the training on management of human wildlife conflict had?</i></li> <li>b. <i>What assistance activity specifically had the most impact? Was the most useful?</i></li> </ol> <p><i>If they list aspects of management/governance that have improved as a result of assistance,</i></p> <ol style="list-style-type: none"> <li>a. <i>How has this affected the types and amounts of benefits that members receive through the conservancy?</i></li> </ol> <p>6. <i>How are decisions made regarding who receives benefits? Did this change as a result of [IMPLEMENTER] assistance? How so?</i></p> <p><i>Moderator probe:</i></p> <ol style="list-style-type: none"> <li>a. <i>Does your conservancy have a benefit distribution plan?</i></li> <li>b. <i>If yes, did this plan exist before you received [IMPLEMENTER] assistance?</i></li> <li>c. <i>Was this plan revised after receiving assistance?</i></li> <li>d. <i>Is the plan currently being implemented?</i></li> </ol>	<p>community game guards, use of Event Book System, biology of wildlife and habitat requirements</p> <ul style="list-style-type: none"> <li>- Human Wildlife Conflict: HWC plan</li> <li>- Business planning: ability to obtain land rights and leases, knowledge of economic value and wildlife</li> <li>- Tourism: tourism product development and planning</li> <li>- Tendering &amp; negotiations of JV contracts</li> <li>- Benefit distribution plan</li> </ul> <p>Probe for specifics:</p> <ul style="list-style-type: none"> <li>- If conservancy experienced improved governance, what exactly helped them improve?</li> <li>- And what effect has this improved governance had on benefits received by members? Specifically, what type of benefits might have been affected and how (mechanism)?</li> </ul>
<p><b>E. Joint Ventures</b></p>	
<p>Now I would like us to talk about joint ventures. Many conservancies have joint venture agreements with private businesses, such as lodges or trophy hunting businesses.</p> <p>7. <i>Does your conservancy have a joint venture with a private business? If yes, can you describe the joint venture?</i></p>	<p>CDSS, as part of the CBNRM programme (Community Based Natural Resource Management) has been supporting a number of Joint Venture arrangements. There are different JV models – in some cases, a private sector investor makes an agreement with the conservancy, and the private sector partner builds and operates the lodge; in other cases, the conservancy might build the lodge themselves, and partner with a private sector investor to manage the lodge.</p> <p><i>If they have a JV, ask the participants to describe in their terms the JV model used by the conservancy.</i></p>
<p>a. <i>Did this joint venture</i></p>	<p>This question may already have been answered earlier</p>

<p>materialize as a result of [IMPLEMENTER] support?</p> <p><i>If yes,</i></p> <p>b. How many new jobs and what types of jobs were created through this new business partnership/joint venture?</p> <p>c. Has the joint venture had an impact on the conservancy's revenue? How so?</p> <p><i>If no,</i></p> <p>e. Has the assistance you received from [IMPLEMENTER] had an impact on the number of jobs created through this joint venture?</p> <p>f. Has this assistance had any other impact on how the joint venture is managed?</p> <p>g. How about on the revenue earned through the joint venture?</p>	<p>when asking about the types of assistance received.</p> <p>Distinguish between partnerships/joint ventures that already existed from the ones that were created through CDSS/MCA-N assistance. For instance, the conservancy might have applied for a joint venture grant through CDSS (in which case the joint venture would still be in the very initial stages).</p> <p>Most new business partnerships/joint ventures that were created through MCA-N assistance are still in initial stages. Therefore, conservancies may not have seen a direct impact on employment and revenue yet.</p>
<p><b>F. Game Translocation</b></p>	
<p><i>[MODERATOR: Ask the questions in this section ONLY if game translocation was mentioned earlier or if the conservancy fact sheet indicates that the conservancy received game translocation.]</i></p> <p>Now, let's talk about game translocations received by your conservancy.</p> <p>8. What effect has game acquisition had on your conservancy?</p> <p><i>Moderator probe:</i></p> <p>a. <i>Has there been an effect on tourism and the number of tourists?</i></p>	<p>Probe for specifics:</p> <ul style="list-style-type: none"> <li>- What kinds of animals were translocated?</li> <li>- Do community members derive any benefits? For example, do they enjoy seeing these new types of animals?</li> </ul>

<p>b. <i>Has it had an impact on conservancy revenue?</i></p> <p>c. <i>Did it have any other effect?</i></p>	
<b>G. Sustainability</b>	
<p>9. Now, let's think back about all the benefits you mentioned earlier as well as the way your conservancy is managed, and the impact that <i>[IMPLEMENTER]</i> assistance has had on these benefits and conservancy management. In your view, how sustainable are these impacts? In other words, will these changes last?</p> <p><i>Moderator probe:</i></p> <p>a. <i>What are the challenges to sustainability?</i></p> <p>10. What has been the effect of <i>[IMPLEMENTER]</i> support on conservancy members in terms of their understanding of the connection between wildlife protection and economic benefits?</p>	<p>There may be different responses depending on which benefit is being discussed. We are particularly interested in whether they think increased employment (if such is the case) and improved mechanisms for distribution of benefits are sustainable.</p> <p>This is related to environmental sustainability. In particular, this is primarily associated with wildlife numbers since the lodges gain revenue from trophy hunting and wildlife viewing.</p>
<b>H. Closing</b>	
<p>11. Is there anything else that you'd like to share with me regarding your conservancy activities and the way <i>[IMPLEMENTER]</i> support has impacted your conservancy, its ability to generate income or how it is managed?</p>	

**Thank you again for agreeing to participate in this focus group!**

*[MODERATOR: STOP RECORDER NOW.]*

*[MODERATOR: WRITE THE END TIME OF FGD ON COVER PAGE.]*

*[MODERATOR: AFTER DISMISSING THE GROUP, IMMEDIATELY DEBRIEF WITH YOUR ASSISTANT.*

*TOGETHER, YOU SHOULD REVIEW NOTES AND FILL OUT THE DEBRIEFING FORM.]*

## **APPENDIX C: FGD GUIDE – CONSERVANCY NON- MANAGEMENT**

## Focus Group Discussion – Conservancy Non-Management

Date: Month: _____ Day: _____ Year: _____		
Conservancy:		
Region:		
FGD Participants		
	Male	Female
Position within conservancy (e.g. game guard, employee of the lodge, etc.) – if no specific function, indicate “member”		
Moderator:		
Note-taker:		
Start time: ___ : ___ AM/PM (circle one)		End time: ___ : ___ AM/PM (circle one)
Comments on any aspect of the FGD:		

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May we start the focus group? *[GET VERBAL CONSENT FROM EACH PARTICIPANT OF THE FOCUS GROUP]*

**Question Guide**

Questions	Moderator Instructions
<b>A. Intro questions</b>	
1. First, let's go around and introduce ourselves. Please share your name and what job or assistance you may carry out for the conservancy (e.g. game guard, field officer, etc). Please also tell us how long you have been involved with the conservancy.	

Questions	Moderator Instructions
<p>2. Now can you please tell me the kinds of income-generating activities you engage in (e.g, tour guide, farming, INP harvesting, livestock)? Activities from which you earn money.</p>	
<b>B. Benefits</b>	
<p>Now, I would like to ask you about the distribution of these benefits to conservancy members.</p> <p>3. Now tell me a bit more about your conservancy. Conservancies provide many benefits to their members. What kind of benefits does your conservancy provide you and your household?</p> <p><i>Moderator probe:</i></p> <p>a. <i>Are there benefits that other members receive that your household does not receive?</i></p> <p>b. <i>Do men and women receive the same benefits (individuals as well as households)?</i></p>	<p>Here, we are first interested in learning what they <i>perceive</i> to be a benefit. When they are done listing on their own, probe according to the list below, to understand if there are other benefits that they might not have mentioned.</p> <p>Benefits can be separated into several categories. Tangible benefits (meat or cash) are likely to be cited first by FGD participants, while you may need to probe on intangible benefits.</p> <p>List of possible benefits:</p> <ul style="list-style-type: none"> <li>▪ Social benefits from benefit portion of the conservancy budget – cash distribution, payments to TA, support to schools, sports teams, soup kitchens, livestock purchase, human wildlife conflict compensation etc.</li> <li>▪ Non-cash benefits – meat or training.</li> <li>▪ Benefits from operational expenditure or running costs portion of the conservancy budget– employment, transport.</li> <li>▪ Intangible benefits – sense of community, ability to meet as a group, local democracy.</li> </ul>
<b>C. Assistance from CDSS/IMPLEMENTER</b>	

