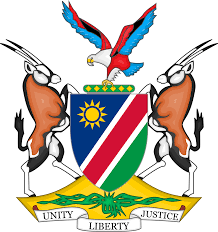


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**United Nations Development Programme**

**Annotated Project Document template for nationally implemented projects**

**financed by the GEF/LDCF/SCCF Trust Funds**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Project title:** Namibia Integrated Landscape Approach for enhancing Livelihoods and Environmental Governance to eradicate poverty (NILALEG) | | | | | |
| **Country:** Republic of Namibia | **Implementing Partner:** Ministry of Environment and Tourism | | | | **Management Arrangements:** National Implementation Modality (NIM) |
| **UNDAF/Country Programme Outcome***:* By 2023, vulnerable populations in disaster-prone and biodiversity-sensitive areas are resilient to shocks and climate change effects, and benefit from natural resources management[[1]](#footnote-1) | | | | | |
| **UNDP Strategic Plan Output:** Output 1.3. Solutions developed at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals and waste[[2]](#footnote-2) | | | | | |
| **UNDP Social and Environmental Screening Category:**  Moderate | | | **UNDP Gender Marker:**  GEN2 | | |
| **Atlas Project ID (formerly Award ID):**   |  |  | | --- | --- | |  |  | |  | 00118575 | | | | **Atlas Output ID (formerly Project ID):**  00115337 | | |
| **UNDP-GEF PIMS ID number:** 5640 | | | **GEF ID number:** 9426 | | |
| **Planned start date:** 1 July 2019 | | | **Planned end date:** 30 June 2025 | | |
| **PAC meeting date:** 18 February 2019 | | | | | |
| **Brief project description:** The project will work in the forest, savannah and rangeland of Namibia’s northern areas to pilot an integrated landscape management approach, reducing poverty through sustainable nature-based livelihoods, protecting and restoring forests as carbon sinks, and promoting Land Degradation Neutrality. This is achieved by a strategy which develops national and regional capacity for an integrated approach to planning and managing landscapes, for monitoring spatial results in reporting on multilateral environmental agreements, and for compliance with environmental legislation (Component 1). The project works in a set of focal landscapes to demonstrate how to achieve the related and overlapping spatial targets of these MEAs, implementing the Integrated Regional Land Use Plans through fine-scale participatory land use planning and management with communities, businesses, local government and traditional authorities. This landscape-level work will enable a demonstration of the impacts of integrated landscape management for rural development and wealth creation, through sustainable land and forest management interventions on the ground with communities, and nature-based enterprise development (Component 2). Innovative financial mechanisms will be put in place for scaling up nationally (Component 3), based on capturing and sharing of lessons learnt and impact achieved through the new integrated landscape management approach (Component 4). The project draws together a wide range of stakeholders from the public sector for intragovernmental coordination, in partnership with the private sector, civil society, research organizations, and donor and technical partners, to bring about a shift in the way Namibia approaches rural development, coordinating actions to reverse environmental degradation and maximize nature-based livelihoods. | | | | | |
| **Financing Plan** | | | | | |
| GEF Trust Fund | | | USD 10,823,744 | | |
| Cash co-financing to be administered by UNDP | | | USD 0 | | |
| 1. **Total Budget administered by UNDP** | | | **USD 10,823,744** | | |
| **Parallel co-financing** | | | | | |
| UNDP | | | USD 400,000 | | |
| Government | | | USD 67,612,844 | | |
| Other | | | **USD 6,100,00** | | |
| 1. **Total co-financing** | | | **USD 74,112,844** | | |
| 1. **Grand-Total Project Financing (1)+(2)** | | | **USD 84,936,588** | | |
| **Signatures** | | | | | |
| **Signature:**  Ms Annely Haiphene, Permanent Secretary: National Planning Commission | | **Agreed by Government** | | **Date/Month/Year:** | |
| **Signature:**  Mr Teofilus Nghitila, Executive Director: Ministry of Environment and Tourism | | **Agreed by Implementing Partner** | | **Date/Month/Year:** | |
| **Signature:**  Ms Alka Bhatia, UNDP Resident Representative | | **Agreed by UNDP** | | **Date/Month/Year:** | |

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# Development Challenge

The key development challenge to which this project responds is the need for integrated management of Namibia’s rural landscapes, to reverse environmental degradation and maximize sustainable livelihoods based on nature. Without such an approach, the country’s densely settled northern regions[[3]](#footnote-3) will see increased poverty and inequality, with a continuous decline in forest cover, and attendant loss of biodiversity, soil fertility and carbon sequestration capacity. An effective multi-stakeholder approach to integrated landscape management is vital if Namibia is to meet its global environmental obligations and national development goals, addressing poverty and environmental degradation, and achieving inclusive and sustainable economic growth in the long run. The *Namibia Integrated Landscape Approach for enhancing Livelihoods and Environmental Governance to eradicate poverty* or “NILALEG” project is linked to key national strategies and action plans as outlined below, including those based on the three Rio Conventions.

**Multilateral Environmental Agreements**: The NILALEG project is aligned with the following policy commitments on (1) Biodiversity: Namibia’s Second National Biodiversity Strategy and Action Plan 2013-2022; (2) Climate Change: Nationally Determined Contributions in terms of the Paris Agreement, the Third National Communication, Biennial Update Report 3[[4]](#footnote-4) and Technology Needs Assessment; and 3) Land Degradation: Namibia’s Third National Report on the implementation of the UN Convention to Combat Desertification, Country Pilot Partnership, and National Programme to Combat Desertification, Third National Adaptation Plan, and Land Degradation Neutrality Report 2015, as well Sustainable Development Goals, especially SDGs 1, 6, 7, 13, 14, and 15. Through interventions in management and restoration of forests and rangelands, the project is directly supporting the Agriculture, Forestry and Other Land Use (AFOLU) priorities cited in the Nationally Determined Commitments in terms of the Paris Agreement, tabled at the 2015 UNFCCC COP-21:

|  |  |  |
| --- | --- | --- |
| **Measure** | **GHG amount** | **% of BAU scenario in 2030** |
| **Agriculture, Forestry and Other Land Use (AFOLU)** |  |  |
| *Reduce deforestation rate by 75 %* | 13,537 | 59.8 |
| *Reforest 20,000 ha per year* | 1,779 | 7.9 |
| *Restore 15 M ha of grassland* | 1,359 | 6.0 |
| *Reduce removal of wood by 50 %* | 701 | 3.1 |
| *Afforest 5,000 ha per year* | 578 | 2.6 |
| *Plant 5,000 ha of arboriculture per year* | 358 | 1.6 |
| *Fatten 100,000 cattle heads in feedlots* | 201 | 0.9 |
| *Soil carbon* | 180 | 0.8 |

**National development policies:** The project is designed in line with the Constitution of Namibia, which provides for the sustainable use of resources and maintenance of healthy ecosystems. It is also premised on the long-term aspirations within the Vision 2030 and directly addresses the key priority areas identified in Namibia’s Fifth National Development Plan 2017/18-2021/22. This ties in also with the Harambee Prosperity Plan, aiming to redress long-standing inequalities and income disparities inherited at independence, whose five “Game Changer” interventions include “*Increase productivity in agriculture, especially for smallholder farmers*” and “*Improve value addition in natural resources*”. The project helps fulfil Namibia’s National Rural Development Policy and Strategy 2013/14-2017/18, which tackles the priorities of agriculture, food security and reduction of extreme poverty, identifying as root problems: (a) limited livelihood diversification and economic opportunities; (b) food and livelihood insecurity; and (c) land (un)-availability, as challenges to sustainable development. The project is also aligned with the National Tourism Investment Profile and Promotion Strategy 2016-2026 which emphasizes diversification of the tourism industry and nature-based economy, particularly community-based tourism as a source of employment creation, and improvement of infrastructure in decentralised sub-regions. The project takes forward the implementation of the Integrated Regional Land Use Plans (IRLUPS) and Strategic Environmental Assessments developed by Government to direct regional and development planning.

**How lack of integrated landscape management is affecting communities**: Namibia’s northern regions include communal land under crops, pastures and woodlands, small-scale commercial farms granted by leasehold on communal land, conservancies and community forests, and group resettlement farms on former commercial land in Otjozondjupa. In these wider production landscapes, human pressures, combined with already observed changes in weather patterns in line with predicted climate change, are resulting in land degradation – including deforestation, diminishing availability of vegetation and perennial grasses, soil erosion and bush encroachment. The northern areas are experiencing signals of climate variability, such as reduced and more erratic rainfall, warmer temperatures and higher frequency of droughts. In 2013, Namibia suffered one of the worst droughts in 30 years, and rainfall was also much below average in 2014 and 2015. Namibia is classified as the seventh most at risk country, globally, in terms of agricultural production losses due to climate change, and this is exacerbated by bush encroachment of grazing lands.

Namibia’s northern and eastern regions feature Broadleaf Tree and Shrub Savannah and Acacia Tree and Shrub Savannah. About 20% of the country’s surface area was originally covered by dryland forests and woodlands,[[5]](#footnote-5) and of this an estimated 8.6% remains under forest cover[[6]](#footnote-6). Many people in Namibia are dependent on forests for food and fuel wood, and the continuing destruction of forests threatens livelihoods. About 58% of the country’s population of 2.1 million[[7]](#footnote-7) depend directly – for livelihoods and food security – on the natural resource[[8]](#footnote-8) base for food, fuel, shelter, medicinal and spiritual health and incomes. Two-thirds of these are rural smallholder crop producers, producing for their subsistence, and the rest are mainly livestock farmers. The Namibian population is growing at 2.37% per annum,[[9]](#footnote-9) and is predicted to reach 3 million by 2031[[10]](#footnote-10), placing pressure on the capacity of ecosystems to provide for subsistence needs. In communal areas, population pressure has led to widespread expansion of crop and stock farming, with some damaging practices such as fresh dryland forest clearing, unsustainable extraction of groundwater, overgrazing and farming practices that are environmentally unsustainable, and lead to land and soil degradation.

Namibia’s 2011 national census data suggests that as many as 62% of households in rural areas are female-headed. Seasonal and long-term migration to the capital and central areas affects the structure of households, leading to reduced adult capacity for labour, and a decline in food production capacity. Women frequently try make up for this loss by doing additional work in the crop fields, including physically-intensive work such as tilling and land clearing on top of their other household roles. A serious growing challenge facing rural women is the deterioration of soil quality, exacerbated by the lack of farming inputs, implements, loan finance and technical know-how to enhance agricultural productivity. Youth unemployment is high, estimated at 45% nationally (ILO, 2017).

Two of the biggest challenges, without integrated landscape management, are bush encroachment and loss of forest cover. Livestock farming nationwide is severely affected by bush encroachment – invasion of previously open savannah grasslands by indigenous acacia thorn bushes – that may protect the soil and store carbon, but invariably outcompete the palatable grasses, and decrease the grass-based productivity of the rangeland to a fraction (as little as 10%) of the original productivity. It is estimated that nearly all of Namibia’s savanna and karooid rangelands and dry woodlands are already affected by bush encroachment, which means that at least 75% of Namibia’s land surface (i.e. roughly 62 million ha)[[11]](#footnote-11) is affected. Since 1990, Namibia has lost over 12% of its forest cover and the rate of deforestation has increased in recent years. The annual deforestation rate is estimated to be an average of 0.84% from 2000 to 2010 ([FAO, 2010](http://www.fao.org/forestry/fra/fra2010/en/)). From 2001 to 2017, Namibia’s wooded Kavango West and East regions lost 150ha of tree cover, equivalent to a 23% decrease since 2000, causing an estimated 4.76kt of CO₂ of emissions[[12]](#footnote-12). Land productivity dynamics (annual summer vegetation productivity) between 1998 to 2013 showed that the vegetation productivity potential on 44,816 km2 (4 million ha or 6 % of total national surface area) has decreased. Satellite images for the year 2000 and 2010 confirm the national trend of deforestation, particularly for the north central region where both cropland and settlement land cover have increased while forest cover has decreased (Namibia BUR1/UNFCCC, 2014). National Forest Inventories undertaken by the Ministry of Agriculture, Water and Forestry confirm this trend. Illegal harvesting and transporting of forest products is continuing[[13]](#footnote-13), despite intensified patrols and awareness campaigns, as well as investment in Community Forests.

**Barriers to achieving integrated landscape management:** The long-term vision of this project is the realization of an integrated landscape management approach at national and sub-national levels, empowering farmers and local communities to plan for and manage agricultural lands, rangelands and forest resources on a sustainable basis, generating livelihoods in a manner that promotes conservation and sustainable use of biodiversity, sustainable land and forest management, and climate change mitigation. Major barriers to achieving this vision include those at national and landscape level. At national level, there is poor coordination across government sectors and lack of integrated planning and monitoring systems. At sub-national level, in government within regions, towns and villages, there is deficiency in the knowledge, coordination and capacity needed to implement the Integrated Regional Land Use Planning (IRLUP) system through zoning for different land uses, and rolling out activities to alleviate poverty and meet Namibia’s ambitious targets in the LDN Strategy, NDC and NBSAP. There is also an absence of enforcement to ensure plans are implemented and to prevent environmental crimes. At present, environmental data is spread across various institutions (public, private, research) without proper coordination or systematic analysis and reporting, and there is a need for better integration. For example, many of the AFOLU sector commitments in the NDC overlap with LDN targets, and can be met simultaneously in the same landscapes. Better planning and monitoring tools are needed to facilitate this integration, including GIS mapping and data collection protocols, which are both currently inadequate.

At landscape level there is an absence of demonstrated models for implementing the integrated landscape management approach and maximizing nature-based livelihoods. There is a lack of both planning capacity and management/implementation capacity in civil society and local government – capacities needed to bring together existing Integrated Regional Land Use Plans, rural development policies and national commitments to targets (in the LDN, NDC and NBSAP), in order to figure out the optimal mosaic of land uses and management guidelines to meet multiple objectives. Although much work is being done on Community Forests, there is a need for better implementation of management plans for afforestation, sustainable use and benefit sharing. There is also a need to operationalise legislation and policy on the establishment of Regional Forest Reserves to help meet these commitments, and to upscale forest management planning and SFM practices. Management capacity is needed to undertake a range of integrated landscape management activities such as bush clearing, wildlife corridors,reforestation, climate-smart agriculture, sustainable rangeland management, agroforestry and sustainable harvesting. There is also a need for technical expertise and finance for establishing community cooperatives and attracting private sector investments for processing of agricultural and forest products, as well as ecotourism ventures through public-private-community partnerships. All of these deficits are further worsened by high poverty levels that leave local people livelihood-insecure and desperate to meet basic livelihood needs.

In addition to the lack of demonstrated capacity for planning and management, there is a need for a more systematic knowledge base on integrated landscape management practices, and advocacy work on the impacts already achieved by many Government and donor-supported initiatives, to prove their effectiveness and cost-effectiveness. As a result, there is currently insufficient public and private sector investment to upscale integrated landscape management approaches across Namibia. Another underlying barrier to the provision of such finance through public, private and international sources and innovative mechanisms is the absence of a full understanding of the economic value of biodiversity and ecosystem services. Without targeted tools to calculate this value and demonstrate it to decision-makers, it is difficult to make the case for enhanced investment in landscape management. As a result, private investment is lacking to develop small and medium-size businesses based on products of cleared biomass from bush thinning (including large and small charcoal, wood tar, biochar, animal feed, briquettes, material for electricity through pyrolysis) processing of sustainably-harvested wild products to add value to them, ecotourism operations, and agri-processing from sustainable livestock, timber, fodder and crop production.

Public investments in employment and income-generating landscape restoration and conservation measures (e.g. cash-for-work, youth employment or public works schemes) have also not been fully developed. The Environmental Investment Fund has made major strides in establishing long-term funding vehicles for environmental management, but there is a need to help communities across Namibia access EIF grants and loans for integrated landscape management and sustainable nature-based businesses, developing criteria to improve social inclusion, and support investment-ready project development. The real and perceived risk in lending to communal and small-scale farmers and rural processing cooperatives is also a barrier to the commercial banking sector, and there is a need for derisking through technical assistance, as well as improved risk analysis and pipeline development. All these barriers are addressed in the project strategy, to help bring about the national shift that is needed towards an integrated and scaled up approach to integrated landscape management.

# Strategy

**Strategy to address development challenge:**The project theory of change (see Annex M and diagrams below) was developed around an analysis of the development challenge, its underlying causes, and a pathway to change addressing these causes at various levels. Despite important investments by Government and partners in natural resource management and poverty reduction, the core challenge of ongoing rural poverty and inequality remains. “Sticky” and multi-dimensional poverty, especially in Namibia’s northern regions, is caused, in part, by declining crop and rangeland productivity and failure to maximize nature-based livelihoods, which are worsened by environmental degradation, caused, in turn, by unsustainable land and forest management practices. The project’s strategy is to address the structural barriers to widespread adoption of an integrated approach across government and in partnership with all stakeholders, to bring about sustainable land management (see Barriers outline in Section II above) and to pilot and scale up a new integrated approach to landscape management. This approach was selected based on evidence from past interventions in Namibia, Africa and beyond, in sustainable dryland management (see discussion below on lessons learnt from recent initiatives and international best practice).



