Initiation Plan / GEF PPG

Project Title: Namibia Integrated Landscape Approach for enhancing Livelihoods and Environmental Governance to eradicate poverty (NILALEG)

Country: Namibia

Country Programme Outcome: By 2018, institutional frameworks and policies needed to implement the Environmental Management Act (2007), National Climate Change Policy (2011) and international conventions are in place and being effectively implemented (including supportive gender equality strategies). Outcome indicator: Number of environmental institutions fully equipped with standards, guidelines and specialized skills:
Programme component 3: energy and environment for sustainable development, including building resilience.

UNDP Strategic Plan Output: 1.3 - Solutions developed at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals and waste

SES Rating: Moderate
Gender Marker rating: GEN 2

ATLAS AWARD ID: 00108455	**Total budget:** **US$200,000**
ATLAS Project ID: 00108281	Allocated resources: • GEF US$200,000
PIMS ID: 5640	
Management Arrangement: *DIM*	

AGREED BY

		Day/Month/Year
UNDP Resident Representative	Signature	Date

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I. BRIEF DESCRIPTION OF THE INITIATION PLAN/GEF PPG

Objective & Final Outputs

The objective of the GEF PPG is to develop the project concept into a full project: **Namibia Integrated Landscape Approach for enhancing Livelihoods and Environmental Governance to eradicate poverty (NILALEG)**. As described in the project concept (PIF), this project aims to promote an integrated landscape management approach in key agricultural and forest landscapes, reducing poverty through sustainable nature-based livelihoods, protecting and restoring forests as carbon sinks, and promoting Land Degradation Neutrality.

The following documents are to be consulted as background for the GEF PPG phase:
- PIF cleared for WP inclusion or GEF Council approved PIF (PFD and child project concept note for projects that are part of a program)
- SESP pre-screening (of PIF)
- Comments from GEF Secretariat, Council, STAP
- [Annotated UNDP-GEF Project Document Template](#) and associated guidance included therein

The final outputs of the GEF PPG are:
1. UNDP-GEF Project Document (ProDoc), using the 2017 standard template.
2. Mandatory annexes to the ProDoc, including gender analysis and action plan, and stakeholder engagement plan, among others, and project specific annexes (e.g. landscape profile, institutional and legal analysis, feasibility studies, and Tracking Tools etc.).
3. GEF CEO Endorsement Request.
4. Validation Workshop report

Any additional studies and other reports produced under the GEF PPG and not included in Annex to the project document will be submitted to UNDP and saved for future reference.

Key Dates for the GEF PPG

Milestone	Date	Notes
Internal submission date for UNDP-GEF review and clearance	February 28, 2019	Must be at least two (2) months prior to CEO Endorsement Deadline
CEO Endorsement Deadline after which the project will be cancelled.	April 30, 2019	Failure to submit a ProDoc and CEO ER to the GEF Sec by this deadline will lead to the automatic cancellation of the project by the GEF Secretariat.

Management Arrangements

The UNDP Namibia Country Office will lead the project development process and manage the GEF PPG budget in full consultation with the UNDP-GEF Technical Advisers. The GEF PPG Atlas budget is presented in *Section IV: Total Budget and Work Plan*.

As appropriate, a Working Group will guide the GEF PPG team, and review and endorse the GEF PPG deliverables. The Working Group is responsible for ensuring that the deliverables outlined in this GEF PPG are completed on time and in line with UNDP and GEF requirements. The Environment Commissioner and GEF Operational Focal Point will chair the Working Group. Working Group members will include: UNDP

Namibia, Ministry of Environment and Tourism, Ministry of Agriculture, Water and Forestry (MAWF), Ministry of Poverty Eradication and Social Welfare (MPESW), and Ministry of Urban and Rural Development (MURD), should include CO, government partners, and key stakeholders; RTAs for Ecosystem and Biodiversity, and Climate Change Mitigation and Energy.

The GEF PPG team will be composed of the following:
1) International Project Development Specialist on Natural Resources Management, with a focus on Sustainable Land Management and Biodiversity Conservation (Team Leader)
2) International Specialist in Sustainable Forest Management and Landscape Restoration
3) National Specialist in Natural Resources and Land Management Expert/Lead National Consultant
4) National Specialist on Livelihoods, Gender and Stakeholder Engagement
5) National Specialist on CBRNM, Nature-based Business and Enterprise Development

Draft Terms of Reference (TORs) for each team member is included in Annex 2 of this Initiation Plan.

II. STAKEHOLDER ENGAGEMENT, PUBLIC DISCLOSURE AND OTHER REQUIREMENTS

To ensure strong country ownership, and in line with the stakeholder engagement requirements outlined in UNDP's Social and Environmental Standards (SES), the development of the project to be undertaken during this GEF PPG phase will be done in full consultation and close engagement with government, CSO and other relevant stakeholders – in particular those who will benefit from and be directly involved in the implementation of the project (i.e. direct project beneficiaries). A list of these stakeholders will be prepared and included in Annex to the project document.

The Social and Environment Screening Procedure (SESP) included in Annex to the project document, has an overall safeguard risk rating of <u>moderate</u>, the following disclosure requirements therefore, apply:
1. A final validation workshop report will be prepared summarizing the outcomes of the validation workshop and other consultations undertaken during the PPG phase. This report must demonstrate strong country ownership and will become a key reference document should an environmental and social safeguard complaint/grievance be filed during project implementation.
2. Before CEO endorsement (if appropriate given the GEF cancellation policy) or at the latest by the LPAC meeting, the UNDP-GEF project document, SESP and related management plans, and other relevant information/documents (e.g. ProDoc annexes) will be made available to the public on the UNDP website or open.undp.org. It is recommended to make these documents available for 30 days in advance of the LPAC meeting (i.e. before the validation workshop).

III. GEF PPG ACTIVITIES

Component A: Preparatory Technical Studies & Reviews
The following technical studies and reviews will be conducted, building on the PIF and the comments received to the PIF (e.g. from GEF Council and STAP). The comments on the PIF by the GEF Secretariat (dated 10 October 2017) and by the GEF Scientific and Technical Advisory Panel (dated 13 November 2017) and the GEF Council Member/s (dated 19 December 2017) are annexed to this document and these comments must be fully integrated into the design/PPG process and the relevant sections of the CEO Endorsement Request document should outline how these were addressed/not addressed.

a. Desktop and field-based studies and data collection

This research should produce the background information required to prepare the ProDoc and CEO Endorsement Request, including but not limited to:

- Development challenge and strategy (including threats, problems and barrier assessment);
- Review of national policy and legislative frameworks;
- Problem and solution trees developed in consultation with project stakeholders, for a robust Theory of Change (to be prepared in **Component B**, below);
- Review of relevant past and ongoing projects for lessons; and
- Any other analyses required to address all comments on the PIF received from GEF Secretariat, GEF Council members and STAP

Project Component 1 – **Strengthening institutional coordination and governance mechanisms for an integrated landscape management approach.** The outcome proposed under this component is designed to facilitate the strengthening of institutional capacity of the Sustainable Development Advisory Council (SDAC) and other relevant institutions to coordinate technical implementation and monitoring of interventions that contribute towards LDN, NBSAP and INDC targets as outlined in the different national strategies to implement the UNCCD, UNFCCC and UNCBD, as well as the country's poverty reduction targets. The PPG will therefore support the assessment of existing capacity gaps and suggest interventions for strengthening this capacity, as well as design preliminary monitoring protocols/systems that can be further developed during project implementation.