Questions	Moderator Instructions															
<p>4. Your conservancy is part of the Community Based Natural Resource Management programme (CBNRM). Through this programme, your conservancy is receiving direct assistance and support from the local implementer [IMPLEMENTER]. Could you briefly describe the types of assistance your conservancy has received from [IMPLEMENTER] that you are aware of, such as trainings for your members, support on grant proposal development and/or grant implementation, and any other?</p> <p><i>Moderator Probe:</i></p> <ul style="list-style-type: none"> <li>• <i>Training: Did you attend the training? When was the training? What was the training about?</i></li> <li>• <i>Grants: What was the grant for? When did your conservancy receive the grant?</i></li> </ul> <p><i>MODERATOR: After discussion benefits as an open-end question, probe specifically about the known trainings and grants found on the conservancy fact sheet.</i></p>	<table border="1" data-bbox="613 495 1128 1060"> <thead> <tr> <th data-bbox="613 495 764 531">REGION</th> <th data-bbox="764 495 948 531">CONSERVANCY</th> <th data-bbox="948 495 1128 531">IMPLEMENTER</th> </tr> </thead> <tbody> <tr> <td data-bbox="613 531 764 709">Kunene North and Caprivi</td> <td data-bbox="764 531 948 709">Marienfluss Omatendeka Sikunga Mayuni Kwandu Salambala</td> <td data-bbox="948 531 1128 709">IRDNC (Integrated Rural Development and Nature Conservation)</td> </tr> <tr> <td data-bbox="613 709 764 800">North Central</td> <td data-bbox="764 709 948 800">King Nehale Uukwaluudhi</td> <td data-bbox="948 709 1128 800">NDT (Namibia Development Trust)</td> </tr> <tr> <td data-bbox="613 800 764 913">Kunene South and Kavango</td> <td data-bbox="764 800 948 913">Doro !Nawas Uibasen Muduva Nyangana</td> <td data-bbox="948 800 1128 913">NNF (Namibia Nature Foundation)</td> </tr> <tr> <td data-bbox="613 913 764 1060">Otjozondjupa</td> <td data-bbox="764 913 948 1060">Nyae Nyae</td> <td data-bbox="948 913 1128 1060">NNDFN (Nyae Nyae Development Foundation of Namibia)</td> </tr> </tbody> </table> <p>The training programme is based on a set of standardized training modules covering wildlife management, business and tourism development and governance issues.</p> <p>There are different types of grant purposes: Joint Venture, SMEs, Marketing, Human Wildlife Conflict, translocation, and they range anywhere from NAD500,000 to NAD10,000,000. CDSS helps conservancy management with grant applications to MCA Namibia. Game translocations may also be another type of assistance received through CDSS/MCA-N.</p>	REGION	CONSERVANCY	IMPLEMENTER	Kunene North and Caprivi	Marienfluss Omatendeka Sikunga Mayuni Kwandu Salambala	IRDNC (Integrated Rural Development and Nature Conservation)	North Central	King Nehale Uukwaluudhi	NDT (Namibia Development Trust)	Kunene South and Kavango	Doro !Nawas Uibasen Muduva Nyangana	NNF (Namibia Nature Foundation)	Otjozondjupa	Nyae Nyae	NNDFN (Nyae Nyae Development Foundation of Namibia)
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<b>D. Conservancy Governance</b>																

Questions	Moderator Instructions
<p>Now, I'd like to focus on the way decisions are made within the conservancy and how the conservancy is managed. By management, I am talking about things like how decisions are made regarding who receives what benefits, what type of rules there are to protect natural resources and wildlife, if opinions of conservancy members are considered to make those decisions, if meetings are organised regularly and who can participate in these meetings, how the management committee plans for the future of the conservancy.</p> <p>5. Thinking about all these aspects, since your conservancy has received assistance from [IMPLEMENTER], have you perceived any change in the way your conservancy is managed? If yes, what exactly has changed?</p> <p><i>Moderator probe – benefit distribution/employment/gender:</i></p> <ol style="list-style-type: none"> <li><i>Thinking about the benefits you listed earlier, would you say that these benefits are distributed differently now than they were three years ago? How so?</i></li> <li><i>Do you receive more/less benefits now than you did in 2009?</i></li> <li><i>Would you say that there more/less jobs now than before in 2009?</i></li> <li><i>Do women get more, less or the same amount of benefits now than they did three years ago?</i></li> <li><i>In terms of how decisions are taken regarding different aspects of conservancy management, do you feel that women participate more now as compared to three years ago?</i></li> </ol>	<p>Here we want to know about conservancy governance, which covers many different areas. <b><u>Members of the conservancy that are not part of the management may not be aware of the intricacies of financial, business or tourism planning.</u></b> but they may have a general sense of whether their voices are heard, how benefits are distributed between different members and how the conservancy is dealing with wildlife or human wildlife conflict for instance.</p> <p>We are interested in whether the assistance (technical support) received has improved conservancy governance, and if yes, if that has had an impact on the equitable distribution of conservancy benefits.</p> <p>Probe by type of benefit mentioned earlier.</p> <p>Impact on employment level.</p> <p>We are also interested in the impact of the assistance in terms of the distribution of benefits by gender and gender relations in general. During the women-only session at the end of the FGD, repeat these questions.</p>
<p><b>E. Game Translocation</b></p>	

Questions	Moderator Instructions
<p><i>[MODERATOR: Ask the questions in this section ONLY if game translocation was mentioned earlier or if the conservancy fact sheet indicates that the conservancy received game translocation.]</i></p> <p>Now, let's talk about game translocations received by your conservancy.</p> <p>6. What effect has game acquisition had on your household?</p> <p><i>Moderator probe:</i></p> <ol style="list-style-type: none"> <li><i>a. Have you noticed an effect on tourism and the number of tourists?</i></li> <li><i>b. Has your household received different types of benefits, more or less benefits, since the conservancy has acquired game?(e.g. more meat for the family)</i></li> <li><i>c. Has the frequency of human wildlife conflict changed?</i></li> <li><i>d. Did it have any other effect?</i></li> </ol>	<p>Probe for specifics:</p> <ul style="list-style-type: none"> <li>- What kinds of animals were translocated?</li> <li>- Do you derive any benefits? For example, do you enjoy seeing these new types of animals?</li> </ul>
<p><b>F. General Household Well-being</b></p>	

Questions	Moderator Instructions
<p>Now I'd like you to think about your household well-being. Well-being can include many different things and can mean different things to different people. Think about what it means to you; it could be a general sense of happiness, how healthy your family is, how much income you have, etc.</p> <p>7. In the last three years, have you noticed a change in your family's well-being? Would you say that your family is now better-off, worse-off or that there has been no change?</p> <p>8. In what ways is your family better-off/worse-off?</p> <p><i>Moderator probe :</i></p> <p>a. <i>Have the relationships between men and women changed within your household since receiving the assistance? How so?</i></p>	<p>We want to know if the assistance leads to an increase in household well-being. The term "well-being" is very broad and can encompass many different things. Probe to know how participants understand it and what is important to them. We want to understand what exactly has changed in their lives, as a result of the assistance.</p> <p>During the women-only session at the end of the FGD, repeat these questions.</p>
<b>G. Sustainability (environmental)</b>	
<p>9. Since receiving assistance from [IMPLEMENTER], how has your understanding of the connection between wildlife protection and economic benefits changed?</p>	<p>This is related to environmental sustainability. In particular, this is primarily associated with wildlife numbers since the lodges gain revenue from trophy hunting and wildlife viewing.</p>
<b>H. Closing</b>	
<p>10. Is there anything else that you'd like to share with me regarding your conservancy activities and the way [IMPLEMENTER] support has impacted your conservancy or your household?</p>	

**Thank you again for agreeing to participate in this focus group!**

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## **APPENDIX D: FGD GUIDE – PPO MANAGEMENT**

## Focus Group Discussion – PPO Management

Date: Month : _____ Day : _____ Year : _____		
PPO Name:		
Region:		
INP:		
Harvesting season (months):		
FGD Participants		
	Male	Female
Position within PPO Management		
Moderator:		
Note-taker:		
Start time: ___ : ___ AM/PM (circle one)		End time: ___ : ___ AM/PM (circle one)
Comments on any aspect of the FGD:		
Note whether a male or female participant dominates the discussion:		

*[MODERATOR: START RECORDER NOW.]*

### Introduction and Consent

Hello and thank you for talking to us. We are from Survey Warehouse working with the Millennium Challenge Account Namibia. You may have heard about us from your councilor and Governor. We are conducting this focus group discussion to better understand PPO management practices and household wellbeing in your area. This information is important as it will tell us how to improve the implementation of Indigenous Natural Products activities meant to support PPOs such as yours.

The focus group discussion will take about 90 minutes. I will collect your name at the beginning of the focus group discussion. Your names are shared with MCA-N only for the purpose of organizing the focus group, however no name will be associated with any comments you make during the focus group. Additionally, this focus group discussion will be voice recorded but your name will not be shared with

the transcription. During the focus group discussion, you will hear the views and opinions of your fellow participants who might disclose what you have said to others. However, we respectfully ask that you not share what you heard during this FGD with others outside the group. Your participation in this FGD is invaluable to the study as your contribution will inform the funder and implementers of the INP activity in order to improve the project and others like this one

The information that you provide will be kept until at least the year 2015 for the purposes of preparing reports to the project sponsor on the changes experienced by PPOs and their members. The reports will never attribute any response to a specific person or PPO. Moreover, your participation is completely voluntary. You are free to not answer any question with which you are not comfortable, and you may stop participating at any time. However, we have asked you to participate because we think that your views are important and critical to the management of this project and improvement of future projects.

This session will proceed as follows. First, we will each introduce ourselves and then I will introduce a topic and explain any terms you might be unfamiliar with. We will then go around the room so that each of you has a chance (whenever you like) to provide your view and experience on the topic and engage in an open discussion about your perspectives. There is no right or wrong answer; answers may be as varied as your experiences have been.