**Link to UN country strategy:** The approach taken to addressing the development challenge contributes to the UNDP Country Programme Document outcome) that “By 2023, vulnerable populations in disaster-prone and biodiversity-sensitive areas are resilient to shocks and climate change effects, and benefit from natural resources management”, in line with the Environmental Sustainability pillar of the 5th National Development Plan. Specifically, it helps to achieve the CPD Output 2.1: “*Relevant policies, regulatory frameworks and institutions enabled to ensure the conservation, sustainable use, access and benefit-sharing of natural resources, biodiversity and ecosystems, in line with international conventions and national legislation*”, and its Indicator 2.1.1. “*Natural resources that are managed under a sustainable use, conservation, access and benefit-sharing regime*”. Because of the project’s strong socio-economic emphasis in bringing about global environmental benefits, it simultaneously contributes to the CPD outcome that “*By 2023, institutions upscale efforts to implement policies for inclusive development and poverty reduction for vulnerable groups*”, in line with the Economic Progression pillar of the 5th National Development Plan. In addition, the project contributes to UNDP’s overall global Strategic Plan’s Output 1.3 **“***Solutions developed at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals and waste*”. See UNPAF 2019-2023 diagram below indicating the Four Pillars and related Outcomes.

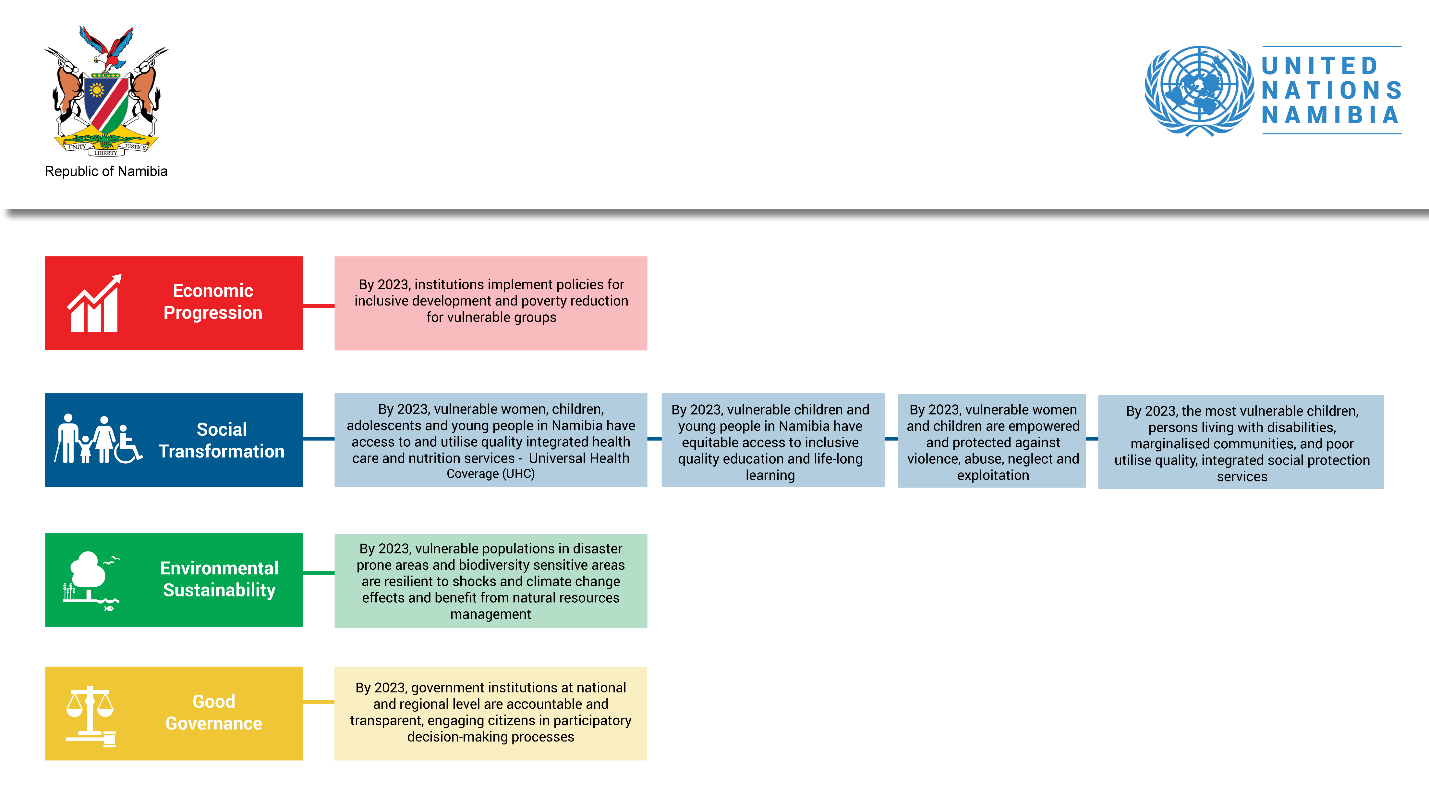
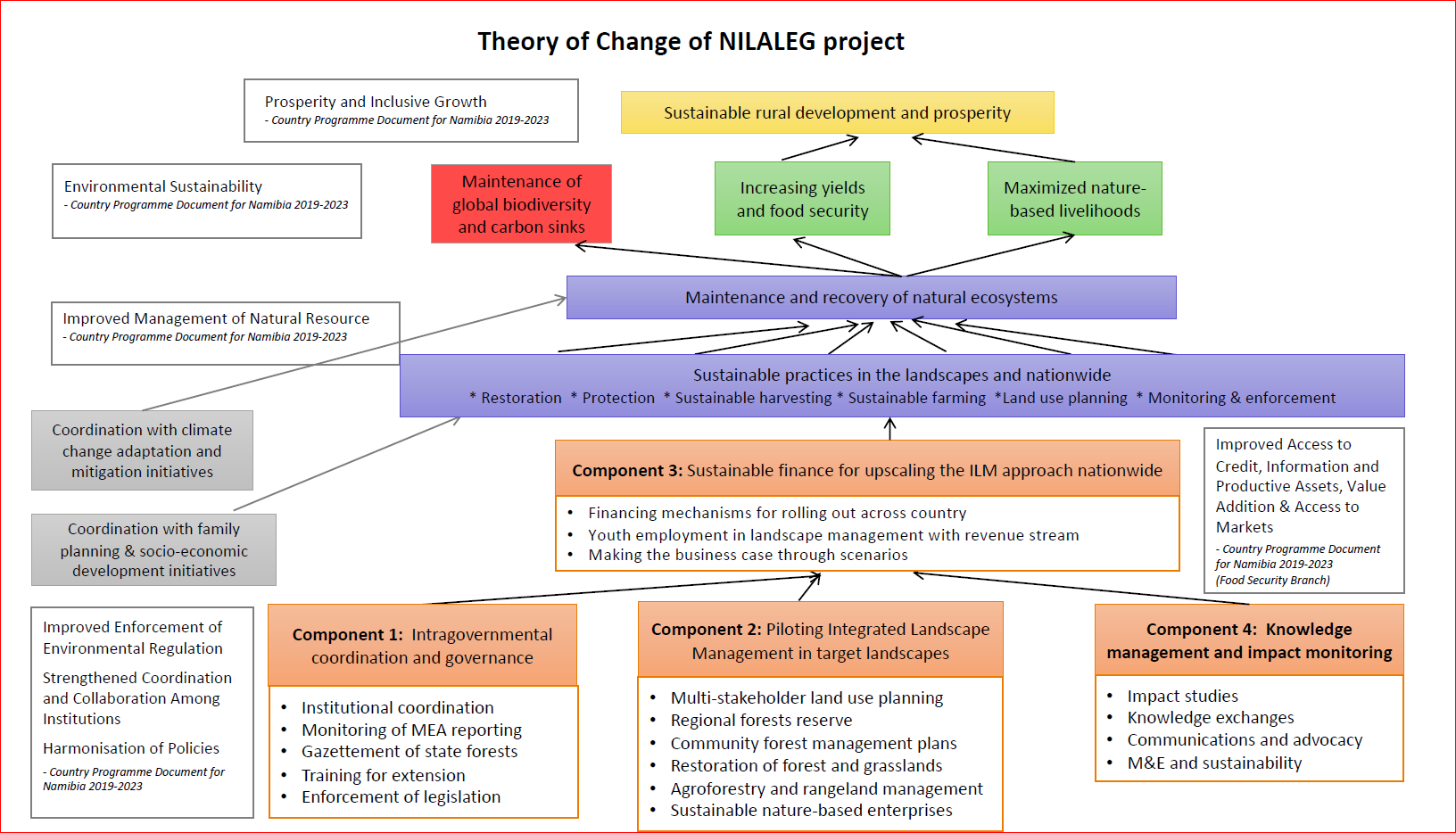


Figure 1: Namibia UNPAF 2019-2023 Pillars and Outocme Statements

**Approach taken to address the development challenge:** The project promotes an integrated landscape management approach in key agricultural and forest landscapes, reducing poverty through sustainable nature-based livelihoods, protecting biodiversity and restoring forests as carbon sinks, and promoting Land Degradation Neutrality. This approach enables Namibia to: a) ensure maximum Global Environmental Benefits as a result of the GEF-supported investments; b) apply lessons from implementation of past project experiences; c) promote stricter alignment with international and national targets through a strong thematic and geographical focus; and d) build upon firm foundations provided by key national baseline programmes, with co-finance from partners directly supporting the project outcomes. Value will be added to planned investments by the Government, private sector, and bilateral and multilateral donors by bringing about a new integrated approach to landscape management, creating multi-stakeholder platforms at national, regional and landscape levels. These platforms will build capacity to deal with biodiversity conservation, sustainable land and forest management, and climate change mitigation issues within the current system of Integrated Regional Land Use Plans. It will enable these Plans to be rolled out at landscape level to create mosaics of land use with specific management guidelines that maximise environmental sustainability and the extraction of value for livelihoods. Through piloting new approaches to small business development and finance in rural areas, and enabling these to be scaled-up throughout the country, the cycle of poverty and environmental degradation will be broken, enabling Namibia to meet its international environmental commitments in the long term.

In order to address the development challenge, and the specific structural barriers to widespread adoption of an integrated landscape management approach, the project has four components of work, each aiming at an overall outcome shown below (with indicators for these outcomes shown in the Project Results Framework in Section IX). Within each component there are several outputs, which are shown below, with further detail of Activities underneath each Output is provided in Annex N. The project objective is 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. This is achieved by a strategy which simultaneously improves the national and regional enabling environment for an integrated approach to planning and managing landscapes and monitoring spatial results (Component 1), and pilots the approach at a landscape level, generating sustainable livelihoods in rural communities (Component 2). Financial mechanisms are put in place for scaling up nationally (Component 3), based on capturing and sharing of lessons learnt and the impacts achieved through new sustainable management practices (Component 4).



**Evidence for approach:** The approach taken in the specific landscape level interventions in sustainable forest management, restoration of grassland and forest, sustainable rangeland management, community forestry and sustainable crop farming, is based on international best practice and UNDP’s global experience through the GEF Sustainable Land Management portfolio and the GEF Small Grants Programme[[14]](#footnote-14), as well as the experience of other GEF Implementing Agencies, as captured and analyzed by the STAP in their 2018 report on “*Sustainable Land Management for Environmental Benefits and Food Security: A synthesis report for the GEF*”[[15]](#footnote-15). The approach also builds on lessons learnt through recent and current bilateral cooperation on environmental management between the Governments of Namibia and Germany, as well as the European Union and others, and recent experiences in the current portfolio of projects funded by the GEF and other multilateral agencies and financial institutions (see a full set of Related Initiatives in Section IV below).

Of particular importance is the evidence base – knowledge, good practices and lessons learnt – for the specific sustainable land management interventions to be undertaken on the ground in five focal landscapes in Component 2, (see detailed outline of planned project Activities in Annex N) – the Omaoipanga, Ruacana, Okongo, Nkulivere and Zambezi focal landscapes (see Annex P for landscape maps, and Annex Q for landscape profiles – biophysical and socio-economic). These planned interventions are set out in the report on *“Strategies to promote sustainable rangeland management, forest management and integrated NRM approaches”* in Annex V. The consideration of gender roles and the need for women’s empowerment, in developing the approach, has been outlined in the Gender Analysis and Action Plan (Annex G). Consideration has also been made for indigenous peoples and their right , and dtailed in the draft Indigenous Peoples Plan[[16]](#footnote-16) which will be further developed in the initial stages of project implementation, based on additional targeted consultations with indigenous people/groups in the focal landscapes, as part of the preparation for development of retoration plans and community forest management plans. The major elements of the project’s approach are as follows:

*Component 1: Strengthening institutional coordination and governance mechanisms for an integrated landscape management approach* is designed to achieve the outcome of functioningintra-governmental coordination to guide implementation and monitoring of global targets, through five planned outputs:

* Improved intra-governmental coordination to achieve targets for Land Degradation Neutrality, biodiversity conservation and climate risk management
* National system for monitoring progress towards spatial targets in Multilateral Environmental Agreements (MEAs)[[17]](#footnote-17)
* Strengthening of Namibia’s State Forest network through legal protection
* In-service training of agriculture and forestry officials and CBOs at national and regional levels, to carry out extension for integrated landscape management
* Inspection and enforcement capacity to uphold environmental legislation and prevent illegal forest clearing, poaching, grazing, settlement, mining and infrastructure development

*Component 2: Implementation of the integrated landscape management approach in focal landscapes*is designed to achieve the outcome of enhanced sustainable land and forest management, biodiversity conservation and livelihoods in focal landscapes, through six planned outputs:

* Establishment and capacity development of multi-stakeholder coordination structures in five focal landscapes of at least 20,000 ha each, applying Integrated Regional Land Use Plans to zone areas for sustainable harvesting, restoration etc. to contribute to specific LDN, NDC and NBSAP and poverty reduction targets[[18]](#footnote-18)
* Agreement at national and regional levels to demarcate a Regional Forest Reserve of at least 10,000 ha[[19]](#footnote-19) and establish infrastructure for sustainable management and restoration
* Implementation of existing Forest Policy in focal landscapes through new sustainable forest management plans in Community Forest/s across at least 3,000 ha, with agreements for sustainable extraction and benefit sharing
* Restoration of forest and savannah over at least 10,000 hectares, zoned to meet LDN and NDC targets
* Extension support to promote agroforestry and sustainable crop/rangeland management, across at least 15,000 ha
* Nature-based enterprise development through PPPs and community-based enterprises, including tourism, value-addition and processing of natural products, involving women, youth, people with disabilities, and socially-marginalized groups

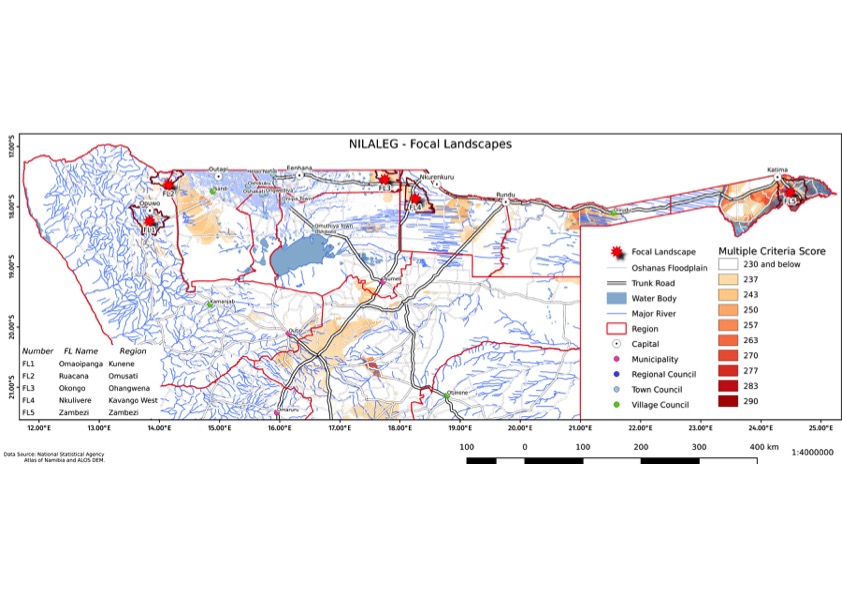
*Component 3. Sustainable financing for implementation and upscaling of the integrated landscape management approach*is designed to achieve the outcome of enhanced access to finance, technical assistance and market information to pilot and scale-up the integrated landscape management approach and sustainable enterprises, through three planned outputs:

* Scale-up of Integrated Landscape Management approach and nature-based enterprises through sustainable finance mechanisms
* Scale-up of a public works programme for landscape restoration, piloting sale of charcoal and by-products from bush control on state and resettlement farms, with three pilot areas of 1,000 ha each
* Targeted Scenario Analysis to value ecosystem services, making the case for investment by comparing a Business as Usual scenario vs Integrated Landscape Management scenario