At a minimum, the baseline studies under this component should include:
i. Rapid technical review of the national and regional level policy and legislative frameworks for integrated landscape management:
    a. Review existing legal and policy instruments (pertaining to land management, biodiversity conservation and forestry management) to identify gaps that need to be addressed to promote/incorporate the mainstreaming of sustainable use and conservation of forests, wildlife species and ecosystems into land use planning and implementation.
    b. Review of relevant national strategic documents, including the NBSAP, NAP and NCCSAP.
    c. Review of frameworks/legislative support for intra-governmental coordination for achieving LDN, INDC, and NBSAP2 targets.
    d. Based on the review, prepare detailed recommendations of the policies, laws and strategies required/need to be reviewed to facilitate the mainstreaming of sustainable practices into land, forests, rangelands and wildlife management planning and implementation.
ii. Capacity assessments at management and decision-making levels:
    a. Identify the capacity building needs (skills, tools and resources) of the relevant government, non-government and community level institutions for integrated landscape management and monitoring.
    b. Based on assessments and analysis, make preliminary recommendations for a training/capacity strengthening programme targeting decision-makers at the national and sub-national levels to plan ILM and mainstream biodiversity, SLM, SFM and climate change into decision-making processes and to monitor the impacts of land-use, and the use of forests, rangelands, watersheds, wildlife and other ecosystems and landscapes.
iii. Capacity assessments at extension service/community levels:

a. Identify the capacity building needs of extension service officers/institutions for translating environmental information (including on flora and fauna, ecosystem status, climate data etc.) into practical, knowledge-based, ecosystem, climate- and water smart extension services for farmers, livestock producers and forest resource users and informed decision-making by communities at large;

b. Identify the training and capacity building needs for community-based institutions and natural resource-user groups (e.g. Community Conservancies, Community Forest Farmers Associations, Water-User Associations etc.) to both inform decision-making (i.e. participation) and integrate information into decision-making at resource-use and landscape levels;

c. Conduct assessments for development of community-based monitoring systems to enable stakeholders to understand, monitor and mitigate changes to the important landscapes and ecosystems that could lead to shifts that increase the vulnerability and degradation of those ecosystems and landscapes. The innovative approach used in the India CPP to emphasize "social auditing", which ensured transparency, accountability and full involvement of communities, sharing information through techniques like 'wall writings', radio programmes, mobile phone applications and publications will be explored as a potential tool to learn from and adopt;

d. Based on assessments, make preliminary recommendations for a training/capacity strengthening programme targeting extension officers and communities to adopt SFM, SLM, climate and water-smart approaches and biodiversity mainstreaming into land and natural resource use practices at the landscape level.

iv. Review existing monitoring frameworks at the national (SDAC, National Planning Commission (NPC) and economic and development planning levels) for implementation and monitoring of interventions towards the achievement of LDN, INDCs, NBSAPs and poverty reduction targets, and establish the baseline and propose mid-term and end-of-project targets, including for household income in key villages in target landscapes, as shown by surveys and other existing data collection and monitoring tools (e.g. national poverty and populations census exercises).

v. Propose a Knowledge Management and Communication System to collect, analyse and document and share data and information on sustainable approaches to inform monitoring, upscaling and replication of lessons and techniques relevant to Namibia. These systems should be designed to capture the complex and interrelated issues in INRM and landscapes, and play a key role in informing knowledge exchange at all levels of resource use and management and inform future investment decisions and opportunities at local and national levels.

vi. Review proposed indicators and where relevant propose new ones for each outcome and output, and establish baselines and targets to be monitored and tracked during implementation, for inclusion in the Results Framework as appropriate.

vii. At the minimum, capacity assessments will utilise the UNDP Capacity Scorecards and similar tools to measure capacity levels and establish baselines, as well as propose mid-term and end-of-project targets.

This component should be able to inform the design of interventions that position Namibia to not only advance practices that promote SFM, SLM, biodiversity conservation and climate change mitigation at landscape levels, but should also position the country to measure, monitor and report on progress towards achieving the national targets it has set for itself, within the context of sustainable development.

Project Component 2 – Implementation of the integrated landscape management approach in target landscapes. Component 2 is designed to implement/operationalise the landscape level interventions in key landscapes, with a total site/direct intervention area of 100,000 hectares (an average of 20,000 hectares each), to generate multiple environmental and social benefits from SFM, SLM, biodiversity conservation and sequestration of carbon within landscapes. The areas to be prioritised will be those that fall within the Key Biodiversity Areas (KBAs) and WWF Eco-regions of the transboundary Central and Eastern Miombo Wodlands and other key landscapes. The PPG will identify such key landscapes (a maximum of 5 out of the following 8: Zambezi, Oshana, Oshikoto, Ohangwena, Kavango, Kunene, Otjozondjupa or Omusati), conduct assessments and technical reviews of existing data and informantion as appropriate and consultations, and inform the identification of relevant interventions to be planned and implemented to generate environmental, social and poverty reduction benefits. The assessments will also propose indicators, establish baselines, and propose mid-term and end-of-project targets.

At a minimum, the PPG should conduct the following:

i. Assessment of barriers and opportunities (legal, institutional, practical and otherwise) to adoption of sustainable approaches to use and management of land, forests, landscapes and wildlife in key areas/landscapes. This work should:
    a. Identify what incentives and disincentives currently promote or hinder the adoption of INRM practices among different land and natural resources users - farmers, forest product users, livestock producers and water users.
    b. Identify land and natural resource use conflict issues/dynamics at the key sites, and assess existing conflict resolution mechanisms (including Human Wildlife Conflict (HWC) approaches) at community and other resource management and governance levels.
    c. Identify existing community (i.e. village) and regional level (i.e. local government) institutional structures for planning and management for implementing integrated landscape management approaches, including SLM, SFM, biodiversity conservation, climate-smart and other INRM approaches, and for managing and reducing conflicts arising from competing land uses.
ii. Identification of sites (in the 5 landscapes) to be zoned for sustainable harvesting, bush-clearing, forest and landscape restoration and biodiversity protection through best practice management regimes, and determine the biodiversity values of ecosystems and landscapes;
iii. Identification of farming landscapes under/with potential for agroforestry, sustainable crop and rangeland management and climate-smart agriculture and propose appropriate interventions for implementation in these landscapes, and establish baselines, indicators and mid-term and end-of-project targets in line with the national level targets for LDN, NBPSAP2 and INDCs.
iv. Preliminary mapping of the forest ecosystems and resources and description of the species composition, population structure, forest fragmentation and general condition of the forests; description of their importance for biodiversity, carbon mitigation (providing carbon values), water catchment and provision of wood and other resources for the communities living around them; and identification of potential for reforestation, where this is appropriate;
v. Technical support to inform the process of official demarcation of two Regional Forest Reserves (as provided for in the Forest Act) and establishment of the infrastructure for their sustainable management and restoration, including an assessment of the requirements for meeting this objective;

vi.   Review of best practices for improving productivity of plantations/woodlots and reforestation of natural forests and distillation of lessons for the project, making recommendations on the methods to be adopted by the project – with clear guidance and justification;

vii.   Identification of appropriate, community-based, cost-effective and integrated package of ecological and physical measures to be implemented at a landscape level (on-farm and off-farm) to promote tree growth (agro-forestry), improve water management (and mitigate the effects of drought and floods), reduce soil erosion and increase soil fertility and carbon sequestration capacity of soils and forests and in agricultural production landscapes;

viii. A determination of the possibility of doing scientific monitoring to study the impact of bush encroachment and bush clearing on land productivity and carbon storage. This will explore partnerships with academic institutions during the PPG phase, with a view to establishing a possible experimental learning approach, comparing project and control sites over time. These monitoring systems will be designed to compare impacts on groundwater resources, vegetation productivity, soil fertility and above- and below-ground carbon storage;

ix.   Identification of alternative and complementary livelihoods and value-addition and business and enterprise development opportunities (building on the existing CBNRM and IEF models) to generate jobs, incomes and to reduce over-dependence on unsustainable land use practices. The exercise will also propose and make recommendations for protocols for identifying potential beneficiaries, with a focus on the youth, women and people living disabilities;

x.   Preliminary assessment of the potential for job creation, business enterprise development and income generation from landscape restoration and rehabilitation interventions, including bush clearing, and sustainable harvesting of forest products and value addition and processing;

xi.   Estimation of Global Environmental Benefits (e.g. BD, SFM, SLM, carbon sequestration), and social benefits, using known tools such as FAO-EXAT and GEF Tracking Tools, and determination of the current (baseline) and future carbon sequestration potential of the landscapes where agroforestry, climate-smart agriculture, forest protection and forest and landscape restoration interventions will be implemented *(a preliminary calculation of carbon mitigation potential from the project interventions is included in the PIF).*

xii.   Establishment of baselines, proposed tools for measuring change in the status of key forest ecosystems, watersheds and rangelands over time, and establishment of indicators and targets for these;

xiii. At a minimum, utilise the UNDP Capacity Assessment Scorecard and the relevant GEF 6 Focal Area Tracking Tools for Land Degradation, Biodiversity, Climate Change Mitigation and Sustainable Forest Management to inform the establishment of baselines, and propose mid-term and end-of-project targets to be monitored and reported on during implementation.