If you have any questions about the focus group, you may contact Piet Stoman at Survey Warehouse at 264-61-246-830.

May we start the focus group? *[GET VERBAL CONSENT FROM EACH PARTICIPANT OF THE FOCUS GROUP]*

## Question Guide

A. Intro questions	Moderator Instructions												
7. First, let's go around and introduce ourselves. Please share your name and your position within the PPO, i.e. [PPO NAME]. Please also tell me how long you have held your current position.													
8. Now tell me a bit more about your PPO, [PPO NAME]. a. What kind of INP(s) do your members harvest? If there are several INPs harvested, which one is the most important? <i>Probe: second most important, third, etc.</i>  9. What kind of services does your PPO provide its members?													
B. Assistance from NRI/IMPLEMENTER													
<p>10. Your PPO is part of MCA Namibia's INP Activity which gives assistance to a number of PPOs through NRI (Natural Resources Institute) and the local organization, [IMPLEMENTER]. Could you briefly describe the types of assistance your PPO has received from [IMPLEMENTER] since 2009? What do you think has been the most helpful and least helpful?</p> <p><i>Moderator Probe:</i></p> <ul style="list-style-type: none"> <li>• Has your PPO received training? What types of training? Who attended the training?</li> <li>• Has your PPO received a Primary Production Improvement Grant? What was the grant for? Has it been used?</li> <li>• Did [IMPLEMENTER] help you draft the grant proposal?</li> <li>• Did [IMPLEMENTER] assist you in developing a business plan, resource management plan, or other type of management plan?</li> </ul>	<table border="1" data-bbox="987 810 1611 1283"> <thead> <tr> <th>REGION</th> <th>PPO</th> <th>IMPLEMENTER</th> </tr> </thead> <tbody> <tr> <td>Kavango</td> <td>George Mukoya Muduva Nyangana</td> <td>Namibia Nature Foundation (NNF)</td> </tr> <tr> <td>Kunene, Caprivi</td> <td>Marienfluss Sanitatas Kyaramacan Dzoti</td> <td>Integrated Rural Development and Nature Conservation (IRDNC)</td> </tr> <tr> <td>Ohangwena, Omaheke, Oshana, Oshikoto, Omusati, Otjozonzupa</td> <td>Tulongeni Shifula Nkugoyepongo Diinina Gwamiitayi Omafa</td> <td>Centre for Research Information and Action in Africa Southern Africa Development and Consulting (CRIAA SA-DC)</td> </tr> </tbody> </table> <p>The training programme is based on a set of standardized training modules covering sustainable harvesting practices, organisational management, business/marketing principles, record keeping, leadership skills, processing and production methods, monitoring during and post-harvest, INP resource management, gender mainstreaming, administrative skills, among others.</p> <p>PPOs can apply for small Primary Production Improvement Grants (PIIG) which can be used to obtain equipment appropriate to their needs.</p> <p>NRI and their partners may offer a wide range of support, including:</p> <ul style="list-style-type: none"> <li>• Resource inventories and quota determinations and the</li> </ul>	REGION	PPO	IMPLEMENTER	Kavango	George Mukoya Muduva Nyangana	Namibia Nature Foundation (NNF)	Kunene, Caprivi	Marienfluss Sanitatas Kyaramacan Dzoti	Integrated Rural Development and Nature Conservation (IRDNC)	Ohangwena, Omaheke, Oshana, Oshikoto, Omusati, Otjozonzupa	Tulongeni Shifula Nkugoyepongo Diinina Gwamiitayi Omafa	Centre for Research Information and Action in Africa Southern Africa Development and Consulting (CRIAA SA-DC)
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*MODERATOR: After discussing assistance as an open-end question, probe specifically about the known trainings and grants found on the PPO fact sheet.*

management thereof.

- Supporting the harvesting process (logistical support, monitoring, accessing permits, organizing harvesting groups)
- Developing INP resource management plans
- Monitoring during and after harvests
- Supporting CF registration process
- Setting up cultivation and propagation plots
- Integrating INP activities into existing management structures
- Supporting important institutional activities such as AGMs.
- Developing business plans
- Market development including the development of new products.
- Contract and price negotiations
- Developing processes for quality control
- Getting Organic Certification and maintaining this status
- Networking with other PPOs

<p><b>C. PPO Management and Organisational Capacity</b></p> <p>Thinking about the assistance that you've received, I'd like to better understand how you think this assistance has changed the way you manage your PPO. There are many different aspects of PPO management. For instance, financial planning and accounting, natural resources management, business planning, and communication with members.</p> <p>11. What aspect(s) of PPO management, if any, would you say has been affected by the assistance you received from [IMPLEMENTER]?</p> <p><i>Moderator probe :</i></p> <ol style="list-style-type: none"> <li><i>What impact did the training on business and sales planning have?</i></li> <li><i>What assistance activity specifically had the most impact? Was the most useful?</i></li> <li><i>Do women take part in the decision-making regarding the PPO? How has this changed since receiving the assistance?</i></li> </ol> <p><i>If they list aspects of management that have improved as a result of assistance,</i></p> <ol style="list-style-type: none"> <li><i>How has this affected the type of assistance that your PPO offers its members?</i></li> </ol> <p>12. How are your management decisions influenced by the management of the conservancy or by the benefits and responsibilities of being within a conservancy?</p>	<p>Here we want to know about PPO organisational capacity, which covers many different areas. These are the following areas we are particularly interested in and that you might want to probe on:</p> <ul style="list-style-type: none"> <li>. Adequate PPO staff and management committee, defined decision-making structures</li> <li>i. Women and vulnerable group take part in decision making and are free to participate in the harvesting and primary processing of INPs</li> <li>ii. Ability to trace harvested material to area of origin</li> <li>iii. Ability to manage or negotiate INP sales with buyers</li> <li>iv. Financial management capacity</li> <li>v. Have a bank account</li> </ul> <p>Probe for specifics :</p> <ul style="list-style-type: none"> <li>- If PPO experienced improved capacity, what exactly helped them improve?</li> <li>- And what effect has this improved capacity had on benefits received by members? Specifically, what type of benefits might have been affected and how (mechanism)? (benefit could be better support for processing INPs, better price negotiated, etc).</li> </ul>
<p><b>C. Harvest, sales and income</b></p> <p>Now let's talk about your [INP SPECIES] harvest.</p> <p>13. How would you say has [IMPLEMENTER] assistance changed the quantity of [INP SPECIES] your registered harvesters harvest? How much of this change has occurred in the last 3 years?</p> <p><i>If harvest amounts increased,</i></p> <p>14. What effect has the change in harvest quantities had on availability and quality of the plants, themselves?</p> <ol style="list-style-type: none"> <li><i>Are they becoming harder to find or more plentiful?</i></li> <li><i>Is the quality (including size and other characteristics) diminishing or improving? .</i></li> </ol>	<p>Here we are interested in the success of natural resource management and environmental sustainability. The natural resource base is the indigenous natural product itself which provides the raw material that provides the revenue stream, in addition to the habitat for the raw material. So it is very important that harvesters understand sustainable harvesting techniques and protecting this resource base.</p>

<p>15. Has [IMPLEMENTER] technical assistance to PPO members changed harvesting practices of INPs in terms of protecting the natural resource base?</p>	
<p>16. Where do the harvesters sell their harvest? To whom?</p> <ol style="list-style-type: none"> <li>What proportion is sold to local markets, independent intermediaries (“middlemen”), or to any other buyer?</li> <li>Who is your preferred buyer and why?</li> <li>Do PPO members sell all of [INP SPECIES] through the PPO or do they have sales that are transacted independent of the PPO? To what extent does this happen?</li> </ol> <p>17. What are your biggest problems/constraints concerning marketing INPs?</p>	
<p>18. What is the impact of [IMPLEMENTER] assistance on the amount of sales from INP? Did it increase, decrease, or stay the same in the last 3 years?</p>	
<p><b>D. Sustainability</b></p>	
<p>19. Now, let’s think back about how you think [IMPLEMENTER] assistance has affected the way your PPO is managed. Do you think these changes will remain the same in long run? How so? Why or why not?</p> <p>20. How about the amount of harvest and sales of INP?</p> <ol style="list-style-type: none"> <li>How do you think these will change in the next 3 years?</li> </ol> <p><i>Moderator probe:</i></p> <ol style="list-style-type: none"> <li>Are mechanisms in place to ensure that harvests and sales continue?</li> <li>If increased sales and harvest, what are the challenges to sustainability?</li> <li>Has the assistance made you feel more or less confident about managing the PPO?</li> </ol>	<p>Probe for <i>why</i> they think changes will last or not last.</p> <p>E.g., along the market chain (are there long-term buyer contracts in place, are the institutions functional and independent).</p>
<p><b>G. Closing</b></p>	
<p>21. Is there anything else that you’d like to share with me regarding your PPO and the way [IMPLEMENTER] support has impacted your PPO, its ability to generate income or how it is managed?</p>	

**Thank you again for agreeing to participate in this focus group!**

[MODERATOR: STOP RECORDER NOW.]