*Component 4. Knowledge management, monitoring and evaluation, gender and impact assessment i*s designed to achieve the outcome that project results are tracked, and impact of interventions evaluated, with learning captured and shared, through four planned outputs:

* Partnering with tertiary and research institutions for longitudinal studies on project impact (beyond outcome level)
* Implementing gender action plan and gender impact study
* Knowledge sharing for replication of best practice locally, nationally and internationally
* Public awareness, advocacy, communications and knowledge management for project
* Project monitoring and evaluation and sustainability plan, for achievement of all project outcomes

**Selection of focal landscapes:** The five focal landscapes in Namibia’s northern regions, where the Component 2 activities will be carried out, are shown in the map and table below – with detailed maps of each landscape in Annex P (i) to (v), and biophysical and socioeconomic profiles of the landscapes in Annex Q (i) and (ii).



|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Name of Focal Landscape** | **Landscape size (ha)** | **Meeting spatial targets** | **#** | **Region** | **Regional capital** |
| Omaoipanga | 201,373 | * Contributing to 3,000 ha of Community Forests under management plans * Restoration of savannah rangeland contributing to 10,000 ha target * Sustainable livestock & crop farming and agroforestry contributing to 15,000 ha target | 1 | Kunene | Opuwo |
| Ruacana | 109,868 | * Contributing to 3,000 ha of Community Forests under management plans * Restoration of forest and savannah contributing to 10,000 ha target * Sustainable livestock farming and agroforestry contributing to 15,000 ha target | 2 | Omusati | Outapi |
| Okongo | 130,936 | * Restoration of forest contributing to 10,000 ha target * Sustainable livestock farming and agroforestry contributing to 15,000 ha target | 3 | Ohangwena | Eenhana |
| Nkulivere | 198,389 | * Consultations on potential for a 10,000 ha Regional Forest Reserve * Sustainable livestock farming and agroforestry contributing to 15,000 ha target | 4 | Kavango West | Nkurenkuru |
| Zambezi | 219,513 | * Contributing to 3,000 ha of Community Forests under management plans * Sustainable livestock & crop farming and agroforestry contributing to 15,000 ha target | 5 | Zambezi | Katima Mulilo |
| **Total** | **860,079** |  | | | |

A thorough multi-criteria analysis was used in selecting the focal landscapes, the process of which is detailed fully in the report in Annex R. The report presents the methods used and results on site selection for activities under Component 2 of the project, planned to have an average size of at least 20,000 ha each. It should be noted that many of the activities in Component 1, 3 and 4 will be implemented at a national level, or across all 9 northern regions, or in some instances all 14 regions of Namibia (see Annex N for an indication of the geographical focus of each Activity).

The report documents the various criteria laid out by stakeholders during the PPG consultations and in the PIF for the prioritisation of five landscapes, relating to GEF focal areas and Namibian development priorities. The consultants used a set of 9 agreed socio-economic and biophysical criteria, which were given specific weightings, and spatial data provided by wide range of Namibian partners, to score regions against the criteria (related to Population Density, Land Tenure, Poverty Reduction, Biodiversity, Biological Productivity, Agricultural Productivity, Soil productivity, Degraded Areas and Restoration Potential). This GIS-based multiple criteria analysis (MCA) approach produced a map showing the areas with high cumulative scores. The consultants then worked with stakeholders to apply a set of seven agreed filters (see Annex R) to identify potential sites within the high scoring areas. The 12 potential sites were mapped and further consultation undertaken with the key Government partners to select five priority sites within these, further applying the filters, including suitability for the full spread of planned landscape management interventions.

**Results of multi-criteria analysis – the 12 potential sites identified for focal landscapes**



**Key assumptions on change:** Component 1 is expected to bring about a change in the way that government sectors and spheres coordinate with each other on meeting their international environmental obligations, achieving a streamlined method for assessing and reporting (in terms of Multilateral Environmental Agreements) on where hectares of productive land, globally important biodiversity, and forests and woodlands as carbon sinks have been protected and restored, or degraded and lost. The assumption is made that several cross-sectoral coordination efforts and also capacity development programmes (for example, building on existing work training extension officers of agriculture and forestry) will help to develop institutional capacity for effective integrated landscape management. This assumption will be tested through the application of a customized Capacity Development Scorecard (See Annex Y), at project start, mid-point and end, to see how the capacity of institutions (and the individuals who make them up) has changed over the course of the project and as a result of new forms of cooperation and training interventions.

Component 2 is expected to bring about change on the ground in the form of new opportunities for livelihoods based on sustainable harvesting from nature, and processing of products from sustainably managed forests and rangelands. An assumption is made that rangeland restoration efforts will be successful in restoring grazing productivity, and that capacity development will enable new practices such as stock rotation and fodder production that will sustain these gains over time. Another assumption made is that efforts to support Community Forest management structures to develop and implement management plans will result in significant controls on overharvesting and an increase in tree planting, both for restoration and for agroforestry purposes, and that new plantings will be effectively protected by the communities. An assumption is further made that supporting the establishment of at least one major nature-based enterprise in each focal landscape, with assistance on infrastructure, training, business planning, and access to finance and markets, will result in sustainable businesses that will continue after project end. The indicator of an at least 40% average increase in household incomes in key villages in target landscapes will be tested through the administration of a household survey at project start-up, mid-point and end, with beneficiary households.

A change is expected through Components 3 and 4 in capacities nationwide for learning from, applying, scaling-up and financing the integrated landscape management approach. In particular, the Environmental Investment Fund will be supported to incorporate criteria for effective integrated landscape management and inclusion of women, youth, people with disabilities, and marginalized groupings, into their criteria for small grants and loans to rural communities. A change in the model for funding the National Youth Service is a potential outcome, helping the NYS to grow its reach and impact on national development and youth empowerment – also providing an opportunity for motivated and talented youth to “graduate” from the programme, and set up their own small businesses doing bush thinning and charcoaling on commercial farms (including small scale commercial farmers), with support to access loan finance for equipment. A change will also be effected in the way in which private sector financial institutions lend money for nature-based enterprises, with project interventions helping to package investment opportunities and derisk loans in new markets without formal collateral, through cooperative building and technical assistance. An assumption is made that sufficient evidence of the effectiveness of the sustainable land management interventions and nature-based enterprises will be gathered through the project and effectively communicated, such that enthusiasm and commitment is generated throughout the country to replicate these experiences. An assumption is also made that Government, through the project management team and technical specialists, will be able to engage with a wide range of stakeholders nationally, beyond the focal landscapes where Component 2 interventions will take place. It is assumed that the partnership with the National Youth Service on producing sustainable graded charcoal, tar and biochar from cleared encroacher bush, will be successfully demonstrated, such that it can be scaled up into a powerful source of state revenue for ongoing integrated landscape management.

**Learning from other investments:** The selection of strategies for the NILALEG project has been based on learning from past and current projects and experiences. This includes an important exchange through a series of meetings with GIZ in 2018, sharing knowledge and lessons from a highly strategic body of work undertaken through German-Namibian bilateral development cooperation (see Section IV), as well as the portfolio of GEF-funded UNDP-managed projects. The NILALEG project builds on the GEF-funded Country Pilot Partnership (CPP) for Integrated Sustainable Land Management that was implemented from 2005 to 2011 to combat land degradation using integrated cross-sectoral approaches. The CPP was made up of several projects with related objectives: SLM Support / Adaptive Management, Enhancing Institutional and Human Resource Capacity through Local Level Coordination of Integrated Rangeland Management and Support, Adapting to Climate Change through the Improvement of Traditional Crops and Livestock Farming, and Promoting Environmental Sustainability through Improved Land Use Planning. The CPP projects promoted integration among government institutions, and closer interactions between these institutions and farmers, community-based organizations working on natural resource management, rangeland management, wildlife conservation and agro-pastoral farming. Improved farming technologies and approaches, such as conservation agriculture and agricultural water management and improved livestock breeding, have already been piloted through these projects and will be up-scaled through the NILALEG project.

Based on the learning from these projects, current investments through the GEF are already implementing some of the successes from the CPP. For instance, NAMPLACE (GEF ID 3737) continued to implement the best of nature-based tourism approaches through CBNRM, and on current investments (NAFOLA – GEF ID 4832, PASS –GEF ID 4729 and SCORE - GEF ID 5343) to maximise cross-sectoral benefits with community forestry, protected area management and enforcement. The integrated landscape approach for managing production landscapes, forests and wildlife is therefore proven in the Namibian context as the most logical and sustainable approach to managing the environment, has substantial buy-in at high levels of government and is well understood at the local community levels. The NILALEG project will therefore bring together this learning and experience to strengthen policy and practice to maximise the benefits of these integrated approaches, in the context of the need to meet specific national and global development and environment targets. The project will also tackle a challenge experienced in the CPP programme and in the conservancy model as a whole – the challenge of developing sustainable economic opportunities for rural communities – through the strong focus on nature-based enterprises, including eco-tourism, and the extension of the youth employment scheme in bush thinning and sustainable production of charcoal and by-products.

The NILALEG project has also drawn on the experiences of the CPP programme in other parts of the world, notably India, where the CPP was the subject of a GEF learning mission in 2013. One example from the India experience relates to the innovative approach used in the India CPP to emphasise ‘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. The NILALEG project has a communications officer in the project management team, and the budget for components of work allows for production of these and other innovative forms of communication and awareness raising.

Another key learning from the India CPP was the importance of mobilising a range of national institutions to harness technical support for delivering interventions. By its nature, promoting intragovernmental cooperation, the NILALEG project involves a wide range of Government agencies, cooperating with the Ministry of Environment and Tourism (MET) as the Implementing Partner, and the Ministry of Agriculture, Water and Forestry (MAWF) and the Environmental Investment Fund (EIF) as Responsible Parties for delivering components of work. Key cooperating ministries and agencies include the National Planning Commission (NPC), the Ministry of Finance (MoF), the Ministry of Industrialisation, Trade and SME Development (MITSMED), the Ministry of Urban and Rural Development (MURD), the Ministry of Poverty Eradication and Social Welfare (MPESW), the Ministry of Land Reform (MLR), and the National Youth Service (under the Ministry of Ministry of Sport, Youth and National Service).

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| --- | --- |
| **Project Component** | **Responsible Government Agency** |
| **Component 1:** Strengthening institutional coordination and governance mechanisms for an integrated landscape management approach | MET  *In cooperation with MoF, MAWF, MLR, research bodies* |
| **Component 2:** Implementation of the integrated landscape management approach in target landscapes | MAWF (DoF)  *In cooperation with MAWF (DAPEES), MURD, MPESW, MLR, MITSMED, civil society* |
| **Component 3.** Sustainable financing for implementation and upscaling of the integrated landscape management approach | EIF  *In cooperation with MITSMED, MoF, private sector* |
| **Component 4.** Knowledge management, monitoring and evaluation, gender and impact assessment | MET  *In cooperation with NPC (M&E), tertiary institutions* |

The PASS project Terminal Evaluation made some useful recommendations on keeping the project steering committee streamlined and supplementing its work with technical working groups, and also on incorporating the development of a detailed sustainability plan into the project design. These have been taken up in the NILALEG project through a streamlined Project Steering Committee with an Advisory Forum and Technical Working Groups that allow for a wide ra-ge of public sector, private sector, civil society and academic partners to come together around specific technical issues in project implementation (see Section VIII below).

# Results and Partnerships

**Expected Results:**The strategy to be followed through the project is to pilot an Integrated Landscape Management approach in key landscapes in Namibia’s northern regions (Component 2), where landscape-level interventions will enable the achievement of specific spatial contributions to Namibia’s NDC, NBSAP and LDN targets. The process of monitoring and reporting on these achievements will be used as the basis for a new streamlined, integrated monitoring and reporting system, to be developed through intragovernmental and stakeholder coordination at national and regional levels (Component 1). The project design will enable long-term monitoring of the results of project interventions and sustainable management approaches, capturing lessons learnt and best practice and sharing these (Component 4) in order to scale up this approach nationwide through work with Regional Council and government departments to build capacity and public-private cooperation on financial mechanisms to enable this scale-up (Component 3). The Project Results Framework captures the headline outcomes – Outcome 1: Functioning intra-governmental coordination to guide implementation and monitoring of global targets, Outcome 2: Enhanced sustainable land and forest management, biodiversity conservation and livelihoods in target landscapes, Outcome 3: Enhanced access to finance, technical assistance and market information to pilot and scale-up the integrated landscape management approach and sustainable enterprises, and Outcome 4: Project results are tracked, and impact of interventions evaluated, with learning captured and shared. These changes will contribute to the improvement of socio-economic livelihoods for 20,818 beneficiaries, and will contribute to UNDP’s Strategic Plan output “Solutions developed at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals and waste”, as well as the UN Country program’s outcome that *:* “By 2023, vulnerable populations in disaster-prone and biodiversity-sensitive areas are resilient to shocks and climate change effects, and benefit from natural resources management”.

**Partnerships:** The project places partnership-building at the centre, since it is only through a multi-stakeholder partnership at national, regional and landscape levels that a truly integrated landscape management approach can be achieved, with attendant environment and development benefits sustained in the long term. This includes civil society – including communities, CBOs, farmers associations, women’s groups, conservancy and community forest management structures, NGOs, donors and technical partners, universities and research organizations, the private sector, the banking and finance sector, traditional authorities, municipalities, regional councils, national departments and agencies of government. Strong partnerships will be developed between the implementing partner the Ministry of Environment and Tourism and the other co-financiers: the Ministry of Agriculture, Water and Forestry, the Ministry of Urban and Rural Development, the Ministry of Land Reform, the Namibian Nature Foundation, the University of Namibia, the Green Climate Fund (through the Environmental Investment Fund), and the Government of Germany – International Climate Initiative (through the Ministry of Environment and Tourism). These agencies’ parallel investments will help to meet the development challenge of integrated landscape management of Namibia’s northern regions to reverse environmental degradation and maximize sustainable livelihoods based on nature, as shown in Section IX on Co-Financing Partnerships. Some key risks associated with the delivery of co-financing by partners are also shown in the co-finance table, along with mitigation measures.

There are a number of recent and current related initiatives which are important because they have generated lessons which can be applied in NILALEG and/or because they are operating in parallel with NILALEG and require mutual coordination, to ensure that synergies are maximized and duplication avoided. The table below shows 25 of these related initiatives and highlights some areas of direct relevance for NILALEG.