Project Component 3 - Sustainable financing for implementation and upscaling of the integrated landscape management approach. Component 3 is designed to support land and natural resources users, including community enterprises, SMMEs and potential investors in nature-based enterprises to access support, including technical advice on best practices, as well as information on investment opportunities, market information, incentives and finance to facilitate the establishment of sustainable eco-businesses and enterprises to pilot and scale up integrated landscape restoration approaches. The PPG will conduct preliminary assessments and establish baseline values on the current business and market development landscape and the potential for the development of a business and growth sector from sustainable exploitation, utilisation, value addition and marketing and trading in natural products, including from wood and forests, as well as sustainable farming and ecotourism development.

At a minimum, the PPG will conduct the following:

i. An assessment of the current use of wood, forest and other natural resources, including ecosystems and landscapes; and determine if the current uses are optimal, in terms of job creation and income generation and overall beneficiation for the majority of communities living close to such resources, ecosystems and landscapes;

ii. Mapping and determination of the number and types of active private businesses and community enterprises currently generating jobs/employment and income from the utilisation (including value addition and processing) of natural wood, forest and non-timber products in the sites/landscapes and the viability of such initiatives;

iii. A preliminary Targeted Scenario Analysis carried for each landscape to value ecosystem services, comparing a Business as Usual scenario versus potential gains from an Integrated Landscape Management scenario;

iv. Assessments of the types of benefits being generated from such businesses and enterprises;

v. Determine the number of people/households benefiting from such businesses and enterprises, disaggregated by gender and age;

vi. Preliminary assessment of the support, including market information, technical advice, policy and other incentives and financial resources and partnerships required to launch and sustain viable businesses by private sector entities, community-owned and run enterprises (through a CBNRM model), as well as through public-private partnerships, including for a public works programme on bush clearance, targeting unemployed youth beneficiaries;

vii. Preliminary assessment of the enabling environment and incentives for financial investments in landscape restoration by community enterprises, private investors and public financing institutions, including the Environment Investment Fund (EIF) and International Financing Institutions through grants and micro-loans;

viii. A determination of the feasibility and viability of a Payment for Ecosystem Services (PES) scheme from a bush-clearing service for commercial farmers;

ix. A compilation of preliminary recommendations for the establishment of a forest and landscape restoration investment framework and financial strategy for possible future adoption by the Environment Investment Fund;

x. A feasibility study will be carried out to assess the potential of a community-based national insurance scheme to protect against crop and stock losses from climate change and human-wildlife conflict;

xi. Based on feasibility studies and assessments, at least one nature-based enterprise will be identified in each landscape, for through extension support to new and existing PPPs and community-based enterprises. *This support may include support for harvesting, storing, processing, packaging, transporting and marketing sustainably-harvested and biodiversity-friendly products (e.g. Marula fruit, game meat and biltong, essential oils, nuts, agricultural seed, aquaculture, and the production (using proven technology) of animal feed and growth medium from biomass harvested through bush clearing), assistance on business plans, micro-credit and market access. It may also include support for ecotourism ventures, in conservancies and resettlement farms in the target landscapes, with facilitation of market research, loans and public-private community partnerships for trails, lodges, etc.;*

xii. Establish baselines, propose tools for measuring change in the status of key ecosystems, including forests, watersheds and rangelands over time, and establish indicators and targets for these to be measured throughout.

b. Gender Analysis

A gender analysis will be prepared to fully consider the different needs, roles, benefits, impacts, risks, differential access to and control over resources on women and men (including considerations of intersecting categories of identity such as age, social status, ethnicity, race and marital status, etc.) given the project's context, and to identify appropriate measures to address these and promote gender equality and women's empowerment. The analysis will form the basis of a Gender Action Plan and Budget to guide gender mainstreaming during project implementation. At a minimum, the analysis will include the following:

- Analysis of the gender dynamics shaping interactions with natural resources (forests, water resources, wildlife and rangelands). At a minimum, the UNDP-GEF Guide to Gender Mainstreaming in UNDP Supported GEF Financed Projects must be utilised to conduct gender analysis.
- Determine the number of men and women in the project site and their roles, responsibilities and priorities in their access, use and utilisation of landscapes and natural resources;
- Conduct a participatory analysis of the differentiated impacts of land, forest, water and ecosystem degradation on women and men;
- Using the findings of the gender analysis exercise, propose gender-disaggregated indicators and targets for integration into the Project Results Framework;
- Provide responses to the UNDP SESP on sections related to gender and women's empowerment and make recommendations for the Gender Marker Rating for the overall project strategy.
- Based on the findings, prepare a costed gender action plan for incorporation into the Project Document (PRODOC) to ensure that the project strategy and its implementation are monitored as appropriate in terms of gender-responsiveness;

The Gender Analysis, and the Gender Action Plan and Budget must be attached as Annexes to the Project Document. See guidance available here.

c. Environmental and Social Safeguard Assessments

The social and environmental safeguards pre-screening (pre-SESP) prepared during the PIF design phase determined the overall risk categorization of this project as Moderate and highlighted potential safeguard risks to be further assessed during the PPG phase. If and when necessary, the risk rating will be modified as appropriate, and the appropriate recommendations prepared. Following the January 2017 *UNDP Guidance on Social and Environmental Standards: Standard 6 on Indigenous Peoples[1],* the PPG process conduct a further Screening to determine the following:

- Identify Indigenous People's presence in the project area;
- Identify potential impacts to Indigenous Peoples (SESP);
- Categorise as Moderate or High Risk if there are potential impacts on Indigenous Peoples' rights, lands, territories, resources, traditional lively hoods;
- Develop a stakeholder engagement plan that includes and Indigenous Peoples' Plan (IPP), conduct consultations and identify if/how the Free and Prior Informed Consent (FPIC) processes will be conducted.

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[1] Available at
https://info.undp.org/sites/bpps/SES_Toolkit/SES%20Document%20Library/Uploaded%20October%202016/Final%20UNDP%20SES%20Indigenous%20Peoples%20GN_Jan2017.pdf

The purpose of these assessments is to identify ways to <u>avoid</u> negative environmental and social impacts where possible (e.g., through site selection). If risk avoidance is not possible, then mitigation and management measures must be identified, in line with the UNDP Social and Environmental Standards (see section B-f below). If the required assessments cannot be undertaken or finalized during the PPG, they must be completed during the first phase of project implementation.

d. Identification of project sites
Based on the above reviews, and through consultation with stakeholders, 5 targeted project pilot/demonstration sites in the regions of Zambezi, Oshana, Oshikoto, Ohangwena, Kavango, Kunene, Otjozondjupa or Omusati will be identified. The sites to be selected will include a representative sample of the different land use types in Namibia, including communal land, wildlife conservancies, community forests, protected areas and resettlement farms. Once the sites have been identified, the planned interventions will be subjected to further SES screening to ensure that UNDP Social and Environmental Standards are applied for each site, the risks particular to each site well assessed and the appropriate mitigation standards prepared to manage such risks and reduce their social and environmental impacts.

e. Financial planning
Co-financing will be confirmed and additional sources identified through a series of consultations with partners to ensure a coherent and sustainable financing package for the project, including post-GEF grant phase to the extent possible.