[MODERATOR: WRITE THE END TIME OF FGD ON COVER PAGE.]

[MODERATOR: AFTER DISMISSING THE GROUP, IMMEDIATELY DEBRIEF WITH YOUR ASSISTANT.

TOGETHER, YOU SHOULD REVIEW NOTES AND FILL OUT THE DEBRIEFING FORM.]

## **APPENDIX E: FGD GUIDE – PPO NON- MANAGEMENT**

## Focus Group Discussion – PPO Non-Management

Date: Month : _____ Day : _____ Year : _____		
PPO Name:		
Region:		
INP:		
Harvesting season (months):		
FGD Participants		
Position within PPO (if no position, write “registered harvester” or “member”, depending on registration status)	Years harvesting INP	Male/Female (M/F)
Moderator:		
Note-taker:		
Start time: ___ : ___ AM/PM (circle one)		End time: ___ : ___ AM/PM (circle one)
Comments on any aspect of the FGD:		

*[MODERATOR: START RECORDER NOW.]*

### **Introduction and Consent**

Hello and thank you for talking to us. We are from Survey Warehouse working with the Millennium Challenge Account Namibia. You may have heard about us from your councilor or Governor. We are conducting this focus group discussion to better understand PPO management practices and household wellbeing in your area. This information is important as it will tell us how to improve the implementation of Indigenous Natural Products-related activities meant to support households such as yours.

The focus group discussion will take about 90 minutes. I will collect your name at the beginning of the focus group discussion. Your names are shared with MCA-N only for the purpose of organizing the focus group, however no name will be associated with any comments you make during the focus group.

Additionally, this focus group discussion will be voice recorded but your name will not be shared with the transcription. During the focus group discussion, you will hear the views and opinions of your fellow participants who might disclose what you have said to others. However, we respectfully ask that you not share what you heard during this FGD with others outside the group. Your participation in this FGD is invaluable to the study as your contribution will inform the funder and implementers of the INP activity in order to improve the project and others like this one

The information that you provide will be kept until at least the year 2015 for the purposes of preparing reports to the project sponsor on the changes experienced by PPO members. The reports will never attribute any response to a specific person or PPO. Moreover, your participation is completely voluntary. You are free to not answer any question with which you are not comfortable, and you may stop participating at any time. However, we have asked you to participate because we think that your views are important and critical to the management of this project and improvement of future projects.

This session will proceed as follows. First, we will each introduce ourselves and then I will introduce a topic and explain any terms you might be unfamiliar with. We will then go around the room so that each of you has a chance (whenever you like) to provide your view and experience on the topic and engage in an open discussion about your perspectives. There is no right or wrong answer; answers may be as varied as your experiences have been.

If you have any questions about the focus group, you may contact Piet Stoman at Survey Warehouse at 264-61-246-830.

May we start the focus group? *[GET VERBAL CONSENT FROM EACH PARTICIPANT OF THE FOCUS GROUP]*

## Question Guide

A. Intro questions	Moderator Instructions								
<p>1. First, let's go around and introduce ourselves. Please share your name with the rest of the group. Please also share how many years you have been registered as a harvester and any positions you have held in [PPO NAME] related to [INP SPECIES].</p>									
<p>2. Now tell me a bit more about your harvesting practices.</p> <p>a. What INP(s) do you harvest? If there are several INPs harvested, which one is the most important? <i>Probe: second most important, third, etc.</i></p> <p>b. What kind of processing do you do with the [INP SPECIES] harvested?</p> <p>3. What kind of benefits do you receive from being a [PPO NAME] member or registered harvester? Are there any disadvantages?</p>	<p>Some benefits might include:</p> <ul style="list-style-type: none"> <li>• Economic – increased income, more buyers for products, higher demand</li> <li>• Material – tools for harvesting</li> <li>• Knowledge – more skilled at harvesting, better techniques, more sustainable</li> <li>• Social – sense of community, sense of empowerment, pride, increased participation in decision-making, better PPO management</li> </ul>								
<p><b>B. Assistance from NRI/IMPLEMENTER</b></p>									
<p>Now, let's talk about assistance your PPO has received in the last 3-4 years.</p> <p>4. The local organization, [IMPLEMENTER], gives</p>	<table border="1"> <thead> <tr> <th data-bbox="505 1661 699 1688">REGION</th> <th data-bbox="727 1661 919 1688">PPO</th> <th data-bbox="919 1661 1136 1688">IMPLEMENTER</th> </tr> </thead> <tbody> <tr> <td data-bbox="505 1688 727 1776">Kavango</td> <td data-bbox="727 1688 919 1776">George Mukoya Muduva Nyangana</td> <td data-bbox="919 1688 1136 1776">Namibia Nature Foundation (NNF)</td> </tr> </tbody> </table>	REGION	PPO	IMPLEMENTER	Kavango	George Mukoya Muduva Nyangana	Namibia Nature Foundation (NNF)		
REGION	PPO	IMPLEMENTER							
Kavango	George Mukoya Muduva Nyangana	Namibia Nature Foundation (NNF)							

<p>direct support to your PPO such as technical assistance or training. Could you briefly describe the types of assistance your [PPO NAME] has received from [IMPLEMENTER]?</p>	<p>Kunene, Caprivi</p>	<p>Marienfluss Sanitatas Kyaramacan Dzoti</p>	<p>Integrated Rural Development and Nature Conservation (IRDNC)</p>
	<p>Ohangwena, Omaheke, Oshana, Oshikoto, Omusati, Otjozonjupa</p>	<p>Tulongeni Shifula Nkugoyepongo Diinina Gwamiitayi Omafa</p>	<p>Centre for Research Information and Action in Africa Southern Africa Development and Consulting (CRIA SA-DC)</p>
<p><i>Moderator Probe:</i></p> <ul style="list-style-type: none"> <li>• <i>Has your PPO received training? What types of training? Did you attend the training?</i></li> </ul> <p><i>If they attended training,</i></p> <ol style="list-style-type: none"> <li>Was the training useful? How did the training benefit you? If the training was not useful, why not?</li> <li>Did you implement what you learned during the training? Why or why not?</li> </ol>	<p>The training programme is based on a set of standardized training modules covering sustainable harvesting practices, organisational management, business/marketing principles, record keeping, leadership skills, processing and production methods, monitoring during and post-harvest, INP resource management, gender mainstreaming, admin skills, among others. Not all modules are offered to all PPOs.</p> <p>We're particularly interested in whether they have applied <i>new harvesting techniques</i>, especially as it pertains to <i>sustainable harvesting practices</i>. Also, whether there has been <i>quality control</i> implemented in the PPO.</p> <p>PPOs can apply for small Primary Production Improvement Grants (PPIG) which can be used to access equipment appropriate to their needs.</p> <p>Probing questions will depend on the type of grant the PPO received.</p>		

<ul style="list-style-type: none"> <li>• Has your PPO received a grant?</li> </ul> <p>If they received a grant,</p> <ol style="list-style-type: none"> <li>a. Does the grant directly benefit you? If not, why not?</li> </ol> <p><i>MODERATOR: After discussing assistance as an open-end question, probe specifically about the known trainings and grants found on the PPO fact sheet.</i></p>	
<p><b>C. PPO Management and Organisational Capacity</b></p>	
<p>Now, I'd like to focus on the way your PPO is organised and how decisions are made regarding things such as finances, natural resources management, business and sales planning, and how your PPO communicates with members and manages benefits.</p> <ol style="list-style-type: none"> <li>5. Thinking about all these aspects, what would you say has changed in the last 3-4 years?       <ol style="list-style-type: none"> <li>a. Do you find that the way the PPO distributes benefits to its harvesters has changed in the last 3 years?</li> <li>b. Do most harvesters go to the PPO general meetings?</li> <li>c. Are the meetings held frequently</li> </ol> </li> </ol>	<p>Here we want to know about PPO organisational capacity, which covers many different areas. These are the following areas we are particularly interested in and that you might want to probe on:</p> <ol style="list-style-type: none"> <li>i. Adequate PPO staff and management committee, defined decision-making structures</li> <li>ii. Women and vulnerable group take part in decision making and are free to participate in the harvesting and primary processing of INPs</li> <li>iii. Ability to trace harvested material to area of origin</li> <li>iv. INP sales through established institutional channels of the PPO</li> <li>v. Financial management capacity</li> <li>vi. Have a bank account</li> </ol> <p>Ask during the women-only sessions at the end of the FGD.</p> <p>Probe for specifics :</p> <ul style="list-style-type: none"> <li>- What effect has this improved capacity had on benefits received by members? Specifically, what type of benefits might have been affected and how (mechanism)? (benefit</li> </ul>

<p>enough so that your opinions are heard and you are sufficiently informed about PPO activities?</p> <p><i>Moderator probe:</i></p> <p>d. Do women take part in the decision making regarding the PPO? How has this changed, if at all, in the last 3-4 years?</p> <p>e. Have you noticed a shift in the gender of harvesters – for example, are there now more men harvesting?</p> <p>f. How about the age – are there more or fewer children now harvesting?</p> <p>g. Is the fact that you are bringing in income to the household changed the way you are treated or your say in household affairs?</p> <p><i>If they list aspects of management/governance that have changed as a result of assistance,</i></p> <p>b. How has this affected you as a member?</p>	<p>could be better support for processing INPs, better price negotiated, etc).</p>
<p><b>D. Harvest, sales and income</b></p>	
<p>Now let's talk about your [INP SPECIES] harvest.</p> <p>6. Has the amount you harvest changed as a</p>	<p>One question is about the <i>quantity</i> of INP harvested, while the following question is about the <i>amount of time</i>.</p>