| **Title** | **Objectives/Results/Outcomes** | **Agencies/Donors/Partners** |
| --- | --- | --- |
| Bush Control and Biomass Utilisation Project | This project started in 2014 with the first phase - De-Bushing Programme in Namibia. The second phase from 2018-2021, with investment of EUR 10 million has the goal to improve the economic utilisation of biomass from controlled bush thinning of pasture land. Activities include a) Integrated policy frameworks for sustainable bush harvesting, b) Authorisation processes and capacities to strengthen environmental compliance, c) Farmer and SME support through the De-bushing Advisory Service and capacitating MAWF extension personnel, d) Biomass supply chain with investment concepts for regional biomass hubs, and e) Technology transfer to introduce innovative, climate-friendly technology for both bush thinning and biomass processing.  Coordination on work in Otjiwarongo (one of BCBU’s focus regions, along with Oshikoto) and at national policy level will be critical for NILALEG Component 3 which complements the ongoing bilateral cooperation with work on public sector revenue generation through biomass processing on state and resettlement farms through the National Youth Service. NILALEG Component 1 can also draw useful lessons on AFOLU sector monitoring from the ongoing study under BCBU on “Climate change mitigation impacts of Bush Control and Biomass Utilization in Namibia”, which is quantifying the impact on Namibia’s greenhouse gas emissions of large-scale bush thinning on Namibian farmland, changes in land use or its productivity after bush thinning, and utilization of the resulting bush biomass. | Ministry of Agriculture, Water and Forestry, German Federal Ministry for Economic Cooperation and Development (BMZ)  Team leader: Frank Gschwender |
| Community Forestry Programme (Phase II) | This project involved community forestry support implemented by the German consultancy company GOPA together with the Namibia Development Trust (NDT). The project lent direct assistance to the Department of Forests in support of new, emerging and existing community forests in the north-east while assisting DoF with policy, institutional and capacity development activities at national level.  The project ran from 2013 to 2015 and had the following objectives: a) Community forests are established and managed effectively and sustainably, b) DoF is strengthened to effectively monitor and support community forests, c)  Community forests are integrated with conservancies and trans-national conservation initiatives, d) Capacity of community to benefit economically from the sustainable use of their forestry and pasture resources is improved. Responsibilities post-project are under the DoF sub-directorate for community forests.  Lessons learnt are highly relevant for NILALEG Component 2 which continues this work in supporting development and implementation of Community Forest management plans, including restoration, enrichment planting, agroforestry, sustainable harvesting and benefit sharing. | Ministry of Agriculture, Water and Forestry, German Federal Ministry for Economic Cooperation and Development (BMZ)  Mr Teodor Kaambu, Sub-directorate for community forests, Department of Forests |
| Biodiversity Management and Climate Change (BMCC) project (Phase II) | The goal of the EUR 6 million project from 2017 – 2020 involves coherent implementation of biodiversity and climate change related policies, strategies and practices by MET in cooperation with other Ministries and non- governmental actors, contributing to diversifying and securing livelihoods of local users of natural resources.  Coordination is important for NILALEG Component 1 and its work on environmental monitoring and reporting, and strengthening enforcement, as activities of the bilateral cooperation include: a) Integration of environmentally-relevant Sustainable Development Goals (SDGs) into the national development planning; b) Strengthening Environmental Management (Strategic Environmental Assessment and Environmental Impact Assessment); and c) Synergetic implementation of the three Rio- Conventions | Ministry of Environment and Tourism, German Federal Ministry for Economic Cooperation and Development (BMZ)  Team leader: Klemens Riha, GIZ |
| Support to Land Reform | This project with MLR from 2017-2020 supports the Namibian Government in securing fair access to land for landless households – especially for women and young people. The project assists the Namibian Ministry of Land Reform, local municipalities and other relevant actors in securing access to land for landless households in urban and rural areas, aiming is to regulate land ownership by means of the Flexible Land Tenure System (FLTS). This complements the Government’s Program for Communal Land Development (PCLD), which also receives financial and technical support from the European Commission, and involves training and mentoring farmers on newly allocated small-scale commercial farms (SSCF) in the communal areas.  The GIZ-supported Land Reform Project includes the production of Agro-Ecological Zone and Carrying Capacity Maps for Namibia. These maps will be an important input into NILALEG Component 1 and its streamlining of national process for achieving, monitoring and reporting on spatial targets in NDC, NBSAP and LDN. NILALEG will also learn from PCLD lessons on effective support to SSCF on sustainable land management. | Ministry of Land Reform, German Federal Ministry for Economic Cooperation and Development (BMZ)  Team leader: Thomas Breuer  AEZ consultant: Marina Coetzee |
| Agricultural extension services for land reform beneficiaries | This project with MAWF from 2017 to 2020 has as its aim that beneficiaries of the land reform programme use the resources that have been secured or allocated in a sustainable and cost-effective manner to make natural resource management more sustainable, and access to resources more equitable. The project advises the Ministry of Agriculture, Water and Forestry (MAWF) on providing sufficient services of the quality required for land reform beneficiaries. MAWF staff receive specialist training to strengthen agricultural extension services. | Ministry of Agriculture, Water and Forestry, German Federal Ministry for Economic Cooperation and Development (BMZ)  Team leader: Thomas Breuer |
| Support to community-based natural resource management (CBNRM) | CBNRM project involves bilateral cooperation through technical support from GIZ, aiming at improved implementation of the CBNRM policy at national, regional and local levels, as well as increased and diversified incomes for conservancies, integrated community forests and households which depend on natural resources. The project of EUR 5 million from 2017 – 2019 applies a multi-level approach: At regional and local level, it targets approximately 100,000 residents in conservancies, community forests and households in the Kavango, Kunene and North-Central regions of Namibia. At national level, it supports the entire CBNRM programme through policy and legal advice.  Lessons emerging from the CBNRM project will be important for NILALEG’s Component 2, especially support to communities on nature-based enterprise development (including non-wildlife based enterprises in conservancies in the focal landscapes). | Ministry of Environment and Tourism, German Federal Ministry for Economic Cooperation and Development (BMZ)  Team leader: Dr. Nadine Faschina |
| Promoting Sustainable Bush-based Value Chains project | The project involves a public-private partnership, currently with EUR 1,1 million investment, supported by UNIDO, and aims at strengthening important sources of food, income and job generation through promoting the utilization of invasive bush species, e.g. in the animal feed, food industry and charcoal as well as energy production sectors. Partners include MITSMED (Lead GRN ministry), MAWF (Lead GRN technical advisor), Meat Board of Namibia (Ensuring growth in the meat sector), AgriBank of Namibia (Innovative financing for future equity partners), UNAM (Research and development), Walvis Bay Corridor Group (Logistics advice and planning. NILALEG Component 3 will have a three-way coordination with this initiative and with GIZ on the BCBU project. | Financiers include Finnish Foreign Ministry and Baobab Growth Fund, supported by UNIDO  Project Manager: Farrukh Alimdjanov |
| Namibia Climate Smart Agriculture (CSA) Programme (aligned to NEPAD- CAADP and Namibia NCCSAP) | Some of the anticipated main results areas are: improved productivity and income, building social and environmental resilience and mitigation co-benefits, research and development and innovations for scaling-up CSA | AU-NEPAD  GRN  CIAT, CGIAR, CCAFS |
| Adaptation of agriculture to climate change in Northern Namibia | This project from 2015 to 2019 helps small-scale farmers in Northern Namibia successfully apply farming practices that are adapted to the impacts of climate change.  The project has important lessons learnt for NILALEG’s Component 2 on what makes for effective training of state agricultural extension providers and effective demonstration plots (project framers have achieved 70% higher yields on demo plots). | Ministry of Agriculture, Water and Forestry, German Federal Ministry for Economic Cooperation and Development (BMZ)  Team leader: Alexander Schoening |
| Land Degradation Neutrality (LDN) pilot project | This project with MET From 2015 to 2018 enabled Namibia to make substantial progress on a functional Desertification, Land Degradation and Drought Monitoring System for the UNCCD. GIZ support was provided to MET to develop a nationally-adapted monitoring approach for LDN, to build the capacity of the MET and national experts to design and implement LDN assessments, and to mainstream the LDN-concept into the Integrated Regional Land Use Plans (IRLUPs).  Critical outputs for NILALEG Component 1 on monitoring and reporting on MEAs include: LDN assessment methodologies and training materials, as well as LDN assessments in the Otjozondjupa and Omusati regions which provide an information basis for land use plans, research and other actions related to land management. The project builds in NILALEG as part of its implementation plan. | Ministry of Environment and Tourism, German Federal Ministry for Economic Cooperation and Development (BMZ)  Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH (GIZ) Sector Project on Soil Protection, Combating Desertification, Sustainable Land Management (SV-BoDeN). |
| Namibian National Parks Programme -Phase IV | The Namibian National Parks Programme or NamParks is a programme of MET, first established in 2006 and supported by the Federal Republic of Germany through KfW Development Bank. The first three phases concentrated on the Bwabwata, Khaudum, Mudumu and Nkasa Rupara (formerly Mamili) national parks in North-Eastern Namibia. Each of the NamParks projects consists of 4 to 5 result areas in which different intervention measures are to be implemented. | Ministry of Environment and Tourism, KfW |
| Resource Mobilisation for Effective Implementation of the updated Biodiversity Strategy in Namibia | The first phase 2014 – 2017 of this umbrella programme had as its goal that MET as lead ministry and other stakeholders are able to independently mobilise additional funding for biodiversity conservation. To this end, the economic value of nature, its ecosystems and their services are documented and integrated into national accounting and governmental action.  This will be followed by the the new BioEconomy project which forms co-finance to NILALEG. Phase I included the “Namibia TEEB Study: disclosing the value of protected areas, private conservation efforts and hunting”, conducted by the Namibia Nature Foundation (NNF) and Anchor Environmental Consultants. NILALEG’s Component 3 on scaling up finance for Integrated Landscape management can learn from and build upon the work in the TEEB study’s five volumes: a national assessment of Namibia’s ecosystem services, three volumes on protected areas, communal and freehold lands, and a volume on the cross-cutting issue of trophy hunting. | Ministry of Environment and Tourism, German Federal Ministry for Economic Cooperation and Development (BMZ)  Team leader: Dr Martin Nowack |
| CBNRM Initiatives, NBSAP 2, NCCSAP, NAP 3, NAMA, | Multiple objectives leading to enhanced ecosystem service management, reduction of GHG emissions and addressing DLDD, and promoting nature-based CBNRM livelihood improvements and creating synergies between CBD, UNCCD and UNFCCC and local on-the-ground measures being advanced through the CBNRM programme. | Government of Namibia and its various partners, including WWF, USAID, GEF, SCCF, GCF, AF, NEPAD, SADC, GIZ, UNDP, UNEP, and private sector entities |
| Sustainable Management of Namibia’s Forested Lands - NAFOLA (GEF ID 4832) | The NAFOLA project’s goal is to maintain current dry forests and the ecosystem goods and services they provide in 13 Community Forests covering over 2.8 million hectares of forest lands through legalization of Community Forests. The project objective is to reduce pressure on forest resources by facilitating the gazettement of CFs, and increasing the capacity for the uptake of improved agriculture, livestock and forestry management practices in the community forest areas. | Department of Forests in Ministry of Agriculture, Water and Forestry, Global Environment Facility and UNDP |
| Scaling up community resilience to climate variability and climate change - SCORE (GEF ID 5343) | The project aims to strengthen adaptive capacity for climate change and reduce vulnerability to droughts and flood for approximately 4000 households, of which 80% are women-led, in the northern area of the country prone to environmental shock. | Ministry of Environment and Tourism, Special Climate Change Fund and UNDP |
| SAREP (Southern African Regional Environmental Programme) | Livelihood enhancement, Conservation Agriculture, Devil’s claw harvesting etc. | USAID |
| Conservancy Development Support Services (CDSS) | Strengthen capacity of Conservancies to protect their natural resources, attract investment, and achieve financial sustainability so that households in communal Conservancies earn more revenue (NFF part of consortium) | US Millennium Challenge Account |
| Community Conservation Fisheries in KAZA | The establishment of community-based, sustainable management systems for riverine/ floodplain fisheries, thereby improving food security in the area particularly for women, children, and the rural poor | European Union |
| Sustainable harvesting, processing and trade of indigenous natural products | Achieve sustainable increase in economic performance through support to Producer and Processor organisations, INP innovative fund to ensure continued growth and provision of market information – from 2009 to 2014 | US Millennium Challenge Account |
| Climate Change Adaptation and Mitigation, including Energy | Facilitating climate change adaptation and agricultural development of small-scale farming communities in the Kavango region through: climate-smart agricultural methods, sustainable access to water and agro-processing; income diversification activities; implementation done in cooperation with UFF and DAPP | European Union |
| Hunting for opportunities- Promoting business and employment for communal conservancies | To create linkages between the Finnish Hunters Association & Namibian Communal Conservancies in an endeavour to develop new models for hunting that will better utilise existing non-trophy quotas whilst creating employment and generating income within conservancies | Finnish Embassy |
| Institutional & Governance Capacity building for CBNRM in Omaheke region: Otjimbinde, Eiseb and Omuramba Ua Mbinda Conservancies | To contribute towards rural development in the conservancies by providing critical institutional and governance training, mentoring and technical support in Community-based Natural Resource Management (CBNRM) | Civil Society Foundation of Namibia (CSFN), European Union |
| Institutional & Governance Capacity building for CBNRM in Otjozondjupa region  (Ozonahi, Okamatapati, African Wild Dog and Otjituuo) | Provision of institutional support to four conservancies to increase knowledge, capacity and awareness of communal conservancy members in the areas of governance and organisational management; and to identify and recommend appropriate income and employment generating opportunities for the conservancy and its members through a Sustainable Natural Resource Enterprise Assessment; implementation is done in cooperation with NDT | Civil Society Foundation of Namibia (CSFN), European Union |
| Institutional and governance capacity building for CBNRM in Ohungu and Otjimboyo conservancies | Technical assistance to increase knowledge, capacity and awareness of communal conservancy members in the areas of governance and organisational management; To identify and recommend appropriate income and employment generating opportunities for the conservancy and its members through a Sustainable Natural Resource Enterprise Assessment | Civil Society Foundation of Namibia (CSFN), European Union |
| Devil’s claw harvesting; Improving rural livelihoods- Kavango East | To improve the income of people living in rural areas in Kavango regions especially women, through increased sustainable harvesting and sales of the indigenous natural products-Devil’s Claw | Civil Society Foundation of Namibia (CSFN), European Union |

**Project risks and mitigation measures:**As per standard UNDP requirements, the Project Manager will monitor risks quarterly and report on the status of risks to the UNDP Country Office. The UNDP Country Office will record progress in the UNDP ATLAS risk log. Risks will be reported as critical when the impact and probablity are high *(i.e. when impact is rated as 5, and when impact is rated as 4 and probability is rated at 3 or higher)*. Management responses to critical risks will also be reported to the GEF in the annual PIR. See table below for an elaboration of the risks identified during the PPG. During implementation, the PMU will integrate risk management into project workplans and procedures (to prevent, mitigate or transfer potential risks) including identification of risks and issues before or when they arise, quarterly monitoring and recording of risks using the UNDP Risk Log, and ensuring that risks are included in reporting to the Project Board. The project manager will have overall responsibility for risk management, with support the CO as appropriate.

Social and environmental safeguards:

Risks identified through the Social and Environmental Screening process, as well as measures for their mitigation, are detailed in the Risk Log (Annex H and in the table below) and detailed in a separate Social and Environmental Screening Report (Annex E.i.). Overall the project is characterized as *Moderate Risk*. The management and mitigation of identified risks will be addressed through an Environmental and Social Management Plan to be developed in the initial phase of project implementation, and will be guided by the Environmental and Social Management Framework prepared during the PPG (see Annex E. ii). Some of the key risks associated with the chosen strategy relate to its focus on pilot landscapes, with mechanisms for scaling up nationally, necessitating mitigation through building pathways to scale into the project design. Some of the key assumptions relate to the successful buy-in by stakeholders at national, regional and landscapes levels in order to achieve successful uptake and engagement for effective outcomes in terms of both global environmental benefits and poverty reduction. The project will be implemented in landscapes that are inhabited by indigenous people, and in line with the UNDP Social and Environmental Standards, these groups have been consulted as part of the PPG process (see Stakeholder Engagement Plan in Annex F of the PRODOC), and a draft Indigenous Peoples Plan Framerwork has been prepared, to guide further consultations during the first six months of project implementation, to facilitate the development of an Indigeous Peoples Plan that will guide comprehensive integration of the issues concerning indigenous people into the strategies and plans that will be implemented at the landscape level (i.e. restoration plans, community forest management plans, enterprise development plans etc.), and throughout the life of the project.

The project is not expected to have significant negative environmental or social impacts. Nevertheless, risk avoidance and risk minimization, mitigation and management mechanisms are integrated into the project design (see table below) and a Social and Environmental Management Framework has been completed (Annex E.ii). This provides a framework for social and environmental screening checklists to be applied during the implementation planning of project activities, and specifies a requirement for compliance monitoring by the project implementing agency. The Implementing Partner for the project, Ministry of Environment and Tourism (MET) has overall responsibility for compliance monitoring in relation to national environmental legislation.