The interventions to be proposed under this project should position farmers, resource users and resource managers at all levels to be better equipped to identify, implement and monitor improved resource management and promote the generation of multiple benefits (livelihood and ecosystem) in natural resource use and management practice. This will build on existing proven CBNRM best practices, especially in wildlife management, and improve the new Community Forest approach as entry points for promoting SLM, SFM, biodiversity conservation, forest and landscape restoration and integrated landscape management approaches towards achieving the national sets LDN, NBSAP and INDC targets. The project will therefore promote better planning, implementation of best practices and monitoring of results, to inform decision-making about how to 'do' forest restoration, combat land degradation and protect and better manage habitats, ecosystems and landscapes, especially those that are identified as key for wildlife and other natural resources that are key for livelihoods and local, regional and national economies, and generate goods and services that build resilience. The project will also support the identification of opportunities for establishment of nature-based enterprises, job creation and income generation for the poor and most vulnerable section of the Namibian population, especially youth.

Component B: Formulation of the UNDP-GEF Project Document, CEO Endorsement Request, and Mandatory and Project Specific Annexes
Based on the technical studies and reviews undertaken under **Component A** (detailed above), the full UNDP-GEF Project Document will be developed (following the 2017 annotated UNDP-GEF Project Document available here), and the GEF CEO Endorsement Request (available here) will be prepared.

The GEF PPG Team Leader will be responsible for the consolidation and finalization of all required materials.

Preparation of the UNDP-GEF ProDoc includes a specific focus on the following areas, which do not exhaustively capture the required ProDoc content:

a. Theory of Change

The detailed theory of change (ToC), based on the studies and data collection undertaken in **Component A**, will be developed. The selected approach will be identified, with a clear rationale backed by credible evidence, integrating gender concerns into the approach. Additional guidance is available in the Annotated UNDP-GEF ProDoc template.

b. Results Framework

Based on the studies and data collection undertaken in **Component A**, the Results Framework will be further defined with appropriate Objective-level and Outcome-level quantitative and qualitative SMART indicators and mid-term and end-of-project targets. It will be designed in line with the following parameters:

- Do not include outputs or activities in the results framework. Outputs and corresponding indicators can be included in the results section and/or in Annex to the project document.
- Prepare a maximum of 2-3 indicators for the Objective and each Outcome. Aim to keep the total number of indicators in the results framework (and that require annual reporting to the GEF) to 15-16.
- Give special attention to include gender-responsive outcomes and other socio-economic benefits.
- Collect baseline data for each indicator using existing national sources when feasible.
- Disaggregate indicators by sex, including number of direct project beneficiaries.
- Set realistic mid-term targets and end-of-project targets that can be achieved by project closure.
- Summarize risks and assumptions, and sources of verification/data.

See the annotated UNDP-GEF Project Document template for additional guidance on developing the Results Framework.

c. Monitoring and Evaluation (M&E) Plan and Budget

The on-the-ground monitoring could be undertaken by national institutes/universities as appropriate, and as may be recommended during the PPG process, based on wide consultations with the relevant stakeholders. The PPG will also clarify the roles of various groups involved in project M&E, how project-level monitoring links with data collected at the national level, and specify the frequency of monitoring, and the monitoring tools to be used. The M&E budget included in the UNDP-GEF Project Document will be compiled, noting that the total budget for M&E should be between 3-5% of the GEF grant.

d. Stakeholder Engagement Plan

Based on the consultations undertaken during the PPG phase, a Stakeholder Engagement Plan will be developed. The process of stakeholder consultation and facilitation will be led by the National Specialist/Expert on Gender and Stakeholder Engagement, who will be ultimately responsible for preparing the Stakeholder Engagement Plan, the Gender Action Plan and the Indigenous People's Plan as per the TORs in Annex 2, and following UNDP guidance on Social and Environmental Standards.

NILALEG will extensively involve communities in the entire PPG process and encourage bottom-up (demand-driven) initiatives. The PPG team will endeavour to be as consultative and inclusive as possible in conducting the PPG activities, and ensure that all representative groups are consulted and influence the final decisions on interventions to be prioritised and supported by the project. Engagement with stakeholders will include, but is not limited to, the following:

- Identification of primary and secondary stakeholders for each of the project components, and for the interventions to be supported at all the project sites, as well as at regional and national government decision-making levels;
- Analysis of the different stakeholders current and potential future roles in project implementation and in sustainable natural resources management, beyond the project;
- Exploration of partnerships with CBOs, national research institutes, and other academic institutions to engage in capturing indigenous and local knowledge;
- An assessment of existing community capacities for implementing INRM and monitoring the impacts of land use impacts on the environment and their ability to continue to benefit from the environment;
- Identification of CBOs that could potentially be supported by the project to establish enterprises, and access other financing mechanisms, e.g. EIF grants and micro-loans to implement SLM, SFM, FLR and sustainable nature-based businesses;
- Identification of communication and awareness messages that the project should support on the roles of stakeholders in implementation of project interventions and in sustainable natural resources management, the project community-level benefits likely to accrue from the project interventions, and the realistic timelines to realise those benefits, and the expectations concerning the inputs to be made by local people during project implementation;
- Propose a community-based monitoring system to track progress towards LDN, NBSAP2, INDC and poverty reduction targets at community levels;
- Assessment of the type of communications materials most appropriate for and accessible to the local population, that the project can plan to support;
- Preparation of a costed Stakeholder Engagement Plan to be further elaborated and implemented by the project.

e. Gender Action Plan and Budget

Based on the Gender Analysis conducted in **Component A**, the Gender Action Plan and Budget will outline the gender-specific outputs to be delivered during project implementation in order to promote gender equality and women's empowerment and to ensure that inequalities are not exacerbated. As part of the work of preparing the Gender Action Plan, indicators should be proposed for inclusion in the Results Framework to facilitate the monitoring of the proposed gender mainstreaming actions.

f. Social and Environmental Standards

In line with the assessments conducted during **Component A** (above) and in line with UNDP's Social and Environmental Standards (SES) policy and all associated SES Guidance Notes, the SESP will be finalized and all moderate and high risks identified in the SESP will be reflected in the risk table and risk section of the project document.

Mitigation and management measures for moderate risks will be developed and included in the project document, or included as a separate management plan in Annex to the project document, as required per UNDP's SESP. If the mitigation and management measures cannot be fully detailed at the PPG phase (e.g., sites have not been fully determined), an environmental and social management framework (ESMF) will be prepared outlining the steps to be taken during the first phase of project implementation to address the moderate risks. The ProDoc must clearly state that none of the associated project activities will commence until: the assessment(s) have been completed; the required management plan(s) have been prepared; the plan(s) have been disclosed and approved by the Project Board.

g. GEF Tracking Tools

The following required GEF Tracking Tools will be prepared, in line with the relevant GEF objectives, and included as an Annex to the ProDoc. Indicators from the GEF Tracking Tools can be included in the Results Framework as appropriate. See the GEF's website for the most up-to-date templates as these may change. The Tracking Tools to be completed for this project are:

1. GEF-6 Biodiversity Tracking Tool, [Program 9]
2. GEF 6 Climate Change Mitigation Tracking Tool
3. GEF-6 Land Degradation Tracking Tool (LD-PMAT)
4. GEF-6 Sustainable Forest Management Tracking Tool

h. Project Management Arrangements

Based on the stakeholder analysis and consultations undertaken in **Component A** above, agreement(s) on project management and governance arrangements—including roles, responsibilities and accountabilities of lead and partner Agencies—will be secured early in the project development phase and will be fully detailed in the ProDoc.

i. Completion of the required official endorsement letters

These letters include the official letters on co-financing guarantee(s) from participating government institutions, bilateral development partners, multilateral development partners, NGOs, private sector, or others who wish to provide cash or in-kind contributions to the project.

Component C: Validation Workshop and Report

A validation workshop will be held with relevant stakeholders to present, discuss and validate the project activities, and the final draft of the UNDP-GEF project document if possible. A validation workshop report will be prepared for projects with an overall safeguards risk rating of moderate or high.