<p>result of <i>[IMPLEMENTER]</i> assistance? How so and why/why not?</p> <p>7. If the amount of time you spent harvesting has changed over the last 3 years what are you doing less/more of instead?</p> <p>8. Has post-harvest processing changed as a result of <i>[IMPLEMENTER]</i> technical assistance?</p> <p><i>Moderator probe:</i></p> <p><i>a. Did you use new harvesting or processing techniques learned during the trainings? Were these sustainable or non-destructive harvesting techniques?</i></p> <p><i>b. How has <i>[IMPLEMENTER]</i> technical assistance to PPO members changed your harvesting practices of INPs in terms of protecting the INP?</i></p>	<p>Here we are interested in the success of natural resource management and environmental sustainability. The natural resource base is the indigenous natural product itself which provides the raw material that provides the revenue stream, in addition to the habitat for the raw material. So it is very important that harvesters understand sustainable harvesting techniques and protect this resource base, especially as they're harvesting more INP.</p>
<p>9. If you have increased your harvesting efforts and harvest more than before or if you now do more processing, how has your income changed as a result? Has any change occurred in the last 3-4 years?</p>	<p>This question is critical as increased income is the ultimate goal of the activity. It is important to understand if households are earning more income and where this additional income may come from.</p>
<p>10. If you have increased your harvesting efforts, are there other activities that you are doing less of as a result? If yes,</p>	

which ones? Why?	
11. When the INP sale price changes, how does that change the amount of time you spend harvesting in a season?	
12. To what extent do you sell all of your INP through the PPO or do you have some sales that are transacted independent of the PPO? Do you harvest any [INP SPECIES] for your own use? How, if at all, has this changed over the past 3-4 years?	This might be a sensitive issue, since PPO members are supposed to sell through the PPO.
<b>E. Household Well-being and Gender Relations</b>	
13. Thinking about your own household and all of your income taken together, has the income earned by your household members changed as a result of [IMPLEMENTER] assistance? How so?  <i>Moderator Probe:</i> a. Do men earn more income from [INP SPECIES] now than before the assistance? b. Do women earn more income from [INP SPECIES] now than before the assistance? c. Do men and women work for the same	Ask during women-only sessions at the end of FGD.

<p><i>number of hours and in the same functions? Has this changed in the last 3-4 years? If yes, how so?</i></p> <p>14. Has the support from [IMPLEMENTER] affected men and women differently in terms of income earned and access to/control over money? If so, how?</p>	
<p>15.</p> <p>a. Has the way your household makes decisions regarding the children changed since receiving assistance? How so?</p> <p>a. Do women engage in different activities now than before receiving assistance?</p>	<p>This question may be sensitive.</p> <p>Ask in women-only sessions at end of FGD.</p>
<p>16. For the women in this group today, are some of you also part of a conservancy?</p> <p>a. If yes, what would you say is different about being in a conservancy and PPO, as opposed to being part of a PPO only?</p>	<p>This question may be sensitive.</p> <p>Ask in women-only sessions at end of FGD.</p>
<p><b>F. Closing</b></p>	
<p>17. Is there anything else that you'd like to share</p>	

with me regarding your PPO and the way MCA-N or [IMPLEMENTER] support has impacted your PPO or your own household?	
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**Thank you again for agreeing to participate in this focus group!**

*[MODERATOR: STOP RECORDER NOW.]*

*[MODERATOR: WRITE THE END TIME OF FGD ON COVER PAGE.]*

*[MODERATOR: AFTER DISMISSING THE GROUP, IMMEDIATELY DEBRIEF WITH YOUR ASSISTANT. TOGETHER, YOU SHOULD REVIEW NOTES AND FILL OUT THE DEBRIEFING FORM.]*

## APPENDIX F: CS KII GUIDES

## CS KII Guide Customized for Conservation Leaders

**General Information:** *As appropriate, complete this information prior to interview.*

1. Agency/Organization:

\_\_\_\_\_

2. Name of person being interviewed:

\_\_\_\_\_

3. Date of interview: \_\_\_\_\_

5. Interview conducted: In person \_\_\_\_\_ By phone \_\_\_\_\_

6. Interviewer:

\_\_\_\_\_

7. Interview start time: \_\_\_\_\_ Interview end time:

\_\_\_\_\_

Total time for interview: \_\_\_\_\_  
*(Total number of minutes)*

**Hello, my name is [XXX] and I work with NORC at the University of Chicago. The purpose of this interview is to find out about your views and opinions regarding the MCA-N's Conservancy Support activity. In particular, we are interested in understanding how you think MCA-N support has affected conservancy management, governance and revenue. This information will help us evaluate the Conservancy Support activity.**

**This interview will last approximately one and a half hours and all information gathered in the interview will be kept confidential. The identity of individuals' specific comments and answers will not be included in any report to MCA-N or anyone else. You are free to stop the interview at any time and to not answer any questions with which you may not be comfortable.**

**Do you have any questions? May we start the interview?**

*Evaluation of MCA Namibia's Conservancy Support (CS) and Indigenous Natural Products (INP) Activities:  
Qualitative Data Analysis Report (Draft)*

*“I would like to start by asking you about your job activities and responsibilities at (name of agency).”*

1. What is your position or title?
2. As the (title) at (name of agency), what are your general job duties and responsibilities?
3. Has your organization had a role in the design and or implementation of the MCA-N funded CS support activities? If so, what role(s) have those been?
4. What has been your personal role in relation to these CS support activities?

*“Now I would like to ask you some questions on the effects of the MCA-N funded CS support activities.”*

5. In your opinion, how have the CS activities affected the partnerships between conservancies and private sector tourism and safari hunting businesses?
  - a. Have they changed the capacities of conservancies to negotiate and implement effective, profitable partnerships? Please explain.
  - b. Has this led to increased revenues and employment for conservancies and their members?
  - c. How sustainable are the effects of the CS on these partnerships?
6. In your opinion, how have the CS activities affected the governance capacity of the conservancies? Please explain.
  - a. How has the project affected the transparency, accountability and equitability of benefit sharing?
  - b. Have there been effects on the distribution of benefits by gender? Please explain.
7. In your opinion, how have the CS activities affected household wellbeing?
  - a. What types of support activities have the greatest effects on wellbeing?
  - b. What types of benefit sharing have the greatest impacts on household wellbeing? In particular, how do investments of conservancy revenues in community

projects differ in their effects on households from cash distributions to households?

8. What has been the effect of wildlife translocations on the conservancies and on its members?
  - a. Does this improve the value of the conservancies for tourism?
  - b. Does it improve the value of the conservancies for safari hunting?
  - c. Does it result in more meat available for distribution?
  - d. Does it result in more crop damage taking place?
  
9. In general, how sustainable do you think the effects of MCA-N/CDSS assistance are?
  - a. Is the project doing the right things? In hindsight, are there other forms of CS support that would have had more lasting, positive impacts on the conservancies?
  
10. In your opinion, what do you see as the key risks that could endanger the sustainability of the conservancies?
  - a. What are the long term risks associated with demographic growth and the conversion of wildlife habitat to farm fields or to livestock pastures/rangelands?
  - b. What are the risks that the high level political support for conservancies will not be maintained? Is there evidence that the conservancies can become strong enough economically and politically to successfully defend their interests on the political arena?
  - c. Could the conservancies survive a major global economic downturn that would drastically shrink revenues from tourism and hunting?
  - d. Are there other risks that might threaten the sustainability of conservancies?

*“That is all that I have on my list of questions to ask you today. Is there anything you’d like to mention that you did not get a chance to say? [Wait for response.] I want to thank you for your time and input. Your answers will help us tremendously as we move forward with the CS/INP evaluation.”*

## CS KII Guide Customized for Private Sector Partners

**General Information:** *As appropriate, complete this information prior to interview.*

4. Agency/Organization:

\_\_\_\_\_

\_\_\_\_\_

5. Name of person being interviewed:

\_\_\_\_\_

6. Date of interview: \_\_\_\_\_

5. Interview conducted: In person \_\_\_\_\_ By phone \_\_\_\_\_

6. Interviewer:

\_\_\_\_\_

7. Interview start time: \_\_\_\_\_ Interview end time:

\_\_\_\_\_

Total time for interview: \_\_\_\_\_  
*(Total number of minutes)*

**Hello, my name is [XXX] and I work with NORC at the University of Chicago. The purpose of this interview is to find out about your views and opinions regarding the MCA-N's Conservancy Support activity. In particular, we are interested in understanding how you think MCA-N support has affected conservancy management, governance and revenue. This information will help us evaluate the Conservancy Support activity.**

**This interview will last approximately one and a half hours and all information gathered in the interview will be kept confidential. The identity of individuals' specific comments and answers will not be included in any report to MCA-N or anyone else. You are free to stop the interview at any time and to not answer any questions with which you may not be comfortable.**

**Do you have any questions? May we start the interview?**

*Evaluation of MCA Namibia's Conservancy Support (CS) and Indigenous Natural Products (INP) Activities:  
Qualitative Data Analysis Report (Draft)*

*“I would like to start by asking you about your business and your responsibilities at (name of agency).”*

11. What is the name of your business?
12. What is your position in (*name of business*) and what are your duties and responsibilities?