1. Two moderate human rights risks were identified, concerning the risk that could arise from the limited capacity of rights holders, especially women and indigenous peoples, to claim their rights, and the capacity of duty bearers, especially in the focal lanscapes, to fulfil their oblgations.
2. One moderate gender risk has also been identified, recognizing that there are existing gender inequalities that the project should seek to address through mainstreaming gender in its activities and monitoring framework. See Annex G (Gender Analysis and Gender Action Plan) for more detailes.
3. Two moderate and four low environmental risks were determined during the SESP, concerning first, the potential local environmental impacts resulting from certain project activities such as de-bushing and restoration of degraded lanscapes and harvesting and secondly the potential environmental impacts resulting from the harvesting of forest and non-timber forest resouces. In all these interventions/activities, the project will follow national guidelines for environmentally-sustainable practices and also screen the activities for potential impacts. They will also be required to be subjected to environmental impact assessment and clearance requirements in keeping with the Environmental Assessment Act of Namibia.
4. *Human Rights*: In line with national law and UNDP principles, the project design seeks to uphold the centrality of human rights to sustainable development, poverty alleviation and ensuring fair distribution of development opportunities and benefits. Thus, it will implement a human rights-based approach in its delivery of goods and services. This will include maintaining and respecting the legal and traditional rights of local communities to land and natural resources within these landscapes. The project aims to address sustainable development, biodiversity conservation and landscape restoration in five landscapes across Namibia through introducing an integrated landscape management approach. The preservation of ecological integrity within these landscapes will secure ecosystem services and goods that maintain current and future development options for local communities, while also proactively supporting sustainable land and forest management, biodivserity conservation, climate-smart agriculture and sustainable livelihood options that benefit these communities.
5. *Participation and inclusion:* While developing the project interventions, UNDP as the GEF Implementing Agency for the project ensured participatory processes focusing on strengthening capacity of the duty bearers to meet their obligations and the right holders to claim their rights. The project gives special attention to vulnerable and marginalized groups, including ethnic minority communities within the targeted landscapes in and around Community Forests, protected areas (PAs) and biological corridors. During the PPG phase, the project stakeholders at the national and community levels were consulted to ensure that they were adequately informed of the proposed initiative, and for their full and effective participation, as appropriate, in the design of interventions that are inclusive, promote ownership and are sustainable.
6. *Equality and non-discrimination:* The project will not discriminate on the grounds of race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as a member of a minority. UNDP will ensure the meaningful, effective and informed participation of stakeholders during implementation, monitoring and evaluation. This will include contributing towards implementation of the BPPS Integrated Work Plan, Enabling Action 1.3.2 (on engaging and monitoring impacts on poor and excluded women). Community participation in the management and decision-making will be enhanced through the promotion of women’s executive role in CBOs. By focusing on both practical and strategic gender needs and priorities, the project addresses the needs of both men and women consistent with human-rights principles of non-discrimination and gender equality.
7. *Accountability and rule of law:* will be upheld by following all standard UNDP policies on monitoring, evaluation, audits and transparency in project implementation. The legal context of the project is defined by the CPAP signed by the Government and UNDP.
8. *Grievance redress and Stakeholder Response Mechanism (SRM)*: To promote the rule of law and accountability of any adverse project impacts, existing formal and informal Stakeholder Response Mechanisms (SRM) will be adopted at the project level. Minor concerns and disputes will be verified and resolved at the local level by the local government. Serious grievances that need attention will be brought to the notice of the Ministry of Environment and Tourism and if necessary to judicial systems established in various sub-districts, all the five districts and then high court and the supreme court for prompt compensation and fair redress of affected communities consistent with accountability and rule of law human rights principle. In addition, at project level, all grievances should be registered by the officer responsible for a particular activity with the Project Manager, who will immediately log the grievance and acknowledge it to the person(s) involved. The Project Manager will then determine on the response action to be taken, such as seeking additional information, consultation with all sides involved, and any need for technical or legal advice in order to inform redress actions, within two weeks. The response and any redress actions taken shall be logged and reported to the UNDP CO immediately, and subsequently reported to the next meeting of the Project Board, and included in the annual PIR. The SRM will be further elaborated during the development of the Indigenous Peoples Plan, and the Environment and Social Management Plans that will be prepared for each of the focal landscapes in the initial phase of implementation.
9. *Gender Equality and Womens Empowerment:* UNDP's principle on gender equality and women's empowerment is respected in the Constitution of the Republic of Namibia, which provides for equal right between men and women and guarantees affirmative action for wmen. Gender equality and empowerment of rural women and men are an integral part of the project design and implementation. The findings of gender analysis (Annex G) have been mainstreamed into the project design by integrating a gender action plan with gender-specific output level actions to be taken during implementation. Gender indicators with gender-disaggregated data are incorporated in the Project Results Framework for monitoring progress during implementation and evaluations. In terms of the UNDP Gender Marker, the project has been rated GEN 2. See the section on *Gender Equality and Empowering Women* under Section IV-Results and Partnerships of the PRODOC for further information.
10. *Mainstreaming Environmental Sustainability*: The project’s design will directly support the implementation of Namibia’s obligations under UNCBD, UNFCCC, UNCCD, the SDGs, UNDAF priorities and national environmental policies and laws by incorporating project-level sustainable management principles and regimes for forests, biodiversity hotspots and natural and production landscapes in general. The strategy to be followed through the project is to pilot an Integrated Landscape Management approach in key landscapes in Namibia’s northern regions (Component 2), where landscape-level interventions will enable the achievement of specific spatial contributions to Namibia’s NDC, NBSAP and LDN targets. Monitoring and reporting on these achievements will be used as the basis for a new streamlined, integrated monitoring and reporting system, to be developed through intragovernmental and stakeholder coordination at national and regional levels (Component 1). The project design will enable long-term monitoring of the results of project interventions and sustainable management approaches, capturing lessons learnt and best practice and sharing these (Component 4) in order to scale up this approach nationwide through work with Regional Council and government departments to build capacity and public-private cooperation on financial mechanisms to enable this scale-up (Component 3). In this sense, by design, the environmental impacts of the project are expected to be minimal.

**Description of Project Risks and Mitigation Measures**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Description** | **Type** | **Impact and Probability (1-5)** | **Significance**  **(Low, Moderate, High)** | **Mitigation Measures** | **Owner** | **Status** |
| Risk 1: Vulnerable or marginalized groups, including indigenous people, might not have the capacity to fully claim their rights. Not all community members (marginalized, women, youth, poor, people with disability) might be fully engaged in decisions that affects their landscapes even if there are no restrictions to participation in decision-making process, as some lack of participation might be as a result of societal norms and expectations.  In addition, the capacity of duty-bearers, especially at the local levels (regional councils and villages/landscapes) is limited due to inadequate resources and technical capacities. The integrated landscape management approach, and in particular the introduction/use of approaches such as restoration, which will be new for some of the landscapes, will require technical expertise and knowledge that is not necessarily readily available in these landscapes/localities, and therefore full participation/engagement may be limited. | Social | I = 3  P = 2 | Moderate | The PPG carried out a number of studies and assessments, and prepared recommendations and action plans to be integrated into the project design and implementation. Some of these plans and strategies will be further elaborated and finalized during the initial phase of implementation (first 6 months). Many of these are geared towards ensuring that the social and environmental risks and concerns are full addressed, and that the environment and communities are not made worse off by the project interventions. At the heart of it, the project was conceptualised and is designed to address the impacts of biodiversity loss, land and ecosystem degradation and climate change, on the focal landscapes and the communities inhabiting them, with a view to improving benefits to them and also generating global environmental benefits in general. The key plans, tools and strategies prepared during the PPG and to be further elaborated during the initial project implementation phase, include the following:   * Annex E. i. – Social and Environmental Screening Report * Annex E. ii - Draft Environmental and Social Management Framework * Annex E. iii - Indigenous Peoples Plan Framework * Annex F - Stakeholder Consultation and Engagement Plan * Annex G - Gender Analysis and Action Plan * Annex X - ILM Capacity Development Scorecard Framework   Elements of these have already been integrated into the project design and guide the development of further strategies during the implementation phase (e.g. Restoration Plans, Landscape Management Plans). The project budget has also made provisions for a Project Communications, Gender and Safeguards Officer who will be responsible for ensuring that the project interventions adhere to the UNDP Social and Environmental Standards and that the plans are implemented.  The Project will thus address capacity gaps to improve/strengthen the sustainable management of natural resources and promote an integrated landscape management approach in the focal landscapes but also at the policy, legislative and regulatory levels. Given that there are limited capacities at regional/sub-national levels, it is likely that if these capacities are not enabled/developed, the duty bearers would not be able to provide the needed services and thus unable to meet their obligations. Hence, the Project has a capacity development scorecard and framework to be implemented to assess the level of capacities at the beginning, at midterm and at the end.  In the same vein, the rights holder will be supported at multiple levels to identify problems and solutions to the challenges in the landscapes and participate and benefit from the planned project interventions. The project will put in place procedures and systems to ensure that the risks to the environment and the people are minimised, mitigated and managed in line with the UNDP Social and Environmental Standards and Policies and in alignment with national laws and policies. | Project Manager | No change |
| Risk 2: Project interventions could lead to potential further discrimination/ marginalisation of already disempowered/ marginalised groups such as women, youth and poorer men. | Social | I = 3  P = 2 | Moderate | The PPG conducted consultations with communities in the focal landscapes, including women, men, youth and including indigenous peoples to determine the baseline in terms of gender equality and women’s empowerment. The gender analysis also included review of laws and policies to determine the extent to which they provide for empowerment and equality among groups. It was determined that in terms of laws and policies, there is significant support for equal treatment of all Namibians in implementation of development programmes, but acknowledgement is made that as a relatively patriarchal society, women, indigenous people and other groups such as youth are not at par with men in general. The project has therefore developed a Gender Action Plan to guide project implementation to ensure that in every intervention, gender issues are mainstreamed with a deliberate goal of improving the situation for women, men, youth, indigenous groups and other marginalised groups. The results of the gender analysis are summarised in the PRODOC and CEO ER and the Gender Action Plan is also included and annexed to the PRODOC (Annex G). | Project Manager | No change |
| Risk 3: Unsustainable use of natural resources and loss of biodiversity resulting from restoration and de-bushing operations and activities. | Operational/Environmental | I = 3  P = 2 | Moderate | Component 3 will support the development of nature-based enterprises, which may necessitate the arrangements for Access Benefit Sharing (ABS) arrangements as provided for in the Community Based Natural Resource Management (CBNRM 2013 Policy). Nature based enterprises proposed in the project will be supported within existing national laws and forest protection frameworks. Extraction will be informed by stock assessments and sustainability measures to ensure regeneration and regrowth where necessary.  If valuable species are removed, the impact will be minimised as local capacities in the identification and protection of these species will be built and pro-active steps for conservation and re-introduction of certain species are proposed. Ensuring conservation of ecologically and economically important forest species is an important aim of the project and so de-bushing operations will ensure that protection of important tree species protected by forest laws, is upheld.  Adequate measures will be taken to ensure fires are controlled and contained in small areas minimising their spread to non-target regions. Rangeland management activities proposed in the NILALEG project will specifically address some of the root causes of large uncontrolled fires. These include optimal stocking density and frequent controlled fires which prevent bush encroachment and potential build-up of woody biomass. Furthermore, the project will build capacities in rangeland management among communities and communal farmers. As part of this, capacity for fire prevention and management will also be strengthened among land users, in line with the new Fire Management Policy and accompanying strategies.  Project activities are designed to ensure the risk of erosion is minimised, and the project proposes to implement a range of soil and water conservation measures which will restore eroded regions and protect areas where activities are proposed, including:   * Preventing disturbance of the soil surface by not removing the roots of bushes. * Using bush rollers as opposed to bulldozers or backhoes for mechanical control. * Allowing a portion of the bushes/trees to stay on the ground surface. * Selective retention of trees and bushes in wind exposed areas (wind breakers) and along slopes, not removing trees with a crown spread exceeding 3.5m. * Soil stabilisation efforts such as gully plugs, check dams and contour bunds. * Afforestation and seeding of palatable grass species to contribute to soil stability. * Building capacities in soil and water conservation. | Project Manager | No change |
| Risk 4: Restoration activities, if not well designed, could potentially lead to an introduction of invasive alien species of flora in the bid to balance environmental and economic outcomes of forestation restoration interventions. | Environmental | I = 3  P = 1 | Low | Restoration activities will be conducted using local native tree species. Prior to restoration activities being implemented, a full consultation and assessment will be conducted to develop restoration plans for each of the focal landscapes in line with international best practice and consideration of the local context. The restoration plans will recommend the use of integrated activities that promote the use of indigenous tree species and through sustainable and environmentally-friendly means. This is planned and budgeted for under Output 2.4. | Project Manager | No change |
| Risk 5: Unregulated/ indiscriminate use of arboricide in the de-bushing operations | Operational/Environmental | I = 1  P = 2 | Low | To the extent possible, the Project promote the use of mechanical bush removal techniques and will not advocate for the indiscriminate use of herbicides. In the limited cases where arboricides may be recommended, their application will be based on principles of minimal impacts on non-target species.  A mix of targeted topical applications with mechanical control measures will be applied. Herbicides with lower environmental effects will be used. Awareness will be generated, and training provided to communities in scientific and safe use of chemicals in bush control. |  |  |
| Risk 6: Project activities and outcomes will be vulnerable to the potential impacts of climate change, such as droughts and floods. | Environmental | I = 3  P = 3 | Moderate | The restoration plans will outline procedures for ensuring that the impacts of droughts and floods are minimized. The project is designed to promote and integrated landscape management approach that builds resilience against the impacts of climate change. | Project Manager | No change |
| Risk 7: Reduced access to resources and economic displacement. To a limited extent the affected local population may be temporarily cut-off from utilising the degraded lands (when the restoration activities are being implemented). | Economic/Social/Political | I = 4 | Economic/Social/Political | NILALEG is a community-led project where stakeholders will play a fundamental role in all aspects of project implementation. This specifically includes the planning of interventions wherein spatially explicit management and restoration plans will be developed with their participation. All project interventions will be based on detailed micro-level planning with active participation of communities’ members. A consensus on management and restoration measures will be a prerequisite to any intervention. Sites will be selected in a manner that alternative areas remain available for livestock and forest as well as NTFP extraction. Sites will be rotated to allow areas time for recovery while others are utilized. Most restoration sites will be accessible for measured and sustainable levels of exploitation - total exclusion of communities will be an exception for highly degraded and unstable sites alone.  The Project will ensure that access restrictions are temporary to enable areas to be restored so that they can be used for grazing purposes later (impact in future) and if necessary, proper measures for controlled access will be pursued in the specific focal Landscapes. The Community Forest Management Plans and the State Forest Management Plans will promote, in line with the Forest Policy, regulated access to forest resources as well as beneficiation for the use of NTFPs as appropriate and as provided for through the Community Based Natural Resources Management Policy (of 2013).  In order to ensure these risks are minimized and mitigated, stakeholders will play a fundamental role in all aspects of project implementation. This specifically includes formulation of spatially explicit management and restoration plans (micro-plans). Other safeguards include:   * A consensus on management and restoration measures will be a prerequisite to any intervention. * Sites will be selected to ensure alternative areas remain available for livestock and forest as well as NTFP extraction. * Sites will be rotated to allow areas time for recovery while others are utilised. * Total exclusion of stakeholder will only be done in exceptional cases where the landscape is highly degraded and unstable. Most restoration sites will be accessible for measured and sustainable levels of exploitation. * As a strategy, landscapes will be planted with fast growing multiple use species of grasses, shrubs and trees to broaden the resource base and increase the productivity of the landscapes. * Soil and water harvesting through small structures with emphasis on dispersed, low cost structures will minimise inundation. | Project Manager | No change |
| Risk 8: The promotion of nature-based enterprises, which will depend on the harvesting, value addition and sale of timber and non-timber forest products could lead to a risk of over-extraction of valuable species. | Environmental | I = 2 | Environmental | The Project is focused on ameliorating unsustainable extraction of natural resources by introducing and building capacities in rangeland management and reforestation. It will therefore seek to ensure that established best practices will replace existing unsustainable methods and institutions entrusted with enforcement of conservation and management of these resources will be strengthened. Government of Namibia policies regulating the extraction of timber and non-timber forest products through the issuing of licences and the collection of fees will be strengthened. This specifically includes the regulations of 2015 which provide an operational framework to the 2001 act. Communities will be supported to develop and implement management plans that promote sustainable harvesting.  However, to ensure that the threat of overharvesting is minimised, there is a need to set up of extraction limits through dialogue with local communities and based on a detailed ecological assessments of resource availability, regeneration and sustainable yields for each landscape. Site management plans that follow the practices of developing Integrated natural resources management (as done in the Community Forests or Conservancies) will be prepared. The management plans will ensure that sales are regulated through existing local level institutional arrangements as specified in the National Forest Policy and based of best practice. Training and capacity building for communities on ILM is planned as part of Output 1.2. |  |  |
| Risk 9: Pollution from the generation of non-hazardous waste from charcoal, tar and biochar production activities. | Environmental/Operational | I = | Environmental/Operational | The charcoal, tar and biochar production activities will be preceded by a comprehensive assessments and preparation of plans to guide the implementation of activities in the most sustainable and environmentally-responsible manner. |  |  |

**Stakeholder engagement plan:** The stakeholder engagement plan (Annex F) outlines the manner in which stakeholders will be engaged during project implementation. This includes a wide range of public sector, private sector and civil society stakeholders, all of who have an important part to play in piloting and scaling up an integrated landscape management approach. All these stakeholder sectors will be involved in the project inception workshop and will be represented in the project steering structures. During the first six months of project implementation the services of an organization (NGO, consulting firm or other) will be engaged by the Responsible Party in charge of Component 2 to conduct follow-up consultations with communities living in each of the focal landscapes where Component 2 activities will be carried out – the Omaoipanga, Ruacana, Okongo, Nkulivere and Zambezi focal landscapes, and will administer a household survey that will determine a detailed baseline for nature-based income generation against which changes can be measured over time, during and beyond the project lifespan. The organization/s will also work with regional and landscape-level stakeholders to establish coordination structures including women, youth and marginalized groups, applying Integrated Regional Land Use Plans to zone areas for sustainable harvesting, restoration etc. to contribute to specific LDN, NDC and NBSAP and poverty reduction targets. Local facilitators will be trained in participatory land use planning, mapping, zoning and management, and communities will be engaged in agreeing on management guidelines for protection, sustainable use, restoration and sustainable farming in specific areas, with management plans and protocols for each site where community activities will be undertaken, and being involved in monitoring (see detailed Activity outline in Annex N).

**Gender equality and empowering women:** Namibia’s social landscape is characterized by gender inequalities in relation to land and land-based resources. These inequalities are apparent in social, economic and political spheres of life. In the past women could not own land nor did they have rights over land. The inequalities were exacerbated during the colonial period when women were confined to the private and reproductive roles in society, while men were exposed to the public and production roles through wage employment that enabled them to earn cash income. The production sphere where women were participant was subsistence farming.