IV. TOTAL BUDGET AND WORK PLAN FOR GEF PPG

Award ID:	00108455
Project ID:	00108281
Business Unit:	NAM
Project Title:	Namibia Integrated Landscape Approach for enhancing Livelihoods and Environmental Governance to eradicate poverty (NILALEG)
Project (PIMS) ID:	5640
Implementing Partner:	Ministry of Environment and Tourism

GEF Outcome/Atlas Activity	Responsible Party	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount US$	Budget Notes
Project preparation grant to finalize the UNDP-GEF project document for project "Namibia Integrated Landscape Approach for enhancing Livelihoods and Environmental Governance to eradicate poverty (NILALEG)"	UNDP	62000	GEF TRUSTEE	71200	International Consultants	85,000	A
				71300	Local Consultants	89,250	B
				71600	Travel	10,000	C
				72500	Supplies	1,250	D
				74500	Miscellaneous Expenses	500	E
				75700	Trainings	14,000	F
					Total	200,000	

Budget Note	Items	Total estimated person weeks	Budget	Budget Note
A		34	85,000	Please see Annex 2 for key responsibilities.
B		51	89,750	
C			10,000	To cover the costs of travel for community members during PPG
D			1,250	To cover the costs of supplies related to PPG activities such as training and workshops
E			500	To cover unforeseen expenses
F			14,000	To cover the costs of workshops, trainings and meetings, especially at community/site levels, including the initial and final PRODOC Validation workshops

V. GEF PPG ACTIVITIES TIMEFRAME AND BUDGET

PPG Activity	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Month 13[2]	Month 14[2]	Month 15[2]	Month 16[2]	Budget (US$)
Component A: Technical studies, etc.																	
Component B: Formulation of ProDoc, etc.																	
Component C: Validation Workshop																	
Delivery of final outputs																	

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[2] For full-sized projects only

VI. Mandatory Annexes

Annexes: PIF, PIF approval and GEF SEC, STAP and Council Member comments on the PIF

STAP comments: LetterTemplates_LetterTemporary_9426-2017-11-15-114526-STAPReviewAgency.rtf

GEF SEC Review comments: 9426-2017-10-11-121659-GEFReviewSheetGEF61.pdf

GEF Council Member (Germany) comments: _9426, Namibia Comments from Germany Council Member on PIF_19Dec2017.pdf

PIF Approval Letter: ID9426 PIF_PPG Appr Ltr.pdf

Approved PIF: PIMS 5640 _ Namibia MFA _ NILALEG _ PIF rev October version_FINAL for resubmission to GEFSEC_corrected.docx

gef GLOBAL ENVIRONMENT FACILITY
INVESTING IN OUR PLANET

Naoko Ishii
CEO and Chairperson

October 30, 2017

Ms. Adriana Dinu
GEF Executive Coordinator
United Nations Development Programme
One United Nations Plaza
304 East 45th St.
FF Bldg., 10th floor
New York, NY 10017

Dear Ms. Dinu:

I am pleased to inform you that I have cleared the project concept detailed below for inclusion in the upcoming work program. I have also approved your request for project preparation grant.
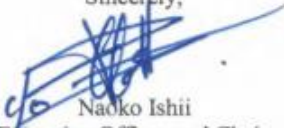
Decision Sought:	Project Identification Form (PIF) Clearance for Work Program Inclusion and Project Preparation Grant (PPG) Approval
GEFSEC ID:	9426
Agency(ies):	UNDP
Agency ID:	5640 (UNDP)
Focal Area:	Multi Focal Area
Project Type:	Full-sized Project
Country(ies):	Namibia
Name of Project:	Namibia Integrated Landscape Approach for Enhancing Livelihoods and Environmental Governance to Eradicate Poverty (NILALEG)
Indicative GEF Project Grant:	$10,823,744
Indicative Agency Fee:	$974,137
PPG Grant:	$200,000
PPG Agency Fee:	$18,000
Funding Source:	GEF Trust Fund

Break-down of Indicative Agency Fee				
Agency	Trust Fund	40% Fees to be committed at Council Approval	Fees to be committed at CEO Endorsement	Total (US$)
UNDP	GET	$389,655	$584,482	$974,137

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This PIF clearance and PPG approval is subject to the comments made by the GEF Secretariat in the attached project review document. It is also based on the understanding that the project is in conformity with GEF focal areas strategies and in line with GEF policies and procedures. Please ensure that your final project document, with all Secretariat and Council comments fully addressed, is submitted such that CEO endorsement can be provided within 18 months of Council approval of the work program.

Sincerely,

Naoko Ishii
Chief Executive Officer and Chairperson

Attachment: GEFSEC Project Review Document
Copy to: Country Operational Focal Point, GEF Agencies, STAP, Trustee

GEF ID: 9426 - Namibia Integrated Landscape Approach for Enhancing Livelihoods and Environmental Governance to Eradicate Poverty (NILALEG)

Annex 2: Draft Terms of Reference (TORs) of Consultants Financed by the Project Preparatory Grant (GEF PPG)

Below is a set of TORs for the key consultancies assignments that will support the PPG process.

Position, Type and Cost	Role, Deliverables and Qualifications

Position: Project Development Specialist (GEF PPG Team Leader)
 	
Type: IC
 	
Cost per person week: US$2,500
 	
Number of person weeks needed: 22 weeks
	Role
	The **Project Development Specialist** will be the GEF PPG Team Leader and will be responsible for quality assurance and timely preparation of all reports and documentation, including the finalized UNDP Project Document (ProDoc) and CEO Endorsement Request, with all mandatory and project specific Annexes and supporting documentation. S/he will be responsible for managing all consultants on the GEF PPG Team, and coordinating the Team's work. The consultant will provide an overall orientation to the PPG team in relation to GEF requirements for project planning and monitoring; provide methodological guidance for data collection related to project planning and monitoring with particular attention given to the description and quantification of the baseline investments; based on the inputs from national and international experts and in close cooperation with the key national stakeholders compiles final baseline/situational analysis for the full-size project (FSP).
	
	Deliverables
	1) Management of the GEF PPG Team
	    a. Define and submit a **detailed methodology and work plan** in consultation with the other consultants with clear delegation of responsibilities for the International Consultants (ICs) and National Consultants (NCs);
	    b. Ensure that project development is **participatory, gender-responsive and based on extensive stakeholder engagements**; and
	    c. Verify and ensure that all project components are **technically sound and cost effective**.
	
	2) Preparatory Technical Studies and Reviews (Component A): With inputs from the other national and international consultants, as detailed in their respective TORs:
	    a. Compile **baseline/situational analysis** for the full-size project (FSP). This will include a precise definition of baseline projects, activities, budgets, goals and co-financial links to GEF outcomes; definition of GEF incremental value per outcome and output; and presentation of results of the incremental cost-analysis in matrices as appropriate;
	    b. Oversee the **stakeholder analysis and consultations** and ensure that they are complete and comprehensive;
	    c. Ensure the preparation of the **gender analysis** and ensure its findings are meaningfully integrated into the project's strategy, theory of change and results framework;
	    d. Ensure action points, including risk assessments, from the **UNDP Social and Environmental Screening Procedure** (SESP) at the PIF stage ("pre-