*“Now I would like to ask you some questions on the effects of the MCA-N funded CS support activities.”*

13. How important are conservancies to your sector (tourism or safari hunting)?
14. What experience, if any, did you have prior to 2011 with conservancies? What were the positive and negative aspects of those experiences?
15. What type(s) of partnerships have you had with conservancies since 2011?
16. In your opinion, what are the key weaknesses of conservancies as business partners and what are their key strengths?
17. How knowledgeable are you concerning the MCA-N funded CS project?
  - a. To your knowledge, has the CS project provided any support to your conservancy partners that has addressed any of their weaknesses as business partners?
  - b. What have been the results of the CS support? Have you seen any changes, either positive or negative, in the capacities of your conservancy partners as a result of the CS program?
  - c. Are there other types of support to conservancies that would have been more effective in building their capacities and business partners?
18. What are the advantages and disadvantages of hiring conservancy members as employees?
19. From a business perspective, how important are wildlife translocations into conservancies?

20. Have you benefited from a grant awarded under MCA-N funding?
- d. What was it for?
  - e. Were your investments dependent upon whether or not you received the MCA-N grant? How important was the grant to your operations? Please explain.
  - f. Was the grant award process efficiently run without unnecessarily complicated paper work or lengthy delays?
21. What do you see as the greatest risks to the long term viability of the conservancies?
22. What do you see as future risks to mutually profitable business partnerships with conservancies?
- g. How susceptible is your business to economic downturns in the global economy?
  - h. What do you see as potential risks to business partnerships with conservancies from the policy/political/fiscal context in Namibia?

*“That is all that I have on my list of questions to ask you today. Is there anything you’d like to mention that you did not get a chance to say? [Wait for response.] I want to thank you for your time and input. Your answers will help us tremendously as we move forward with the CS/INP evaluation.”*

## CS KII Guide Customized for Implementing Partners

**General Information:** *As appropriate, complete this information prior to interview.*

1. Agency/Organization:

\_\_\_\_\_

2. Name of person being interviewed:

\_\_\_\_\_

3. Date of interview: \_\_\_\_\_

5. Interview conducted: In person \_\_\_\_\_ By phone \_\_\_\_\_

6. Interviewer:

\_\_\_\_\_

7. Interview start time: \_\_\_\_\_ Interview end time:

\_\_\_\_\_

Total time for interview: \_\_\_\_\_  
(Total number of minutes)

**Hello, my name is [XXX] and I work with NORC at the University of Chicago. The purpose of this interview is to find out about your views and opinions regarding the MCA-N's Conservancy Support activity. In particular, we are interested in understanding how you think MCA-N support has affected conservancy management, governance and revenue. This information will help us evaluate the Conservancy Support activity.**

**This interview will last approximately one and a half hours and all information gathered in the interview will be kept confidential. The identity of individuals' specific comments and answers will not be included in any report to MCA-N or anyone else. You are free to stop the interview at any time and to not answer any questions with which you may not be comfortable.**

**Do you have any questions? May we start the interview?**

*Evaluation of MCA Namibia's Conservancy Support (CS) and Indigenous Natural Products (INP) Activities:  
Qualitative Data Analysis Report (Draft)*

*“I would like to start by asking you about your job activities and responsibilities at (name of agency).”*

1. What is your position or title?
2. As the *(title)* at *(name of agency)*, what are your general job duties and responsibilities?
3. What has been your organization’s role in the implementation of the MCA-N funded CS support activities?
4. What has been your role in relation to these CS support activities?

*“Now I would like to ask you some questions on the effects of the MCA-N funded CS support activities.”*

5. In your opinion, how have the CS activities affected the partnerships between conservancies and private sector tourism and safari hunting businesses?
  - a. Have they changed the capacities of conservancies to negotiate and implement effective, profitable partnerships? Please explain.
  - b. Has this led to increased revenues and employment for conservancies and their members?
  - c. How sustainable are the effects of the CS on these partnerships?
6. In your opinion, how have the CS activities affected the governance capacity of the conservancies? Please explain.
  - a. How has the project affected the transparency, accountability and equitability of benefit sharing?
  - b. Have there been effects on the distribution of benefits by gender? Please explain.
7. In your opinion, how have the CS activities affected household wellbeing?
  - a. What types of support activities have the greatest effects on wellbeing?
  - b. What types of benefit sharing have the greatest impacts on household wellbeing?

8. What has been the effect of wildlife translocations on the conservancies and on its members?
  - a. Does this improve the value of the conservancies for tourism?
  - b. Does it improve the value of the conservancies for safari hunting?
  - c. Does it result in more meat available for distribution?
  - d. Does it result in more crop damage taking place?
  
9. In general, how sustainable do you think the effects of MCA-N/CDSS assistance are?
  - a. Is the project doing the right things? In hindsight, are there other forms of CS support that would have had more lasting, positive impacts on the conservancies?
  
10. In your opinion, what do you see as the key risks that could endanger the sustainability of the conservancies?
  - a. What are the long term risks associated with demographic growth and conversion of wildlife habitat to farm fields or livestock pastures/rangelands?
  - b. What are the risks that the high level political support for conservancies will not be maintained? Is there evidence that the conservancies can ever become strong enough economically and politically to successfully defend their interests on the political arena?
  - c. Could the conservancies survive a major global economic downturn that would drastically shrink revenues from tourism and hunting?
  - d. Are there other risks that might threaten the sustainability of conservancies?

*“That is all that I have on my list of questions to ask you today. Is there anything you’d like to mention that you did not get a chance to say? [Wait for response.] I want to thank you for your time and input. Your answers will help us tremendously as we move forward with the CS/INP evaluation.”*

## **APPENDIX G: INP KII GUIDES**

## INP KII Guide Customized for Public Sector Partners

**General Information:** *As appropriate, complete this information prior to interview.*

1. Agency/Organization:

\_\_\_\_\_

2. Name of person being interviewed:

\_\_\_\_\_

3. Date of interview: \_\_\_\_\_

5. Interview conducted: In person \_\_\_\_\_ By phone \_\_\_\_\_

6. Interviewer:

\_\_\_\_\_

7. Translator (or enter "None" if in English): \_\_\_\_\_

8. Interview start time: \_\_\_\_\_ Interview end time:

\_\_\_\_\_

Total time for interview: \_\_\_\_\_  
(Total number of minutes)

**"Hello, my name is [XXX] and I work with NORC at the University of Chicago in the United States. The Millennium Challenge Account of Namibia or "MCA-N" has hired us to conduct an independent evaluation of its Indigenous Natural Product (INP) Support activity. The purpose of this interview is to learn how you think the INP support activity has affected the INP sector, for example, its production, sales, organizations, and ecological and social impacts. This interview will last approximately one and a half hours and all information gathered in the interview will be kept confidential. None of your comments or answers will be attributed to you in any report to MCA-N or anyone else. Moreover, you are free not answer a particular question with which you may not be comfortable and even free to stop the interview at any time.**

**Do you have any questions? May we start the interview?"**

*"I would like to start by asking you about your job activities and responsibilities at (name of agency)."*

1. What is your position or title and how long are you in this position?
2. As the (title) at (name of agency), what are your general job duties and responsibilities?
3. What is your affiliation to the INP sector in Namibia?

*"Now I would like to ask you some questions on the effects of the MCA-N funded INP support activities."*

4. Do the technical assistance package and the small grants increase the quantity and quality harvested and/or processed by recipients?
  - a) Can you explain for the species you are concerned with how the situation was before the MCA-N intervention? If possible give figures and examples.
  - b) In your opinion, what are the apparent changes brought about by the intervention? Please explain for each INP you have insight.
  - c) Can you explain the resource price development during the intervention and give reasons for the trend?
  - d) Please describe the relevance and effectiveness of the interventions?
  - e) From your perspective, please rate the intervention by the criteria below?

Scale from 6-1 ( 6= excellent, 1= unacceptable)

Relevance, Logic	Impact	Effectiveness	Efficiency	Sustainability	Coverage	Management, Coordination	Coherence
For the target (group, area, resource)	Changes, (direct, indirect, intended, unintended)	Objectives attained	Input vs. output	Durability, Resilience (ecologically, commercially)	Resource base, beneficiaries	Implementation and cooperation	Policies, treaties, strategies, conventions

5. To what extent has the delivery of market information sub-activity [MAKE SURE THEY KNOW WHAT THIS IS] contributed to increased

*Evaluation of MCA Namibia's Conservancy Support (CS) and Indigenous Natural Products (INP) Activities:*

*Qualitative Data Analysis Report (Draft)*

understanding of the broader INP sector (e.g., volumes, markets, key players, etc.)?