Namibia has an estimated total population of 2.4 million people, of which 51% are female. Nationally, forty-four percent (44%) of households are female-headed households, and in the rural areas, forty-six (46%) are female-female headed households . Twenty-two percent (22%) of the poor are female-headed households, while 11% of the severely poor are female-headed households. Thirty-eight percent (38%) of the unemployed segment of the active population are women and the Gini-coefficient for women is 0.513 as opposed to men at 0.622. With these statistics, it is clearly evident that women are the most vulnerable social group to the social ills affecting the country. The National Land Statistics Report released in 2018 revealed that only 23% of freehold commercial agricultural land is owned by women, while 77% is owned by men . In the same vein, only 41% of the resettlement farms are allocated to women. While the Communal Land Reform Act, 2002 is celebrated for securing the statutory and legal rights of women to access land and have land rights registered on their names, of all the land rights registered in the communal areas, only 28% are registered in the names of women . This reflects that the gender gap in regards access to land and rights over land remain wide almost two decades after independence. While women’s access to land and rights over land is still facing challenges, the female population dominates in agricultural households. Out of 907,715 agricultural households in Namibia, 54% of the population is female .

Following independence in 1990, Namibia has made significant progress in advancing gender equality and closing the gender gap in different spheres of life – be it political, social and/or economic. This is primarily evident in the country’s policy, legislative and institutional environment which has been reformed, and gender equality rights are also enshrined in the Constitution, which guarantees affirmative action for women and provides for equal rights between men and women . These constitutional provisions have been expanded and are being implemented through various Acts of Parliament and national policies. The following Acts and policies make specific provisions for gender equality and women empowerment:

* Local Authorities Act, 1996 (Act No. 23 of 1992) requires that 30% of people on every party list at local authorities’ level must be women.
* Married Persons Equality Act, 1996 (Act No. 1 of 1996) eliminated the discriminatory Roman-Dutch concept of marital power applicable to civil marriage.
* Co-operatives Act, 1996 (Act No. 23 of 1996) guarantees that membership must be irrespective of gender and other social status.
* Affirmative Action (Employment) Act, 1998 (Act No. 29 of 1998) was promulgated to ensure that persons in designated groups enjoy equal employment opportunities at all levels of employment and are equitably represented in the workforce of a relevant employer”. Women are amongst the designated social groups targeted by the Affirmative Action Act, 1996.
* Traditional Authorities Act, 2002 (Act no. 25 of 2000) provides for gender equality with regards to positions of leadership.
* Communal Land Reform Act, 2002 (Act No 5 of 2002) provides for equal access to land for men and women, and importantly safeguards the rights of widows to remain on the land after the passing of their spouses. Through the provisions of the Communal Land Reform Act, 2002 the government established the Communal Land Boards guaranteeing a quota of women for boards’ membership. This provision is also provided for in the National Land Policy of 1998.
* Forest Policy of 1992, the National Forestry Strategic Plan of 1996 and the Forest Act of 2001 set out to identify barriers to women’s advancement and proceed to design strategies that will bring about purposeful cooperation between women and men, in order to achieve specific forestry development objectives. These instruments further recognise that gender and economic empowerment are indispensable to welfare in the rural areas, and therefore sets out to provide training and education in forestry, as well as employment in the public forest service for both men and women. The instruments further set out to ensure that administrative expenditures arising fromthe design and implementation of strategies will target the complementary roles of men and women in forestry management programmes.
* National Gender Policy (2010-2020) is the overriding instrument to ensure gender mainstreaming, women empowerment and overall gender equality in all sectors in Namibia. The National Gender Policy and the function of ensuring and coordinating gender equality are under the custodianship of the Ministry of Gender Equality and Child Welfare (MGECW).
* The Ministry of Gender Equality and Child Welfare Strategic Plan 2017 – 2022 enforces the implementation of the Gender Responsive Budgeting in response the Cabinet Directive of 2014 that requires all government offices, ministries and agencies to ensure that budgets are gendered in different sectors.
* National Policy on Climate Change for Namibia (2011) and the National Climate Change Strategy and Action Plan (2013 – 2020) recognise the importance of considering the needs of both men and women to be mainstreamed in climate change planning. The policy, strategy and action plan require that all climate change responsive activities at local, regional and national levels should be gender sensitive.
* National Agriculture Policy (2015) promotes the empowerment of women in agriculture and that agricultural technologies are accessible to women.
* Blue Print on Wealth Redistribution and Poverty Eradication has identified gender equality and women empowerment as one of its key strategic priority areas in poverty eradication initiatives.

In addition to the national laws and policies, Namibia has ratified and is party to a number of international treaties and protocols that promote gender equality, including at the SADC and UN levels, including the SADC Protocol on Gender and Development and the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW, 1997), and its Optional Protocol, and the Sustainable Development Goals (SDGs.

Namibia has made impressive progress in closing the gender gap in political representation. Currently 42% of parliamentarians in the National Assembly are women. At the Local Authority level 42% of the councilors are women. While these are impressive gains, other levels of governance structures record extreme gender gaps. At the Regional Councils’ level, the gender gap is very wide with only 16% out of 121 constituencies being women . Similarly, there are extreme gender gaps in the traditional authorities’ governance structures. Traditional authorities are the primary institutions mandated to administer land and land-based resources in the communal areas. They control access to land and land-based resources. In these governance and decision-making structures, men dominate, and women are underrepresented. After the enactment of the Communal Land Reform Act, 2002 the Communal Land Boards were instituted. The primary functions of the Communal Land Boards are to ratify land rights that are allocated by the traditional authorities and provide statutory recognition. The Communal Land Reform Act, 2002 has set a quota for the membership of the boards that – at least four members must be women: (i) two representing the farming community, (ii) two women who have expertise relevant to the functions of a board. This is an effort to close the gender gap in an otherwise man-dominated social landscape.

It is recognised that forests and forests resources are important for Namibia and the Namibian people. Forests in Namibia are important critical assets for the people, and the country as a whole. The institutions managing forest resources at community level, especially the Community Forests, men dominate the governance structures, while the representation of women is low. This is evident in the study published in 2016 on a sample of seven Community Forests . In cases where women dominate in the governance structures, the study found that men often occupied the strategic positions of chairperson and vice-chairperson. The study concluded that gendered inequalities persist in access, control, monitoring and use of forest resources.

Land degradation continues to be a major challenge and serious problem for Namibia. Considering that 54% of agricultural households in Namibia are female-headed households, means women are also prone to the severe impacts of land degradation. Therefore, achieving gender equality and the empowerment of women and girls, and realizing women’s rights should not only be a sustainable development goal; it should also be indispensable to the realization of better outcomes for all the SDGs, including target 15.3 of striving to achieve a land degradation neutral world . Namibia’s Third National Action Programme to Implement the UNCCD 2014 – 2024 present clear commitments of the country in regards the achievement of land degradation neutrality. These commitments clearly include delivering the results through empowerment of local communities and women to tackle the challenge of Desertification, Land Degradation and Drought.

The access and control of forest resources is coordinated by the Ministry of Agriculture, Water and Forestry and is mainly done through granting of permits. In forest under a registered Community Forests, the issuing of permits for harvesting and transportation is done in collaboration with the Ministry and the Community Forest. Quantities harvested by locals for household consumption do not require any permit. During the consultations, it emerged that women from the different landscapes tend to have frequent access to forest resources and mostly depend on small quantities from forest reserves that are closer to their localities with a few exceptions. Traditionally, women made decisions on what resources to access, however, the control over when and where to access lies with men, who are mainly the leaders of local institutions in particular the traditional authorities. Discussions revealed that when women are accessing deep far-away forest reserves, they require the presence of men. Access of forests products by women is also affected by distance, especially if reserves they depend on for firewood, thatching grass, construction poles or other products have been affected by degradation, settlement expansion or being allocated to other land-uses. Limiting access to forest resources by women reduces the ability of women to derive anticipated benefits that are key to their livelihoods. Facing limitations in accessing forests also reduces the ability of women to utilise forest products to greater potential which might lower transference of traditional knowledge to the younger generation.

A widespread access to forest reserves and a leading role in the decision-making for the management of forests have been identified as a main characteristic of men. Men are able to access both forest reserves closer to homesteads and far away deep in the forests. Traditionally, it has been duty of men to find resources deep in the forests for provision of their families. Due to this wide access to forest reserves, men are alluded to be the main contributor to forest degradation when compared to women. Being patriarchal societies, men mostly controlled the access to forests and have over the years played a major role in determining the outcome of forest reserves.

Generally, there did not appear to be conflicting access patterns among men and women over forest resources, however, the differences that negatively affect the forest or a group of people needs to be addressed. Within these landscapes, men seem to still play a major role in the control over forest resources and income, with women still exercising limited control and facing limited access resulting from degradation. When land degradation is addressed or reversed, benefits from forest resources by women will be improved in the focal landscapes.

During 2017, conservancies and community forestry programmes showed an average of 35% representation of women on management committees (NACSO, 2017). The consultations conducted during the PPG for this project (2018-19) revealed a good representation of women in different management structures. For the support to the local-based institutions, the project should support in terms of awareness raising of the need to continue involving women in these structures. For example, in Omaoipanga Focal Landscape, a local leadership committee of the traditional authority comprised of 56% of women in a seven-member committee. In Okongo Focal Landscape, a 19-member conservancy committee comprise of 47% women representation while the chairpersons of both the Okongo Conservancy and Community Forest are women.

The Nkulivere and Zambezi Focal Landscapes displayed low representation of women in leadership structures. The Nkulivere Focal Landscape does not have a forest management body; they only have the Traditional Authority and Village Development Committee (VDC). The Traditional Authority in the area is predominantly led by men while the VDC consist of 2 women out of a 7-member Committee. The Bukalo Community Forest in Zambezi has only two women representatives in the Management Committee. Both the traditional and regional leadership from Zambezi Focal Landscape indicated that women in their communities do not display willingness to participate in leadership activities. Discussions with communities cited some incidences where women withdraw from some positions. This should not be construed as lack of interests on the part of women. There is a need to fully consider the workload of women in society. Despite that, there are few women that serve in key positions, denoting the need to motivate and encourage more women to participate.

A full gender analysis and gender action plan is included in Annex G. Some of the key elements of the gender action plan are as follows: (1) Capacity development to empower women’s participation in project coordination structures, (2) Women as beneficiaries of livelihood support, and identification of male, female and gender-neutral roles in new enterprises, and (3) The findings from the gender analysis are meaningfully integrated into the project’s strategy, theory of change and results framework.

**South-South and Triangular Cooperation:** The project involves a Component 4 on “*Knowledge management, monitoring and evaluation, gender and impact assessment*”. This includes Output 4.2 “*Knowledge sharing for replication of best practice locally, nationally and internationally*”, with knowledge exchange visits involving government and civil society in Southern African Development Community (SADC) countries to share learning on best practice for restoration of dry broadleaf forest and savannah grazing lands. A conference will also be held with other SADC countries on scaling up and financing integrated landscape management for multiple global environmental benefits and nature-based livelihoods. UNDP will play an important role in providing technical assistance to Government on this area of work, building on its extensive expertise worldwide in helping countries to expand engagement in mutual learning and solution-sharing for more rapid and sustainable development progress.

**Sustainability and Scaling Up:** Building on experience of past UNDP-GEF projects in Namibia, the NILALEG project is designed so as to maximize opportunities for sustaining the gains of the project long term. This is done by building the development of a Sustainability Plan into the project logframe, undertaking a thorough assessment early on during implementation of what it will take to enhance project take-up/adoption by Government, stakeholders and beneficiaries, including identifying barriers to adoption, to improve sustainability post-project. In order to strengthen ownership of the project and its achievements, and sustain these post-project, discussions on the Sustainability Plan have already started and will be taken forward in the project inception workshop. Output 4.4.3 involves collaboration by stakeholders on the Sustainability Plan, detailing specific roles post-project, and drawing up formal implementation agreements and a resourcing plan. The resourcing plan will include making provision for Operations and Maintenance of new infrastructure established through the projects, in ongoing operational budgets of Regional Councils and municipalities.

Scale-up of the experiences of the five focal landscapes will be enabled through systematic capturing of the lessons being learnt, both through Output 4.1 “*Partnering with tertiary and research institution/s for longitudinal studies on project impact (beyond outcome level)*” and through holding annual Landscape Management Dialogue events, hosted by Regional Councils, with all government, research and civil society partners sharing lessons and visiting the field for demonstrations. A project library will be stablished, containing all training materials, brochures and articles published to project end and an institutional home for the library will be identified in each region. These will make it possible for the experiences of the five focal landscapes on planning, management and monitoring progress towards targets to be replicated elsewhere. Annual national Integrated Landscape Management conferences with government (all spheres), research and civil society partners involved in monitoring and reporting to CBD, UNCCD and UNFCCC secretariats will also support replication and scale-up.

The project has a strong emphasis on sustainable financing for integrated landscape management, with Component 3 working for scale-up of theapproach and nature-based enterprises through sustainable finance mechanisms, including holding an Environmental Investment Fund (EIF)-led national conference on scaling up nature-based enterprises, including a link to government small business development schemes (that promote SMEs – mostly within MITSMED, e.g. LEDA) and international funders. It also involves providing support to EIF to help communities across Namibia access grants and loans for integrated landscape management and sustainable nature-based businesses. This also includes cooperating with the commercial and development banking sector to develop a pipeline, improve risk analysis, and provide technical assistance for extending credit to small-scale farmers for integrated landscape management activities, including support of Agribank “no-collateral” loans. A conference of conservationists and investors will be held to explore potential for public-private partnerships to maximize economic potential of State and Regional Forests, and a feasibility study will be undertaken for a Community Forest Management Fund within EIF, to make payments to communities successfully restoring and sustainably managing their forest. A new public sector revenue generation model will also be explored in partnership with the national Youth Service, piloting the sale of sustainable graded charcoal, tar and biochar from cleared encroacher bush on resettlement farms, with three pilot areas of 1,000 ha each[[20]](#footnote-20).

Finally, the sustainability of the nature-based enterprises will be ensured through focusing a comprehensive package of support services to the core enterprise in each focal landscape, e.g. essential oil distillery, fruit canning plant, eco-tourism lodge, thatch-grass treatment operation, furniture making workshop etc, undertaking a value chain analysis and market study for each enterprise, developing a public-private partnership and bringing in investors & entrepreneurs, or establishing a community cooperative. Support will be provided to strengthen supply chains, including input supplies, production and marketing. Project funds and leveraged co-finance will be used to construct and equip the necessary infrastructure, with a sustainability plan including servicing and maintenance of equipment, and providing hands-on support – including technical training, business planning, micro-credit and market access. Financial support will be designed to diminish as the enterprises become established and generate a sustainable cash flow and profit margin. The project’s success in this regard will be measured on the degree to which these enterprises have become fully self-sustaining and profitable by project end.

# Project Management

**Cost efficiency and effectiveness***:* Cost effectiveness is addressed in the project implementation arrangements as follows: Although several government agencies are responsible for delivery on various aspects of the project (important for bringing about intragovernmental coordination), all of them are serviced by a single Project Management Unit (PMU), based in the Implementing Partner’s offices at the Ministry of Enviornment and Tourism in Windhoek. This allows for efficiencies in the delivery of services common to all project components, such as administration, finance, communciations and M&E. The project is also cost-effective in building on a number of existing government programmes which act as co-finance to the project. One example of building and creating synergies with an existing initiative to maximize cost-effectiveness is provided by the Ministry of Land Reform’s process of developing Integrated Regional Land Use Plans, which the project will help to implement, piloting a participatory method of implementation at landscape scale in a manner which both helps meet MEA spatial targets and maximizies nature-based livelihoods through community engagement, which can be scaled up elsewhere once its value is demonstrated.

A second example of cost-effectiveness through building on an existing government programme is the project’s partnership with the National Youth Service, whose bush control programme will be clearing encroacher bush from resettlement farms in Otjozondupa region, where the NILALEG project will invest in turning the biomass into sustainably produced charcoal and by-products. Through NILALEG a new model can be tested, which could generate additional jobs and income on an ongoing basis through reinvesting the proceeds from sale of charcoal and by-products into the expansion of the youth employment scheme and bush thinning on all resettlement farms and state-owned experimental farms, research and extension stations. Although the German Government’s EUR 10 million bilateral cooperation with Namibia on the Bush Control and Biomass Utilisation Project is not specifically considered as co-finance to the NILALEG project, the two initiatives will work closely together, with the NILALEG intervention complementing BCBU’s work on integrated policy frameworks for sustainable bush harvesting, authorisation processes and capacities to strengthen environmental compliance, farmer and SME support through the De-bushing Advisory Service and capacitating MAWF extension personnel, investment concepts for regional biomass hubs to strengthen the biomass supply chain, and technology transfer to introduce innovative, climate-friendly technology for both bush thinning and biomass processing.

Finally, an effective and cost-effective pathway has been chosen for the project as a whole – implementing an integrated landscape management approach in globally important forest and grassland areas of the country’s northern regions, with multi-stakeholder cooperation at various levels on monitoring and reporting in order to meet spatial targets for Namibia’s obligations in terms of multilateral environmental agreements. This builds on UNDP’s global experiences through the GEF Sustainable Land Management portfolio and the GEF Small Grants Programme, as captured in the 2017 UNDP publication on “*Community Approaches to Sustainable Land Management and Agroecology Practices*”, as well as the 2018 STAP Report on “*Sustainable Land Management for Environmental Benefits and Food Security: A synthesis report for the GEF*”. Annex W (i) highlights the particular socio-economic benefits that will be generated through Output 2.6 of the project, through which a nature-based enterprise will be supported in each of the five focal landscapes to become established and to get on a sustainable business footing by project end.