	screening") are fully implemented during the PPG, and update that screening in an iterative fashion throughout the PPG, as appropriate; e. Conduct/oversee the **identification of the project sites**, with documentation of selection criteria; f. Oversee the consultations with partners regarding **financial planning**; and g. Ensure completion of **any additional studies** that are determined to be needed for the preparation of the ProDoc and all other final outputs. 3) <u>Formulation of the ProDoc, CEO Endorsement Request and Mandatory and Project Specific Annexes (Component B)</u>: With inputs from the other national and international consultants, as detailed in their respective TORs, and based on international best practice: a. Develop, present and articulate the project's **theory of change**; b. Develop the **Results Framework** in line with UNDP-GEF policy; c. Work closely with the UNDP Namibia Office to identify the relevant UNDP strategic outcomes that the project will be linked to (i.e. link the project to the appropriate indicator in the **UNDP Integrated Results and Resources Framework** as defined in the UNDP Strategic Plan); d. Develop a detailed **Monitoring and Evaluation Plan and Budget**; e. Oversee and ensure the preparation of a **Stakeholder Engagement Plan**; f. Oversee and ensure the preparation of a **Gender Action Plan and Budget**; g. Update the **SESP** based on assessments undertaken during Component A, and ensure the development of **environmental and/or social management plan(s)** for all risks identified as Moderate or High in the SESP; h. Prepare the required **GEF tracking tool(s)**; i. Secure and present agreements on **project management arrangements**; j. Prepare an indicative **Procurement Plan**; k. Prepare indicative **TORs for key project personnel** (e.g. C/TAs, Project Manager, M&E officer); l. Ensure the completion of the **required official endorsement letters**; and m. Synthesize all analyses, studies, etc. that are prepared under Components A and B to produce **the draft UNDP-GEF ProDoc, GEF CEO Endorsement, and all mandatory and project specific Annexes**, using the required templates.[3] 4) <u>Validation Workshop (Component C)</u>: a. Lead the validation workshop to present, discuss and validate the final draft ProDoc and mandatory and project specific annexes, with a special focus on the SESP and any management plans; and b. Oversee all necessary revisions that arise during the workshop. c. Ensure completion of Validation Workshop Report. 5) <u>Final Deliverables</u>: a. Consolidation of all technical and consultation inputs including from national stakeholders, UNDP, GEF Secretariat, STAP and GEF Council, into a well written and concise UNDP ProDoc with all required sections and

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[3] Please verify with the UNDP-GEF team that the correct templates are being used.

Annexes, in line with the standard UNDP-GEF ProDoc template and annotated guidance;

    b. Completion of the GEF CEO Endorsement Request;
    c. All documentation from GEF PPG (including technical reports, etc.); and
    d. Validation Workshop Report.

Qualifications
- Master's degree or higher in a relevant field, such as natural sciences, social sciences or political or environmental sciences;
- Minimum 10 years of demonstrable experience in the technical area of sustainable land management, sustainable forest management and integrated natural resources management and in preparing high-quality GEF and other donor-funded projects.
- Fluency in written and spoken English
- Work experience in southern Africa and/or African countries preferred
- Strong technical writing skills
- Excellent coordination and leadership skills.

Position: Sustainable Forest Management and Landscape Restoration Expert **Type:** International Consultant **Cost per person week:** US$2,500 **Number of person weeks needed:** 12	**Role** The **Sustainable Forest Management and Landscape Restoration Expert** will provide technical guidance to the PPG process on the SFM and landscape and ecosystem-based climate change mitigation aspects of the project, with special emphasis on Forest Landscape Restoration via SFM and SLM, including on management of bush encroachment/invasive vegetation species at landscape levels. The expert will lead the baseline assessments under component 2, particularly the review of international best practices on methods that have been effective in incentivising uptake of SLM/SFM under conditions similar to Namibia. In undertaking the work on SFM and FLR components of the project, the expert will closely liaise with related ongoing projects to ensure lessons are integrated into the design of project interventions. A notable initiative is the pilot project on Land Degradation Neutrality (LDN) implemented by Ministry of Environment and Tourism (MET) and German Development Cooperation. Working with other consultants, the expert will undertake the following activities: - Conduct spatial assessment of forest areas, land use, degraded areas, and emission factors; - Assess and compile spatial information on current land uses, forested land, and degraded areas in the five (5) project sites. Assessment will include: (i) spatial assessment on current forest coverage, (ii) drawing on work through REDD+ on Forest Reference Emission Levels, estimation of reference deforestation rate based on the business as usual scenario and potential reduction of deforestation; (iv) establishment of emission reduction potential from various forest safeguarding measures including High Conservation Value (HCV)/ High Carbon Stock (HCS) forest protection, reforestation, invasive bush clearing and agroforestry. The assessment will conduct the following work as appropriate;

	- Analyses of the baseline programs on forest management and conservation and sustainable management of land and other natural resources; - Assess the dependency of the communities on the forests and estimate rates of degradation, and the resultant losses to local communities and economies; - Evaluate current policies and community and national level procedures aimed at conservation of forests; - Identify / confirm the threats and causes of threats to the tree species and ecosystems and rangeland ecosystems and recommend proposals to address them; - Assist in the development of the site based measurement points. - Assist in the selection and description of measurements and extrapolation methodologies for GHGs relevant to the project; - Assist in calculation of the baseline and project emission scenarios, in particular: (i) the non-depletion of the carbon pool contained in the forests and rangelands as a result of the prevention of degradation of 3,000 ha of forest under Component 2; (ii) the sequestration dividend from restoration of 10,000 ha of forested land [Detailed tCO2e estimates in line with IPCC Tier 2 level will be presented including separate estimations for protection of existing forest cover and reforestation and comparison with appropriate baseline scenarios; - Suggest participatory management measures to conserve the tree species and promote agro-forestry and climate-smart practices across 15,000 ha in the project sites; - Assess the range condition (assessment of present state of health of the range in relation to its potential); - Assess the range trend (direction of change of range condition); - Together with the National Natural Resource Management Expert, suggest ways for development and implementation of integrated land use plans that promote the mainstreaming of SLM, SFM and biodiversity into land planning, use and agricultural practices in the project areas; - Define project risks and risk mitigation strategies, and contribute as appropriate, to the completion of the final SESP, as well as identify and define the risk management measures to be put in place during the PPG and those that need to be undertake before and during project implementation; - Supervise the development of specifications and selection of sites for reforestation and rehabilitation (including bush clearing) of areas; - Facilitate selection, description and endorsement of rehabilitation and restoration systems which will be used as a basis for developing projects to introduce the principles of forest and landscape restoration in two newly-demarcated Regional Forest Reserves of 10,000ha; - Conduct and estimation of the technology, equipment and labour requirements for implementation of the landscape restoration activities/interventions proposed;

	- Calculate carbon benefits resulting from the establishment and improved management of the existing forest ecosystem/landscape and rangelands; - Conduct review of the carbon emissions baseline data cited in the PIF. Define the baseline and project scenario, with special look at non-permanence, leakage, any social and economic safeguards issues; - Conduct analysis of available tools for carbon monitoring, verification and reporting, and suggest most appropriate ones to be used for carbon monitoring, verification and reporting within the project; - Utilising the UNDP Capacity Assessment Scorecard and other existing tools, conduct an assessment of the capacities of the key stakeholder in forest management, including government institutions, as well as NGO/CBOs and identify their capacity and training needs and make recommendations for capacity building/training on specific/relevant SFM and FLR aspects; - Prepare indicative TORs for expertise to be recruited during implementation of the project; - GEF CCM and SFM Tracking Tool and Project Indicator Development: The expert will take the lead in compiling the CCM and SFM Tracking Tools and will also be in charge of developing the following project indicators: (i) a finer calculation of emission reduction potential and carbon sequestration targets for the project; (ii) extent of degraded land and potential for improving land management; (iii) current rate of deforestation and probable reduced deforestation rate. **Deliverables** - Based on the technical assessments and analysis, propose strategies, indicators and targets for incorporation into the Project Results Framework; - Based on the technical assessments, a report detailing the potential risks that may arise out project interventions, in particular the de-bushing/removal of tree species, as well as reforestation and rehabilitation of rangelands under component 2 of the project and recommend measures to avoid, minimise and mitigate against the identified risks (e.g. Environmental Impact Assessment and Environmental Management Plan); - Complete the SFM and CCM Tracking Tools for submission to the GEF SEC; - Prepare detailed tCO2e estimates in line with IPCC Tier 2 level/FAO EX-ACT Tool based on the preliminary estimates in the PIF; - Prepare a detailed narrative report of the forest and rangeland degradation status and potential restoration of the landscape and interventions in the project areas and the potential SFM, sequestration and mitigation benefits to be gained; - A report outlining the capacity (and capacity gaps/limitation) of forest management and land management institutions for implementing SFM and FLR practices. The UNDP Capacity Scorecard should serve as the primary tool for measuring capacity. Recommendations for capacity building on SFM and FLR for government and community institutions must form part of this assessment.