- a) From your perspective, would you say that the improved market information has resulted in an enhanced market position of the country?
- b) Did the export of INPs increase during the last years?
- c) Please rate the delivery of market information by the criteria below?

Scale from 6-1 ( 6= excellent, 1= unacceptable)

Relevance, Logic	Impact	Effectiveness	Efficiency	Sustainability	Coverage	Management, Coordination	Coherence
For the target (group, area, resource)	Changes, (direct, indirect, intended, unintended)	Objectives attained	Input vs. output	Durability, Resilience (ecologically, commercially)	Resource base, beneficiaries	Implementation and cooperation	Policies, treaties, strategies, conventions

- 6. What is the uptake rate and effect of the practises and techniques introduced as part of the technical assistance on recipient’s harvesters?
  - a) Can you explain for the species you are concerned with how the situation was before the MCA-N intervention? If possible give figures and examples.
  - b) In your opinion, how is the general acceptance and approval of the project among the various target groups. Can you explain your assessment?
  - c) Which of the capacity transfers were the most effective and which were the least effective? Please explain also what still needs to be done from your perspective.
- 7. For the PPO did the technical assistance improve organisational capacity to manage the business and income/revenue?
  - a) Please explain how stable the involved organisations are compared to others or previous in terms of revenue generation.
  - b) In your opinion, what are still the biggest problems in managing a PPO? What would you like to be addressed?
- 8. How sustainable are the results in terms of increased production, sales and income? E.g., market chain (are there long term buyer contracts in place, are the institutions functional and independent)

- a) As far as you have insight, would you say that the value addition for specific INPs has increased due to the project activities? Please explain.
  - b) From the external perspective, which measurements has government introduced to accompany the project and create structures that assure the long term support of the PPOs?
  - c) Would you say that the PPOs are well structured and equipped for the future?
9. How has the re-organisation of the Indigenous Plant Task Team [MAKE SURE THEY KNOW WHAT THIS IS] contributed to the growth and sustainability of the INP sector?
- a) Would you say that the INP sector is more resilient against market shocks due to diversification than before the intervention? Please explain.
  - b) Can you rate the work of the Indigenous Plant Task Team by the criteria below?

Scale from 6-1 ( 6= excellent, 1= unacceptable)

Relevance, Logic	Impact	Effectiveness	Efficiency	Sustainability	Coverage	Management, Coordination	Coherence
For the target (group, area, resource)	Changes, (direct, indirect, intended, unintended)	Objectives attained	Input vs. output	Durability, Resilience (ecologically, commercially)	Resource base, beneficiaries	Implementation and cooperation	Policies, treaties, strategies, conventions

10. How did new developments from the INP Innovation Fund [MAKE SURE THEY KNOW WHAT THIS IS] impact on the INP sector?
- a) Are you familiar with some of the introduced innovations in your sector and what do you think about them?
  - b) Can you rate the INP Innovation Fund by the criteria below?

Scale from 6-1 ( 6= excellent, 1= unacceptable)

Relevance, Logic	Impact	Effectiveness	Efficiency	Sustainability	Coverage	Management, Coordination	Coherence
For the target (group, area, resource)	Changes, (direct, indirect, intended, unintended)	Objectives attained	Input vs. output	Durability, Resilience (ecologically, commercially)	Resource base, beneficiaries	Implementation and cooperation	Policies, treaties, strategies, conventions

	d)						

11. What changes are apparent in intra-household incomes and assets, including specifically around income earned by male and female household members? Does the intra-household distribution of income and employment by male and female household members change?
  - a) From your perspective would you say that the INP intervention has contributed to the financial empowerment of women in the sector?
  
12. What is the perceived impact on household gender relationships from the intervention among recipients?
  - a) As far as you have insight, how has the situation of women changed with the project start? Are there regional or resource differences?

## INP KII Guide Customized for Implementing Partners

**General Information:** *As appropriate, complete this information prior to interview.*

1. Agency/Organization:

\_\_\_\_\_

2. Name of person being interviewed:

\_\_\_\_\_

3. Date of interview: \_\_\_\_\_

5. Interview conducted: In person \_\_\_\_\_ By phone \_\_\_\_\_

6. Interviewer:

\_\_\_\_\_

7. Translator (or enter "None" if in English): \_\_\_\_\_

8. Interview start time: \_\_\_\_\_ Interview end time:

\_\_\_\_\_

Total time for interview: \_\_\_\_\_  
(Total number of minutes)

**"Hello, my name is [XXX] and I work with NORC at the University of Chicago in the United States. The Millennium Challenge Account of Namibia or "MCA-N" has hired us to conduct an independent evaluation of its Indigenous Natural Product (INP) Support activity. The purpose of this interview is to learn how you think the INP support activity has affected the INP sector, for example, its production, sales, organizations, and ecological and social impacts. This interview will last approximately one and a half hours and all information gathered in the interview will be kept confidential. None of your comments or answers will be attributed to you in any report to MCA-N or anyone else. Moreover, you are free not answer a particular question with which you may not be comfortable and even free to stop the interview at any time.**

**Do you have any questions? May we start the interview?"**

*"I would like to start by asking you about your job activities and responsibilities at (name of agency)."*

1. What is your position or title and how long have you been in this position?
2. As the (title) at (name of agency), what are your general job duties and responsibilities?
3. What has been your organization's role in the implementation of the MCA-N funded INP support activities?
4. What has been your role in relation to these INP support activities?

*"Now I would like to ask you some questions on the effects of the MCA-N funded INP support activities."*

5. Do the technical assistance package and the small grants increase the quantity and quality harvested and/or processed by recipients?
  - a) Can you explain for the species you are concerned with how the situation was before the MCA-N intervention? If possible give figures and examples.
  - b) Please, describe in detail the achieved improvements for specific INP harvesting/processing with regard to quality and quantity. If possible give figures and examples.
  - c) Please describe the relevance and effectiveness of the interventions?
  - d) Please rate the intervention by the criteria below?

Scale from 6-1 ( 6= excellent, 1= unacceptable)

Relevance, Logic	Impact	Effectiveness	Efficiency	Sustainability	Coverage	Management, Coordination	Coherence
For the target (group, area, resource)	Changes, (direct, indirect, intended, unintended)	Objectives attained	Input vs. output	Durability, Resilience (ecologically, commercially)	Resource base, beneficiaries	Implementation and cooperation	Policies, treaties, strategies, conventions

6. To what extent has the delivery of market information sub-activity contributed to increased understanding of the broader INP sector (e.g., volumes, markets, key players, etc.)?
- Can you explain how the information has led to an improvement in marketing of a specific INP?
  - Please assess the efficiency of the sub-activity and give reasons?
  - Can you rate the delivery of market information by the criteria below?

Scale from 6-1 ( 6= excellent, 1= unacceptable)

Relevance, Logic	Impact	Effectiveness	Efficiency	Sustainability	Coverage	Management, Coordination	Coherence
For the target (group, area, resource)	Changes, (direct, indirect, intended, unintended)	Objectives attained	Input vs. output	Durability, Resilience (ecologically, commercially)	Resource base, beneficiaries	Implementation and cooperation	Policies, treaties, strategies, conventions

7. What is the uptake rate and effect of the practises and techniques introduced as part of the technical assistance on recipient's harvesters?
- Can you explain for the species you are concerned with how the situation was before the MCA-N intervention? If possible give figures and examples.
  - Can you describe the overall response of the beneficiaries to the technical assistance offers?
  - In your opinion: What was the motivation of those who took part in the trainings?
  - How would you rate the sustainability of the capacity building and why?
  - Would you say that trained people start to pass on the knowledge and if yes to what extent and what?
8. For the PPOs did the technical assistance improve organisational capacity to manage the business and income/revenue?
- In your opinion, how independent are the various PPOs from organisational assistance now?
  - Which of the trainings were the most effective and which were the least effective?

- c) Can you talk about the long term structures of the organisations (member fluctuation, brain drain, demographic, board performance/involvement, internal collaboration/training, dispute resolution, incentives, private-public partnerships, etc.)
9. How sustainable are the results in terms of increased production, sales and income? E.g., market chain (are there long term buyer contracts in place, are the institutions functional and independent)
- a) Can you give me an idea about the productivity of the institutions (e.g. operating numbers on revenue/member/unit and more general on expenditure of time/raw material unit or processed product/unit?
- b) Please explain how PPOs exploit national, regional or international market opportunities independently?
- c) What measures are in place to ensure an unchanging amount and distribution of the respective resource base?
- d) What support structures are in place to guarantee the continuous technical backing of the PPOs after the project? How will this be controlled in the long term?
10. How has the re-organisation of the Indigenous Plant Task Team contributed to the growth and sustainability of the INP sector?
- a) Can you explain how the situation was before the re-organisation?
- b) In your opinion did the Indigenous Plant Task Team create new realistic business opportunities? If so, please explain.
- c) How would you rate the efficiency of the Indigenous Plant Task Team?
- d) Can you rate the Indigenous Plant Task Team by the criteria below?