**Project management***:* The project will be run by a dedicated Project Management Unit, located in the offices of the Ministry of Environment and Tourism in Windhoek. It is proposed that the staff of the PMU will include a Project Manager, a Project Monitoring & Evaluation, Capacity Development and Research Officer; a Project Communications, Gender and Safguards Officer; a Project Administrative and Finance Officer; a Project Procurement Officer; and a Project Driver. In order to facilitate the important Component 2 activities on the ground in the northern landscapes, NGOs / community-based organizations with strong organizational and financial capacity and with a presence in those landscapes, will be selected to manage these activities on behalf of the Ministry of Agriculture, Water and Forestry, according to a clear terms of reference and set of deliverables.

Technical Specialists will be housed in the government ministries and agencies responsible for implementation of the various components of work, as shown below. These are Technical Specialists in 1) MEA Land Use Planning, Monitoring & Reporting, 2) Legal Drafting, Negotiation & Management Plans, 3) Agroforestry, Rangeland Management & Restoration, 4) Finance & Enterprise Development, and 5) Capacity Development, M&E and Impact Assessment. The Technical Specialists will work with the focal landscape NGOs/ CBOs to ensure full liaison with the Regional Councils in the regions into which the focal landscapes fall. Included in the terms of reference for the Technical Specialists will be liaison with all 14 of Namibia’s Regional Councils, as well as key national agencies and partner organizations.

The proposed implementation team is outlined below, with Project Management Unit staff members and Technical Specialists located in MET, as the Implementing Partner, and MAWF and EIF, as Responsible Parties for Components 2 and 3 respectively.

|  |  |  |
| --- | --- | --- |
| **Staff members (service contracts)** | **No. of posts** | **Proposed location** |
| Project Manager | 1 | PMU in MET, Windhoek |
| Project Communications, Gender and Safeguards Officer | 1 | PMU in MET, Windhoek |
| Project Administrative and Finance Officer | 1 | PMU in MET, Windhoek |
| Project Procurement Officer | 1 | UNDP, Windhoek |
| Project Monitoring & Evaluation, Capacity Development and Research Officer | 1 | UNDP, Windhoek |
| Project Driver | 1 | PMU in MET, Windhoek |

|  |  |  |  |
| --- | --- | --- | --- |
| **Consultants (independent contractors)** | **Type** | **No. of posts** | **Location** |
| Technical Specialist 1: MEA Land Use Planning, Monitoring & Reporting | International Consultant | 1 | In MET (Dept of Environmental Affairs) |
| Technical Specialist 2: Legal Drafting, Negotiation & Management Plans | National Consultant | 1 | In MET (Dept of Environmental Affairs) |
| Technical Specialist 3: Agroforestry, Rangeland Management & Restoration | National Consultant | 1 | In MAWF (Department of Forests) |
| Technical Specialist 4: Finance & Enterprise Development | National Consultant | 1 | In EIF (working with MITSMED) |
| Technical Specialist 5: Capacity Development, M&E and Impact Assessment | International Consultant | 1 | In MET (working with NPC) |

**Agreement on intellectual property rights and use of logo on project deliverables and disclosure of information:** To accord proper acknowledgement to the GEF for providing grant funding, the GEF logo will appear together with the UNDP logo on all promotional materials, other written materials like publications developed by the project, and project hardware. Any citation on publications regarding projects funded by the GEF will also accord proper acknowledgement to the GEF. Information will be disclosed in accordance with relevant policies notably the UNDP Disclosure Policy[[21]](#footnote-21) and the GEF policy on public involvement[[22]](#footnote-22).

# Project Results Framework

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **This project will contribute to the following Sustainable Development Goal (s):** SDGs 1, 6, 7, 13, 14, and 15 | | | | | |
| **This project will contribute to the following country outcomes included in the UNDAF/Country Programme Document:** By 2023, vulnerable populations in disaster-prone and biodiversity-sensitive areas are resilient to shocks and climate change effects, and benefit from natural resources management | | | | | |
| **This project will be linked to the following output of the 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 | | | | | |
| **Components and Outcomes** | **Objective and Outcome Indicators** | **Baseline** | **Mid-term Target[[23]](#footnote-23)** | **End of Project Target[[24]](#footnote-24)** | **Data Collection Methods and Risks/Assumptions** |
| **Project Objective:**  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 | IRRF Indicator 1.3.1 # new partnership mechanisms with funding for sustainable management solutions of natural resources, ecosystems services at national and/or subnational level | 0 multi-stakeholder coordination structures in focal landscapes | 5 multi-stakeholder coordination structures established, and functioning with project funding | 5 multi-stakeholder coordination structures in focal landscapes, fully capacitated to implement NRM solutions, and with financial sustainability plan in place | Source: Report by Technical Specialist: Capacity Development, M&E and Impact Assessment on multi-stakeholder coordination structures  *Note:* The Project M&E, Capacity Development and Research Officer will be responsible for overseeing all project monitoring and evaluation, and supervising the work of the Survey and M&E consultancy |
| Risks: Structures are established and function well during project implementation period, but collapse when the funding ends  Assumptions: The development and implementation of a financial sustainability plan allows the multi-stakeholder coordination structures to continue after project end |
| Mandatory indicator: (also **GEF Core Indicator #11**)  # direct project beneficiaries (people living within focal landscapes, benefiting from integrated landscape management interventions)   |  |  |  | | --- | --- | --- | | **Landscape** | **# Direct beneficiaries** | | |  | Mid- Term (PY3) | EoP Target (PY7) | | Omaoipanga | 1,050 | 2,500 | | Ruacana | 1,500 | 3,818 | | Okongo | 2,000 | 5,000 | | Nkulivere | 1,500 | 4,500 | | Zambezi | 2,500 | 5,000 | | **Total** | **8,550** | **20,818** | | Omaoipanga =0  Ruacana = 0  Okongo = 0  Nkulivere = 0  Zambezi = 0 | 8,550 people (at least 50% female) across 5 focal landscapes benefitting directly from project | 20,818 people (at least 50% female) across 5 focal landscapes benefitting directly from project | Source: Censuses from the demonstration landscapes and project reports on results  *Note:* The Project Communications, Gender and Safeguards Officer will be responsible for overseeing implementation of the gender action plan and supervising the Survey and M&E Consultancy (budgeted for) on the gender impact study |
| Risks: The project fails to build trust in the focal landscapes, and communities therefore do not engage  Assumptions: Communities are fully engaged and benefit from the project interventions |
| **Component 1**  Outcome 1: Functioning intra-governmental coordination to guide implementation and monitoring of global targets | National baseline and targets in place in unified system to track progress on existing spatial LDN, NDC and NBSAP targets | Multiple, separate systems for tracking progress on MEA spatial targets | Agreement by government stakeholders and partners on single, streamlined system for tracking progress on MEA spatial targets | Implementation of single, streamlined system for tracking progress on MEA spatial targets | Source: Report by Technical Specialist: MEA Land Use Planning, Monitoring & Reporting on intragovernmental coordination  *Note: A* stock-take of current national spatial data generation, access to GIS and remote sensing, and capacity needs assessment for processing and analyzing data is planned and budgeted for, under Activity 1.2.1, as part of the TORs of the Technical Specialist # 1: Land Use Planning, Remote Sensing and MEA Reporting |
| Risks: Stakeholders fail to reach agreement and prefer to continue working in “silos” and duplicating efforts  Assumptions: Technical Working Group on MEA Monitoring and Reporting is resourced with expertise and funding to remove barriers to establishment and sustaining of new system |
| Capacity of regional national and regional agriculture and forestry officials and CBOs enhanced, with increases of at least 45% in scores on UNDP Capacity Development Scorecard | Scorecard to be administered with training recipients to acquire capacity baseline | Increase in combined averaged scores by 20% | Increase in combined averaged scores by 45% | Source: Completed Capacity Development Scorecards  *Note 1:* A survey is planned and budgeted in the set-up phase to assess government and key stakeholder capacity for integrated landscape management, under Activity 1.1.1, as part of the TORs of the Technical Specialist #5: Capacity Development, M&E and Impact Assessment  *Note 2:* The Project M&E, Capacity Development and Research Officer will working closely with the Technical Specialist #5: Capacity Development, M&E and Impact Assessment to track the impact of capacity development interventions with the Capacity Development Scorecard  *Note 3:* A capacity needs assessment for inspection and enforcement capacity on environmental legislation is planned and budgeted for under Activity 1.5.2, as part of the TORs of the Technical Specialist #5: Capacity Development, M&E and Impact Assessment. |
| Risks: Capacity development interventions are unsuccessful and capacity does not increase  Assumptions: A combination of practical and theoretical training in context of key performance areas through well-designed interventions allows for effective capacity development |
| **Component 2**  Outcome 2: Enhanced sustainable land and forest management, biodiversity conservation and livelihoods in target landscapes | At least one nature-based enterprise established in each focal landscape, with market linkages, with at least 50% participation by women | 0 new nature-based enterprises in focal landscapes | 5 new nature-based enterprises established, one in each focal landscape, with at least 50% participation by women | 5 new nature-based enterprises established have market linkages and are operating at a profit, with at least 50% participation by women | Source: Report by Technical Specialist: Finance and Enterprise Development on new enterprises and their cash flow  *Note:* The Project Communications, Gender and Safeguards Officer will be responsible for tracking women’s participation as p[art of the gender action plan |
| Risks: New nature-based enterprises are established, but fail to access markets for their products, and collapse  Assumptions: Hands-on technical support over the project lifespan enables deal flow facilitation, and consciously enables progressive independence of businesses |
| At least 40% average increase in household incomes in key villages in target landscapes | Household survey including nature-based income to be administered with landscape management interventions and nature-based enterprise participants recipients to acquire income baseline | Increase in average combined annual nature-based income in participant households by 15% | Increase in average combined annual nature-based income in participant households by 40% | Source: Completed NILALEG Focal Landscape Household Surveys |
| Risks: Participation in NILALEG landscape management interventions and nature-based enterprise does not lead to any significant increases in income, as interventions do not increase yields or add value to products  Assumptions: Landscape interventions are effectively designed to produce gains in grazing, cropland, and agroforestry productivity, and nature-based enterprises to add value to produce from these activities |
| Total area effectively zoned and managed for multiple global environmental benefits and nature-based livelihoods – participatory ILM planning to be undertaken for at least 100,000 hectares of the total area of the five target landscapes (860,079 ha) | Across 5 focal landscapes:  ILM planning undertaken across 0 hectares | Across 5 focal landscapes:  ILM planning undertaken across 0 hectares | Across 5 focal landscapes:  ILM planning undertaken across 0 hectares | Source: Report by Technical Specialist: Agroforestry, Rangeland Management & Restoration on progress on spatial targets, and links to national reporting system  *Note:* A full field survey of focal landscapes for in the set-up phase to gather baseline socio-economic and environmental data to guide monitoring and impact studies, under Activity 2.1.1, as part of the TORs of the Survey Consultancy |
| Risks: Interventions on the ground are unsuccessful and are not effective in achieving global environmental benefits  Assumptions: Landscape interventions are effectively designed to protect and restore forest and savannah ecosystems |
| Specific targets and benefits within the landscape through targeted interventions are as follows:  **GEF Core Indicator # 3** Area of land restored: 10,000 hectares, including:   * 1 Area of degraded agricultural lands restored – 1,000 ha * 3.2 Area of forest and forest land restored – 2,000 ha * 3.3 Area of natural grass and shrubland restored – 7,000 ha | Across 5 focal landscapes:  0 hectares of agricultural lands restored  0 hectares of forest land restored  0 hectares of grass and shrubland restored | Across 5 focal landscapes:  300 hectares of agricultural lands restored  650 hectares of forest land restored  2,500 hectares of grass and shrubland restored | Across 5 focal landscapes:  1,000 hectares of agricultural lands restored  2,000 hectares of forest land restored  7,000 hectares of grass and shrubland restored | Source: Report by Technical Specialist: Agroforestry, Rangeland Management & Restoration on progress on spatial targets, and links to national reporting system |
| Risks: Interventions on the ground are unsuccessful and are not effective in achieving global environmental benefits  Assumptions: Landscape interventions are effectively designed to protect and restore forest and savannah ecosystems |
| **GEF Core Indicator # 4** Area of landscapes under improved practices areas: 28,000 hectares, including:   * 4.1 Area of landscapes under improved management to benefit biodiversity – 3,000 hectares better managed in existing Community Forests through implemented management plans and 10,000 hectares better managed through establishment of a new Regional Forest Reserve * 4.3 Area of landscapes under sustainable land management in production systems – 15,000 hectares under sustainable crop/rangeland management or agroforestry | Across 5 focal landscapes:  0 hectares better managed in Community Forests  0 hectares better managed through establishment of a new Regional Forest Reserve  0 hectares under new sustainable crop/rangeland management or agroforestry | Across 5 focal landscapes:  1,000 hectares better managed in Community Forests  0 hectares better managed through establishment of a new Regional Forest Reserve  5,000 hectares under new sustainable crop/rangeland management or agroforestry | Across 5 focal landscapes:  3,000 hectares better managed in Community Forests  10,000 hectares better managed through establishment of a new Regional Forest Reserve  15,000 hectares under new sustainable crop/rangeland management or agroforestry | Source: Report by Technical Specialist: Agroforestry, Rangeland Management & Restoration on progress on spatial targets, and links to national reporting system |
| Risks: Interventions on the ground are unsuccessful and are not effective in achieving global environmental benefits  Assumptions: Landscape interventions are effectively designed to protect and restore forest and savannah ecosystems |
| GEF Core Indicator # 6 Greenhouse gas emissions mitigated:   * 6.1 Carbon sequestered or emissions avoided in the sector of agricultural, forestry and other land use – 1,310,143 tonnes of CO2-equivalent emissions avoided through achievement of forest protection, restoration and agroforestry | 0 tonnes of CO2-equivalent mitigated through project interventions in forest protection, restoration and agroforestry | 300,000 tonnes of CO2-equivalent mitigated through forest protection, restoration and agroforestry | 1,310,143 tonnes of CO2-equivalent mitigated through forest protection, restoration and agroforestry | Source: Application of FAO EXACT Carbon Calculator Tool by Technical Specialist: Agroforestry, Rangeland Management & Restoration, based on hectares of successful interventions tracked |
| Risks: Project interventions do not meet the targeted number of hectares and therefore do not produce the anticipated mitigation benefits  Assumptions: Interventions are carefully planned, monitored and tracked to ensure that spatial targets are met |
| **Component 3**  Outcome 3. Enhanced access to finance, technical assistance and market information to pilot and scale up the integrated landscape management approach and sustainable enterprises | 30% increase in total investment by public and private and public sectors in integrated landscape management | Investment survey to be undertaken to determine baseline for annual public and private sector spending on integrated landscape management | Increase in combined total annual public and private sector spending on integrated landscape management by 10% | Increase in combined total annual public and private sector spending on integrated landscape management by 30% | Source: Report by Technical Specialist: Finance and Enterprise Development on annual public and private sector spending  *Note:* A survey is planned and budgeted for in the set-up phase of current and potential funding sources (public & private, domestic & international) for sustainable natural resource management, under Activity 3.1.1, as part of the TORs of the Technical Specialist #4: Finance & Enterprise Development |
| Risks: No additional spending is generated beyond the project itself  Assumptions: The project will make a persuasive business case for increased investment in the natural resource base and livelihoods based on it by both public and private sectors |
| Report to treasury on feasibility and costings to expand National Youth Service for bush control to the whole Farm Unit Resettlement Scheme (FURS) through reinvested charcoal revenues | 0 report to Treasury on exopansion of NYS to whole FURS through charcoal proceeds | 0 report to Treasury on exopansion of NYS to whole FURS through charcoal proceeds | 1 report to Treasury on exopansion of NYS to whole FURS through charcoal proceeds | Source: Report by Technical Specialist: Finance and Enterprise Development |
| Risks: Feasibility study and report are completed but lead to no action  Assumptions: The project will successfully pilot charcoal- making through a PPP and demonstrate how the concession fee can be reinvested in labout costs for clearing, making a convincing case for expansion of the model |
| **Component 4**  Outcome 4. Project results are tracked, and impact of interventions evaluated, with learning captured and shared | At least 5 new papers submitted to peer-reviewed scientific journals covering subjects related to integrated landscape management and longitudinal studies | 0 new papers covering subjects related to integrated landscape management and longitudinal studies | At least 5 new papers on subjects related to integrated landscape management and longitudinal studies conceptualized and planned | At least 5 new papers on subjects related to integrated landscape management submitted to peer-reviewed scientific journals | Source: Report by Technical Specialist: Capacity Development, M&E and Impact Assessment on longitudinal studies, impact findings and outputs  *Note 1:* A baseline survey of available published and grey literature relevant for integrated landscape management in Namibia is planned and budgeted for under Activity 4.1.1, as part of the TORs of the Technical Specialist #5: Capacity Development, M&E and Impact Assessment  *Note 2:* The Project M&E, Capacity Development and Research Officer will working closely with the Technical Specialist #5: Capacity Development, M&E and Impact Assessment on liaison with the university partners to track research progress on impact studies |
| Risks: Project monitoring stays at the level of outputs and outcomes, and no clear conclusions can be drawn on the project’s impact  Assumptions: Partnerships are formed early in the project with universities and bursaries provided for PhD students to work alongside the project and facilitate impact studies |
| Project website provides home for material capturing learning from 19 learning events:   * 5 Landscape learning exchanges * 9 Regional Community Forest learning exchanges * 4 Landscape Management Dialogue events * 1 International conference | 0 project website capturing learning from 0 learning events (landscape and CF exchanges, dialogue events and conference) | 0 project website capturing learning from 6 learning events (landscape and CF exchanges, dialogue events and conference) | 0 project website capturing learning from 19 learning events (landscape and CF exchanges, dialogue events and conference) | Source: Report by Technical Specialist: Capacity Development, M&E and Impact Assessment on websute development and learning events |
| Risks: Results of learning events are not properly captured, website has lttle to report, and knowledge is not effectively captured or shared  Assumptions: Technical Specialist: Capacity Development, M&E and Impact Assessment appoints scribes for all learning events with deadline for submission of material for project website |

# Monitoring and Evaluation (M&E) Plan

The project results as outlined in the project results framework will be monitored annually and evaluated periodically during project implementation to ensure the project effectively achieves these results.