	Qualifications: • Excellent knowledge and minimum 8 years of demonstrable experience in forestry management and assessments, including experience in managing forestry projects; • At least an MSc degree in a Forestry-related subject; • Proven track record of undertaking similar consultancies (to show ability to work with minimal supervision, in teams and to meet tight deadlines); • Prior experience in designing REDD+ and SFM projects for funding by development organisations; • Fluency in English with excellent technical writing skills.
Position: NRM and Land Management expert/Lead National Consultant **Type:** National Consultant **Cost per person week:** US$1,750 **Number of person weeks needed:** 22	The **Natural Resources and Land Management Expert/Lead National Consultant** will be the overall lead expert for project preparation at the national level, working closely with the International GEF Project Development Specialist, and coordinating the national consultants/experts. The consultant will lead in identifying ongoing initiatives at the national level supported through other financing to ensure that synergies are explored and duplications avoided. Close collaboration and learning will be explored with ongoing initiatives by the German Development Cooperation, particularly on measures related to land reform and land use planning, climate change, biodiversity conservation, development of nature-based enterprises and introduction of conservation agriculture techniques, bush encroachment and public works programme. The expert will: • Review and analyze existing policies and regulatory and institutional frameworks for the land, forestry, wildlife and for the agriculture sector to identify the key entry points for the mainstreaming of SLM, SFM and biodiversity; • Assess barriers to adoption of climate-smart measures for agriculture, livestock production and water management and make recommendations to address the constraints; • In collaboration with the other consultants, assess the threats to the landscape and the consequent risks and vulnerability for the forestry, agriculture, wildlife, livestock production and water-use related livelihoods in the key landscapes that will form the focus of the project; • Lead the collection and analysis of baseline information about the socio-economic situation in the forestry, wildlife and agriculture sectors and the targeted rural communities that is of relevance to the scope of the proposed project. This will be conducted in close liaison with and inputs from the Gender and Stakeholder Engagement Expert and the Nature-based Business and Enterprise Development Expert; • Support the Landscape Restoration Expert in the identification of the most degraded rangelands, forests and watersheds (vulnerable zones), species and propose sites and protocols for intervention;

- Identify and outline gaps in the agricultural (agro-pastoral) development and agro-forestry related baseline projects in terms of current and planned investments that the proposed project will build on;
- Identify required additional investments for improving the climate resilience of agriculture and livelihood activities in the targeted communities that the project could finance;
- Support the design of the adaptation measures (for the agriculture, livestock production and agro-forestry sectors) and prepare pre-feasibility studies and costs-benefit analysis for these measures;
- Identify the technical, financial, policy, regulatory and other constraints, incentives and disincentives for the sustainable adoption of SLM, SFM and biodiversity-friendly livelihood strategies related to the agriculture, livestock production and agro-forestry sectors;
- Conduct institutional and individual capacity gaps and needs analysis for national government institutions, extension officers for identifying, testing and disseminating, sustainable and climate resilient agro-pastoral technologies and knowledge in the assessment of the climate and ecosystem degradation risks for the agricultural, livestock production and agro-forestry sectors;
- Based on capacity assessments, propose a preliminary policy, institutional and capacity development strategy and action plan to be further refined and implemented by the project;
- Identify key elements of the BD/LD/SFM/CCM project monitoring and evaluation strategy;
- With inputs from the other national consultants, and guidance from the Project Development Specialist, propose suitable institutional/implementation arrangements;
- Assist in building financing partnerships and mobilizing co-financing resources;
- Complete the relevant LD-PMAT and Biodiversity Tracking Tools.

Key deliverables

- A baseline analysis report outlining the institutional, policy, legal and regulatory framework shaping implementation of SFM, SLM, biodiversity and climate change mitigation and adaption and overall natural resources management in the country; and the gaps in these, as well as recommendations for policy reviews and legal reform to facilitate implementation of SLM, SFM, CCM, and sustainable management of biodiversity, ecosystems and landscapes;
- A report outlining key strategies to be supported during implementation to promote SLM, SFM and other integrated NRM approaches at local landscape levels and proposed management/implementation arrangements;
- A completed UNDP Capacity Scorecard/s outlining the capacities and capacity gaps of the national institutions for implementing SFM, SLM,

| | biodiversity conservation and integrated NRM and sustainable management of ecosystems and landscapes. |
| | • Completed GEF 6 LD-PMAT and Biodiversity Tracking Tools. |

The work will also entail assisting the International GEF Project Development Specialist in preparing the Project Document (PRODOC) and CEO Endorsement Request. The local lead consultant will also ensure the completeness of the required annexes to the CEO Endorsement Request, i.e. Tracking Tools, Institutional Capacity scorecards; co-financing letters, and support the preparation of responses to UNDP, STAP, GEF Secretariat and GEF Council comments as applicable.

Qualifications:

Interested candidates should possess a high-level of experience in conducting policy research and analysis and/or designing, managing or evaluating projects in the land, water, forestry and/or agricultural sectors in Namibia and other countries, preferably in Southern Africa. This should include proven ability to verify, critically analyze data and information and to present finished work with a high degree of accuracy and technical quality in a relatively short time.

The minimum qualifications are as follows:
- An advanced degree (i.e. Masters or equivalent) in Environmental Science, Natural Resource Management, Land Use/Environment Planning or Development Studies – Environment Development; Environmental Planning, or related work. Specific training in land and natural resources management is highly desired;
- Training and experience in applying Results Based Management concepts to project development, management and evaluations;
- Experience in preparation and review of policies and legal and regulatory frameworks for NRM;
- Experience in preparing/developing donor funded projects on sustainable management of natural resources;
- Experience in designing and GEF-financed projects is an added advantage;
- Ability to communicate effectively orally and in writing, to communicate complex, technical information to both technical, policy and general audiences, including strong policy advice skills;
- Full command of and fluency in English, with a high degree of proficiency in writing in this language is a requirement;
- Fluency in one of the other official languages spoken in Namibia will be an added advantage;
- Proven international and/or national experience in preparing strategic programmes, with at least some experience in designing sustainable land management or land use planning, forestry and/or natural resources management projects.

Position: Gender and Stakeholder Engagement Expert **Type:** National Consultant **Cost per person week:** US$1,750 **Number of person weeks needed:** 15	The **Gender and Stakeholder Engagement Expert will provide technical** expertise and guidance and lead the assessment/analysis of gender dimensions and stakeholder participation in NRM (land, biodiversity and forestry) and the differentiated impacts of land, forest and ecosystem degradation on men, women and youth and the implications for the environment and livelihoods of the local groups and communities in the project area, using a Gender Analysis Template and Guide to Conducting a Participatory Gender Analysis for projects supported by UNDP with GEF financing. The assessment will guide the project team to mainstream gender equality and women's and youth empowerment into project implementation, taking into account the differences, needs, roles and responsibilities of men, women and youth. The gender assessment will at a minimum utilise the UNDP GEF Guide to Gender Mainstreaming in UNDP Supported GEF Financed Projects for conducting gender analysis and will seek to provide guidance for the project to be gender responsive or gender transformative using the following gender results effectiveness scale as outlined in the UNDP evaluation of gender mainstreaming in UNDP: *Gender negative: result have a negative outcome that aggravate or reinforce gender inequalities and norms.* *Gender blind: results pay no attention to gender and fail to acknowledge the different needs of men, women, girls and boys, or marginalized populations.* *Gender targeted: results focus on the number or equity (50/50) of women, men or marginalized populations that targeted.* *Gender responsive: results address differential needs of men or women and equitable distribution of benefits, resources, status and rights but did not address root causes of inequalities in their lives.* *Gender transformative: results contribute to changes in norms, cultural values, power structures and the roots of gender inequalities and discriminations. The aim is to redefine systems and institutions where inequalities are created and maintained.* Guidance should facilitate the mainstreaming of gender equality considerations into the Project Strategy and Result Framework through a process of assessing the implication for women and men of any planned action, in all areas and at all levels. The project strategy should ensure that women's, men's, youth and other marginalised groups' concerns and experiences are an integral dimension of the design, implementation, monitoring and evaluation of projects so that all stakeholders benefit equally from the project interventions. To facilitate the development of an inclusive and gender-transformative project, the expert will at a minimum: • Lead the stakeholder identification (including identification of indigenous groups) and profiling process, by conducting an analysis existing data demographic profiles of communities in the project sites and consultations and ensure that these are complete and comprehensive. This process should be informed by a review of the PIF pre-screening report, and the existing UNDP guidance on Social and Environmental Standards and other