Scale from 6-1 ( 6= excellent, 1= unacceptable)

Relevance, Logic	Impact	Effectiveness	Efficiency	Sustainability	Coverage	Management, Coordination	Coherence
For the target (group, area, resource)	Changes, (direct, indirect, intended, unintended)	Objectives attained	Input vs. output	Durability, Resilience (ecologically, commercially)	Resource base, beneficiaries	Implementation and cooperation	Policies, treaties, strategies, conventions

11. How did new developments from the INP Innovation Fund impact on the INP sector?

*Evaluation of MCA Namibia's Conservancy Support (CS) and Indigenous Natural Products (INP) Activities:*

*Qualitative Data Analysis Report (Draft)*

- a) In your opinion which were the most significant and which were the least significant innovations supported by the fund?
- b) How would you rate the achievements of the fund against its costs?
- c) Please rate the INP Innovation Fund by the criteria below?

Scale from 6-1 ( 6= excellent, 1= unacceptable)

Relevance, Logic	Impact	Effectiveness	Efficiency	Sustainability	Coverage	Management, Coordination	Coherence
For the target (group, area, resource)	Changes, (direct, indirect, intended, unintended)	Objectives attained	Input vs. output	Durability, Resilience (ecologically, commercially)	Resource base, beneficiaries	Implementation and cooperation	Policies, treaties, strategies, conventions

- 12. Did the composition and level of household incomes change (more income sources, more diversification, and higher income)?
- 13. What changes are apparent in intra-household incomes and assets, including specifically around income earned by male and female household members? Does the intra-household distribution of income and employment by male and female household members change?
  - a) What is the gender ratio of involved people by INP and region?
  - b) Which groups of women (age class, tribe/ethnicity, social status/ marginalised, etc.) is mainly active in the program?
  - c) How has the income situation of those women changed?
  - d) Can one detect progress in household food supply, clothing or school fees? If yes please explain and differentiate according to INP and region.
  - e) In your opinion, do you see formerly unemployed men getting involved in the INP business?
- 14. Did household assets change (houses, bicycles, radios, television sets, telephones, etc.)?
- 15. Did the composition of household financial assets change (savings, debt, borrowing, insurance)?

16. What is the perceived impact on household gender relationships from the intervention among recipients?
  - a) Can you illustrate how women use available funds from additional income?
  - b) Can you illustrate how men use available funds from additional income?
  - c) Do women increasingly take part in decision making at village level or other committees?
  - d) What is your perception about domestic abuse and female empowerment in the intervention areas?
17. What is the combined effect of being part of a conservancy and PPO member among women?
  - a) Could you explain if and how the increased trainings from two support organisations have strengthened emancipation of involved women?
  - b) Would you say that those women benefit disproportionately from enhanced training offers and potentially broader income opportunities compared to men?
  - c) Would you say that the average income of women in that position is higher?

## INP KII Guide Customized for Private Sector Interviews

**General Information:** *As appropriate, complete this information prior to interview.*

1. Agency/Organization:

\_\_\_\_\_

2. Name of person being interviewed:

\_\_\_\_\_

3. Date of interview: \_\_\_\_\_

5. Interview conducted: In person \_\_\_\_\_ By phone \_\_\_\_\_

6. Interviewer:

\_\_\_\_\_

7. Translator (or enter "None" if in English): \_\_\_\_\_

8. Interview start time: \_\_\_\_\_ Interview end time:

\_\_\_\_\_

Total time for interview: \_\_\_\_\_  
(Total number of minutes)

**"Hello, my name is [XXX] and I work with NORC at the University of Chicago in the United States. The Millennium Challenge Account of Namibia or "MCA-N" has hired us to conduct an independent evaluation of its Indigenous Natural Product (INP) Support activity. The purpose of this interview is to learn how you think the INP support activity has affected the INP sector, for example, its production, sales, organizations, and ecological and social impacts. This interview will last approximately one and a half hours and all information gathered in the interview will be kept confidential. None of your comments or answers will be attributed to you in any report to MCA-N or anyone else. Moreover, you are free not answer a particular question with which you may not be comfortable and even free to stop the interview at any time.**

**Do you have any questions? May we start the interview?"**

*"I would like to start by asking you about your job activities and responsibilities at (name of agency)."*

1. What is your position or title and how long have you been in this position?
2. As the (title) at (name of agency), what are your general job duties and responsibilities?
3. What is your affiliation with the INP sector in Namibia?

*"Now I would like to ask you some questions on the effects of the MCA-N funded INP support activities."*

4. Do the technical assistance package and the small grants increase the quantity and quality harvested and/or processed by recipients?
  - a) Can you explain for the species you are concerned with how the situation was before the MCA-N intervention? If possible give figures and examples.
  - b) Please, describe in detail the achieved improvements for specific INP harvesting/processing with regard to quality and quantity. If possible give figures and examples.
  - c) Can you explain the resource price development during the intervention and give reasons for the trend?
  - d) Can you explain the processing depth of the resources you are concerned with including techniques and knowledge applied to add value?
  - e) Please describe the relevance and effectiveness of the interventions?
  - f) From your perspective could you rate the intervention by the criteria below?

Scale from 6-1 ( 6= excellent, 1= unacceptable)

Relevance, Logic	Impact	Effectiveness	Efficiency	Sustainability	Coverage	Management, Coordination	Coherence
For the target (group, area,	Changes, (direct, indirect, intended,	Objectives attained	Input vs. output	Durability, Resilience (ecologically, commercially)	Resource base, beneficiaries	Implementation and cooperation	Policies, treaties, strategies, convention

resource)	unintended)						s

5. To what extent has the delivery of market information sub-activity [MAKE SURE THEY KNOW WHAT THIS IS] contributed to increased understanding of the broader INP sector (e.g., volumes, markets, key players, etc.)?

- a) Can you explain how you became a partner of the INP sector and for how long are you in the business?
- b) Please describe the overall competition in your sector.
- c) Did you ever recognise the existence of the market information data base during purchase discussions?
- d) Would you say that the provided information has strengthened or broadened the supply side?
- e) Please rate the delivery of market information by the criteria below?

Scale from 6-1 ( 6= excellent, 1= unacceptable)

Relevance, Logic	Impact	Effectiveness	Efficiency	Sustainability	Coverage	Management, Coordination	Coherence
For the target (group, area, resource)	Changes, (direct, indirect, intended, unintended)	Objectives attained	Input vs. output	Durability, Resilience (ecologically, commercially)	Resource base, beneficiaries	Implementation and cooperation	Policies, treaties, strategies, conventions

6. What is the uptake rate and effect of the practises and techniques introduced as part of the technical assistance on recipient's harvesters?

- a) Can you explain for the species you are concerned with how the situation was before the MCA-N intervention [MAKE SURE THEY KNOW THIS WAS PRE-2010]? If possible give figures and examples.
- b) In your opinion, how has the quality of the resource and the resource supply stability changed since the start of the interventions?
- c) Can you give me an idea of the capacity differences of the PPOs you are concerned with?

7. For the PPO did the technical assistance improve organisational capacity to manage the business and income/revenue?
  - a) What do you think, to what extent are the respective PPOs still dependent on technical support with regard to business making (customer acquisition/marketing, price building, contract design, etc.)
  - b) In your opinion, what are still the biggest problems in managing a PPO? What would you like to be addressed?
  
8. How sustainable are the results in terms of increased production, sales and income? E.g., market chain (are there long term buyer contracts in place, are the institutions functional and independent)
  - a) From your perspective, how would you rate the long term market potential of the respective INP? Could you please outline in your opinion what the market demand will look like in the future in terms of quality, amount and processing depth?
  - b) Please explain how flexible PPO management reacts to your changing demands.
  - c) Would you say that the PPOs are well structured and equipped for the future?
  
9. How has the re-organisation of the Indigenous Plant Task Team [MAKE SURE THEY KNOW WHAT THIS IS] contributed to the growth and sustainability of the INP sector?
  - a) In your opinion did the Indigenous Plant Task Team create new realistic business opportunities? If so, please explain.
  - b) Can you rate the work of the Indigenous Plant Task Team by the criteria below?

Scale from 6-1 ( 6= excellent, 1= unacceptable)

Relevance, Logic	Impact	Effectiveness	Efficiency	Sustainability	Coverage	Management, Coordination	Coherence
For the target (group, area, resource)	Changes, (direct, indirect, intended, unintended)	Objectives attained	Input vs. output	Durability, Resilience (ecologically, commercially)	Resource base, beneficiaries	Implementation and cooperation	Policies, treaties, strategies, conventions

10. How did new developments from the INP Innovation Fund [MAKE SURE THEY KNOW WHAT THIS IS] impact on the INP sector?

- a) Are you familiar with some of the introduced innovations in your sector and what do you think about them?
- b) How would you rate the INP Innovation Fund as far as you are concerned by the criteria below?

Scale from 6-1 ( 6= excellent, 1= unacceptable)

Relevance, Logic	Impact	Effectiveness	Efficiency	Sustainability	Coverage	Management, Coordination	Coherence
For the target (group, area, resource)	Changes, (direct, indirect, intended, unintended)	Objectives attained	Input vs. output	Durability, Resilience (ecologically, commercially)	Resource base, beneficiaries	Implementation and cooperation	Policies, treaties, strategies, conventions

11. From your perspective would you say that the INP intervention has contributed to the financial empowerment of women in the sector?