	best practice approaches to stakeholder engagement [4] and gender mainstreaming;
	• Lead and advise on the stakeholder analysis and consultations and ensure that they are complete and comprehensive;
	• Prepare a stakeholder engagement plan and an Indigenous Peoples' Plan;
	• Determine the number of men and women, disaggregated by age, in the project site and their roles, responsibilities and priorities in their access, use and utilisation of natural resources, including forests, and other non-timber forest products;
	• Conduct a participatory analysis of the differentiated impacts of land, forest, water and ecosystem degradation on women and men, disaggregated by age;
	• Assess gender dynamics shaping adoption (or lack thereof) of SFM, SLM and biodiversity-friendly agro-pastoral practices, identifying enabling conditions that have been found to work;
	• Based on the findings, prepare a gender action plan for incorporation into the Project Document (PRODOC) to ensure that the project strategy and its implementation are monitored as appropriate in terms of gender-responsiveness;
	• Using the findings of the gender analysis exercise, propose gender-disaggregated indicators and targets for integration into the Project Results Framework;
	• Support action points, including risk assessments, from the UNDP Social and Environmental Screening Procedure (SESP) at the PIF stage ("pre-screening") to ensure these are fully implemented during the PPG, and update that screening in an iterative fashion throughout the PPG, as appropriate;
	• Provide responses to the UNDP SESP on sections related to gender and women's empowerment and make recommendations for the Gender Marker Rating for the overall project strategy.
	Key deliverables for the expert include:
	• A profile of the stakeholders and right-holders in the proposed project areas, the community institutions (norms, rules and procedures) governing access to, control over and use of natural resources, and the mechanisms for sharing the benefits therefrom;
	• A gender analysis report outlining the key findings for use in formulating the gender strategy for the project;
	• A gender responsive project results framework, including sex disaggregated indicators (also indicating the share of men and women direct beneficiaries).
	• Action plan (outlining the process to be followed) for incorporation of gender aspects in the project;

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[4] For guidance of 'meaningful stakeholder engagement', see UNDP guidance here: https://info.undp.org/sites/bpps/SES_Toolkit/SitePages/Stakeholder%20Engagement.aspx other guidance available here: https://publications.iadb.org/bitstream/handle/11319/8454/Meaningful-Stakeholder-Consultation.pdf?sequence=3

	• A stakeholder engagement plan; • An Indigenous Peoples Plan, including a budget and progress indicators as described by UNDP's Guidance Note on SES Standard 6: Indigenous Peoples **Qualifications:** • Excellent knowledge and minimum 7 years of demonstrable experience in community development or project management; • Master's degree in Development Studies/ Political Science/ Political Ecology/ Sociology/Anthropology; • Training on gender issues/ gender studies and participatory development theories • Excellent understanding of the dynamics around gender and natural resource management; • Previous work on similar projects; • Good command of English is a requirement; • Fluency in one of the other official languages in Namibia is required.
Position: CBNRM, Nature-based Business and Enterprise Development Expert **Type:** National Consultant **Cost per person week:** US$1,750 **Number of person weeks needed:** 14	The expert on **CBNRM, Nature-based Business and Enterprise Development** will conduct the baseline assessments and technical analytical work to inform the design of interventions under Component 3 *(Sustainable financing for implementation and upscaling of the integrated landscape management approach).* His/her work will support the identification of viable business and enterprise development and investment opportunities, analyse the barriers to start-ups, conduct preliminary analysis of potential return of investments and make recommendations for creating an enabling environment for businesses and enterprises to be supported. With support of the Sustainable Forest Management and Landscape Restoration expert, the Nature-based Business and Enterprise Development Expert will lead the feasibility studies to determine the profitability of a public works programme on bush-clearing and the potential for establishment of an enterprises based on the use of the timber products from cleared bush material. This expert will also lead a rapid livelihoods/socio-economic assessment: data collection and analysis on the current natural resource-based livelihoods and propose recommendations for interventions that can further support the improvement of livelihoods through CBNRM approaches to management of forests, wildlife and other ecosystem goods. The socio-economic/livelihoods assessment will focus on identifying the main underlying factors for the creation of sustainable livelihoods within a CBNRM framework and also based on the enabling environment for communities to access natural resources and utilise them to create livelihoods. Household assets, sources of income and livelihoods, diversification of income and livelihoods, expenditure and expenditure ratios provide information about livelihoods. The expert will assess the means by which people access resources and assets in their environment in order to meet household needs, and assess the physical, financial, natural, social and human capital – present in the surveyed area, followed by the range of livelihood strategies into which people translate them. The expert will:

	• Map the number and types of active private businesses and community enterprises currently generating jobs/employment and income from the utilisation (including value addition) of natural wood, forest and non-timber products in the sites/landscapes; • With support from the Livelihoods, Gender and Stakeholder Engagement Expert, the consultant will conduct market analysis and opportunities for alternative income generating activities for local communities in the 5 targeted landscapes and communal areas and carry out a preliminary targeted scenario analysis to determine the value of the ecosystem goods and services of the resources found therein; • Make recommendations and proposals, based on these assessments and consultations, on the type and nature of income-generation opportunities/activities that the project can support to access market information, technical advice and financial resources from private and public financing institutions, including the Environment Investment Fund; • Based on initial assessments of the potential of each of the landscapes for supporting the development of nature-based enterprises, the consultant will lead the process of identifying up to 40 CBOs to be supported to prepare proposals to access grants and micro-loans through the EIF to support SLM and sustainable nature-based businesses; • Working closely with the Sustainable Forest Management and Landscape Restoration Expert, determine the feasibility and appropriateness of the 'public works programme as the primary method for implementing the landscape restoration activities, especially bush clearing; • A determination of the feasibility and viability of a Payment for Ecosystem Services (PES) scheme from a bush-clearing service for commercial farmers; • A compilation of preliminary recommendations for the establishment of a forest and landscape restoration investment framework and financial strategy for possible future adoption by the Environment Investment Fund; • A feasibility study will be carried out to assess the potential of a community-based national insurance scheme to protect against crop and stock losses from climate change and human-wildlife conflict. • Establish baselines, propose tools for measuring and monitoring the jobs and income-generation benefits from sustainable utilisation and exploitation of forest and other resources through the nature-based enterprise development model. **Deliverables** • A comprehensive analysis of the investment potential and feasibility of developing viable business enterprises from the sustainable harvesting, value-addition and marketing of wood and forest products, including products and materials from clearing of bush encroachment in rangelands; • An initial analysis and identification of at least 40 CBOs for support in accessing financial assistance (grants and micro-loans) from the

	Environment Investment Fund, for small and medium nature-based enterprises; • A comprehensive analysis of the business potential for a public works programme on landscape restoration, with a focus on bush-clearing. **Qualifications:** • Excellent knowledge and minimum 8 years of demonstrable experience in business and enterprise development and advisory; • A minimum of an MBA or MA in Economics; • Proven track record of undertaking similar consultancies (to show ability to work with minimal supervision, in teams and to meet tight deadlines); • Fluency in English with excellent technical writing skills; • Fluency in one of the other Namibian languages is required.