Project-level monitoring and evaluation will be undertaken in compliance with UNDP requirements as outlined in the [UNDP POPP](http://www.undp.org/content/undp/en/home/operations/accountability/programme_and_operationspoliciesandprocedures.html) and [UNDP Evaluation Policy](http://www.undp.org/content/undp/en/home/operations/accountability/evaluation/evaluation_policyofundp.html). The UNDP Country Office will work with the relevant project stakeholders to ensure UNDP M&E requirements are met in a timely fashion and to high quality standards. Additional mandatory GEF-specific M&E requirements (as outlined below) will be undertaken in accordance with the [GEF M&E policy](http://www.thegef.org/gef/Evaluation%20Policy%202010) and other relevant GEF policies[[25]](#footnote-25).

In addition to these mandatory UNDP and GEF M&E requirements, other M&E activities deemed necessary to support project-level adaptive management will be agreed during the Project Inception Workshop and will be detailed in the Inception Report. This will include the exact role of project target groups and other stakeholders in project M&E activities including the GEF Operational Focal Point and any national/regional institutes assigned to undertake project monitoring. The GEF Operational Focal Point will strive to ensure consistency in the approach taken to the GEF-specific M&E requirements (notably tracking the GEF Core Indicators) across all GEF-financed projects in the country.

**M&E Oversight and monitoring responsibilities**

**Project Manager**: The Project Manager is responsible for day-to-day project management and regular monitoring of project results and risks, including social and environmental risks. The Project Manager will ensure that all project staff maintain a high level of transparency, responsibility and accountability in M&E and reporting of project results. The Project Manager will inform the Project Steering Committee, the UNDP Country Office and the UNDP-GEF Regional Technical Advisor of any delays or difficulties as they arise during implementation so that appropriate support and corrective measures can be adopted.

The Project Manager will develop annual work plans based on the multi-year work plan included in Annex A, including annual output targets to support the efficient implementation of the project. The Project Manager will ensure that the standard UNDP and GEF M&E requirements are fulfilled to the highest quality. This includes, but is not limited to, ensuring the results framework indicators are monitored annually, in time for evidence-based reporting in the GEF Project Implementation Report (PIR), and that the monitoring of risks and the various plans/strategies developed to support project implementation (e.g. ESMP, Indigenous Peoples Plan, gender action plan, stakeholder engagement plan etc.) occur on a regular basis.

**Project Steering Committee:** The Project Steering Committee will take corrective action as needed to ensure that the project achieves the desired results. The Project Steering Committee will hold project reviews to assess the performance of the project and appraise the Annual Work Plan for the following year. In the project’s final year, the Project Steering Committee will hold an end-of-project review to discuss the Sustainability Plan, and to capture lessons learned and discuss opportunities to highlight project results and lessons learned with relevant audiences for scale-up. This final review meeting will also discuss the findings outlined in the project terminal evaluation report and the management response.

**Project Implementing Partner:** MET as the Implementing Partner is responsible for providing all required information and data necessary for timely, comprehensive and evidence-based project reporting, including results and financial data, as necessary. The Implementing Partner will strive to ensure project-level M&E is undertaken by national institutes, and is aligned with national systems so that the data used and generated by the project supports national systems.

**UNDP Country Office**: The UNDP Country Office will support the Project Manager as needed, including through annual supervision missions. The annual supervision missions will take place according to the schedule outlined in the annual work plan. Supervision mission reports will be circulated to the project team and Project Steering Committee within one month of the mission. The UNDP Country Office will initiate and organize key GEF M&E activities including the annual GEF PIR, the independent mid-term review and the independent terminal evaluation. The UNDP Country Office will also ensure that the standard UNDP and GEF M&E requirements are fulfilled to the highest quality.

The UNDP Country Office is responsible for complying with all UNDP project-level M&E requirements as outlined in the [UNDP POPP](http://www.undp.org/content/undp/en/home/operations/accountability/programme_and_operationspoliciesandprocedures.html). This includes ensuring the UNDP Quality Assurance Assessment during implementation is undertaken annually; that annual targets at the output level are developed, and monitored and reported using UNDP corporate systems; the regular updating of the ATLAS risk log; and, the updating of the UNDP gender marker on an annual basis based on gender mainstreaming progress reported in the GEF PIR and the UNDP ROAR. Any quality concerns flagged during these M&E activities (e.g. annual GEF PIR quality assessment ratings) must be addressed by the UNDP Country Office and the Project Manager.

The UNDP Country Office will retain all M&E records for this project for up to seven years after project financial closure to support ex-post evaluations undertaken by the UNDP Independent Evaluation Office (IEO) and/or the GEF Independent Evaluation Office (IEO).

**UNDP-GEF Unit:** Additional M&E and implementation quality assurance and troubleshooting support will be provided by the UNDP-GEF Regional Technical Advisor and the UNDP-GEF Directorate as needed.

**Audit**: The project will be audited as per UNDP Financial Regulations and Rules and applicable audit policies on NIM implemented projects.[[26]](#footnote-26)

**Additional GEF monitoring and reporting requirements**

**Inception Workshop and Report:** A project inception workshop will be held within two months after the project document has been signed by all relevant parties to, amongst others:

a) Re-orient project stakeholders to the project strategy and discuss any changes in the overall context that influence project strategy and implementation;

b) Discuss the roles and responsibilities of the project team, including reporting and communication lines and conflict resolution mechanisms;

c) Review the results framework and finalize the indicators, means of verification and monitoring plan;

d) Discuss reporting, monitoring and evaluation roles and responsibilities and finalize the M&E budget; identify national/regional institutes to be involved in project-level M&E; discuss the role of the GEF OFP in M&E;

e) Update and review responsibilities for monitoring the various project plans and strategies, including the risk log; SESP, Environmental and Social Management Plan and other safeguard requirements; project grievance mechanisms; the gender strategy; the knowledge management strategy, and other relevant strategies;

f) Review financial reporting procedures and mandatory requirements, and agree on the arrangements for the annual audit;

g) Plan and schedule Project Steering Committee meetings and finalize the first-year annual work plan;

h) Conceptualize the role and format of the Sustainability Plan, for keeping in mind throughout the project lifespan.

The Project Manager will prepare the inception report no later than one month after the inception workshop. The inception report will be cleared by the UNDP Country Office and the UNDP-GEF Regional Technical Advisor, and will be approved by the Project Steering Committee.

**GEF Project Implementation Report (PIR):** The Project Manager, the UNDP Country Office, and the UNDP-GEF Regional Technical Advisor will provide objective input to the annual GEF PIR covering the reporting period July (previous year) to June (current year) for each year of project implementation. The Project Manager will ensure that the indicators included in the project results framework are monitored annually in advance of the PIR submission deadline so that progress can be reported in the PIR. Any environmental and social risks and related management plans will be monitored regularly, and progress will be reported in the PIR.

The PIR submitted to the GEF will be shared with the Project Steering Committee. The UNDP Country Office will coordinate the input of the GEF Operational Focal Point and other stakeholders to the PIR as appropriate. The quality rating of the previous year’s PIR will be used to inform the preparation of the subsequent PIR.

**Lessons learned and knowledge generation:** Results from the project will be disseminated within and beyond the project intervention area through existing information sharing networks and forums. The project will identify and participate, as relevant and appropriate, in scientific, policy-based and/or any other networks, which may be of benefit to the project. The project will identify, analyse and share lessons learned that might be beneficial to the design and implementation of similar projects and disseminate these lessons widely. There will be continuous information exchange between this project and other projects of similar focus in the same country, region and globally.

**GEF Core Indicators:** Since the GEF Tracking Tool(s) are no longer being used to monitor global environmental benefits, the Project Results Framework uses the new GEF Core Indicators. The table below shows the project Core Indicators, Targets and Sub-Indicators in relation to the GEF-7 Results Framework. The achievement of the project targets in relation to these indicators will be updated by the Project Manager/Team (not the evaluation consultants hired to undertake the Mid-Term Review or the Terminal Evaluation), and shared with the mid-term review consultants and terminal evaluation consultants before the required review/evaluation missions take place. The updated Results Framework will be submitted to the GEF along with the completed Mid-Term Review report and Terminal Evaluation report.

| **GEF-7 Core Indicator** | **GEF-7 Sub-Indicator** | **Project Target** |
| --- | --- | --- |
| # 3 Area of land restored (hectares) | * 1. Area of degraded agricultural lands restored | 1. 10,000 hectares (primarily woodland and savannah restoration) |
| * 1. Area of forest and forest land restored |
| * 1. Area of natural grass and shrubland restored |
| # 4 Area of landscapes under improved practices (hectares; excluding protected areas) | * 1. Area of landscapes under improved management to benefit biodiversity (qualitative assessment, non-certified) | 1. 3,000 hectares better managed in Community Forests 2. 10,000 hectares better managed through a new Regional Forest Reserve |
| * 1. Area of landscapes under sustainable land management in production systems | 1. 15,000 hectares under sustainable crop/rangeland management or agroforestry |
| # 6 Greenhouse gas emissions mitigated (metric tons of carbon dioxide equivalent) | 6.1 Carbon sequestered or emissions avoided in the sector of agricultural, forestry and other land use | 1. 1,310,143 tonnes of CO2-equivalent emissions avoided through achievement of Project Targets A, B, C and D above |
| # 11 Number of direct beneficiaries disaggregated by gender as co-benefit of GEF investment |  | 1. 20,818 direct beneficiaries – people benefitting from integrated landscape management in 5 focal landscapes |

**Independent Mid-term Review (MTR):** An independent mid-term review process will begin after the second PIR has been submitted to the GEF, and the MTR report will be submitted to the GEF in the same year as the 3rd PIR. The MTR findings and responses outlined in the management response will be incorporated as recommendations for enhanced implementation during the final half of the project’s duration. The terms of reference, the review process and the MTR report will follow the standard templates and guidance prepared by the UNDP IEO for GEF-financed projects available on the [UNDP Evaluation Resource Centr](http://web.undp.org/evaluation/guidance.shtml#gef)e (ERC). As noted in this guidance, the evaluation will be ‘independent, impartial and rigorous’. The consultants who will be hired to undertake the assignment will be independent from organizations that were involved in designing, executing or advising on the project to be evaluated. The GEF Operational Focal Point and other stakeholders will be involved and consulted during the terminal evaluation process. Additional quality assurance support is available from the UNDP-GEF Directorate. The final MTR report will be available in English and will be cleared by the UNDP Country Office and the UNDP-GEF Regional Technical Advisor, and approved by the Project Steering Committee.

**Terminal Evaluation (TE):** An independent terminal evaluation (TE) will take place upon completion of all major project outputs and activities. The terminal evaluation process will begin three months before operational closure of the project, allowing the evaluation mission to proceed while the project team is still in place, yet ensuring the project is close enough to completion for the evaluation team to reach conclusions on key aspects such as project sustainability. The Project Manager will remain under contract until the TE report and management response have been finalized. The terms of reference, the evaluation process and the final TE report will follow the standard templates and guidance prepared by the UNDP IEO for GEF-financed projects available on the [UNDP Evaluation Resource Centr](http://web.undp.org/evaluation/guidance.shtml#gef)e. As noted in this guidance, the evaluation will be ‘independent, impartial and rigorous’. The consultants that will be hired to undertake the assignment will be independent from organizations that were involved in designing, executing or advising on the project to be evaluated. The GEF Operational Focal Point and other stakeholders will be involved and consulted during the terminal evaluation process. Additional quality assurance support is available from the UNDP-GEF Directorate. The final TE report will be cleared by the UNDP Country Office and the UNDP-GEF Regional Technical Adviser, and will be approved by the Project Steering Committee. The TE report will be publicly available in English on the UNDP ERC.

The UNDP Country Office will include the planned project terminal evaluation in the UNDP Country Office evaluation plan, and will upload the final terminal evaluation report in English and the corresponding management response to the UNDP Evaluation Resource Centre (ERC). Once uploaded to the ERC, the UNDP IEO will undertake a quality assessment and validate the findings and ratings in the TE report, and rate the quality of the TE report. The UNDP IEO assessment report will be sent to the GEF IEO along with the project terminal evaluation report.

**Final Report:** The project’s terminal PIR along with the terminal evaluation (TE) report and corresponding management response will serve as the final project report package. The final project report package shall be discussed with the Project Steering Committee during an end-of-project review meeting to discuss lessons learned, sustainability plans and opportunities for scaling up.

**Mandatory GEF M&E Requirements and M&E Budget:**

| **GEF M&E requirements** | **Primary responsibility** | **Indicative costs to Project Budget[[27]](#footnote-27) (US$)** | | **Time frame** |
| --- | --- | --- | --- | --- |
| **GEF Grant** | ***Co-financing*** |
| **Inception Workshop** | UNDP Country Office | USD 11,000 | *None* | Within two months of project document signature |
| **Inception Report** | Project Manager | None | None | Within two weeks of inception workshop |
| **Standard UNDP monitoring and reporting requirements as outlined in the UNDP POPP** | UNDP Country Office | None | None | Quarterly, annually |
| **Risk management** | Project Manager  Country Office | None | None | Quarterly, annually |
| **Monitoring of indicators in project results framework** | Project Manager | Per year: USD 4,000  ($4,000 x 6yrs= $24,000) |  | Annually before PIR |
| **GEF Project Implementation Report (PIR)** | Project Manager and UNDP Country Office and UNDP-GEF team | None |  | Annually |
| **NIM Audit as per UNDP audit policies** | UNDP Country Office | Per year: USD 7,500 ($7,500 x 5 yrs= $37,500) |  | Annually or other frequency as per UNDP Audit policies |
| **Lessons learned and knowledge generation** | Project Manager | USD 60,000 | USD 20,000 | Annually |
| **Monitoring of environmental and social risks, and corresponding management plans as relevant** | Project Manager  UNDP Country Office | USD 30,000 | *USD 20,000* | On-going |
| **Stakeholder Engagement Plan** | Project Manager  UNDP Country Office | USD 20,000 | USD 15,000 | On-going |
| **Gender Action Plan** | Project Manager  UNDP Country Office  UNDP GEF team | USD 40,000 | USD 15,000 | On-going |
| **Addressing environmental and social grievances** | Project Manager  UNDP Country Office | USD 5,000 | USD 5,000 | On-going |
| **Project Steering Committee meetings** | Project Steering Committee UNDP Country Office  Project Manager | USD 20,000 | USD 10,000 | At minimum annually |
| **Supervision missions** | UNDP Country Office | None**[[28]](#footnote-28)** | USD 2,500 | Annually |
| **Oversight missions** | UNDP-GEF team | None22 | USD 2,500 | Troubleshooting as needed |
| **GEF Secretariat learning missions/site visits** | UNDP Country Office and Project Manager and UNDP-GEF team | None |  | To be determined. |
| **Mid-term GEF Tracking Tool to be updated by** | Project Manager | USD 5,000 | USD 3,000 | Before mid-term review mission takes place. |
| **Independent Mid-term Review (MTR) and management response** | UNDP Country Office and Project team and UNDP-GEF team | USD 50,000 |  | Between 2nd and 3rd PIR. |
| **Terminal GEF Tracking Tool to be updated by** | Project Manager | USD 5,000 | USD 3,000 | Before terminal evaluation mission takes place |
| **Independent Terminal Evaluation (TE) included in UNDP evaluation plan, and management response** | UNDP Country Office and Project team and UNDP-GEF team | USD 50,000 |  | At least three months before operational closure |
| **Translation of MTR and TE reports into English** | UNDP Country Office | Not required |  | As required. GEF will only accept reports in English. |
| **TOTAL indicative COST**  **Excluding Project team staff time, and UNDP staff and travel expenses** | | USD 357,500[[29]](#endnote-1) | USD 96,000 |  |

# Governance and Management Arrangements

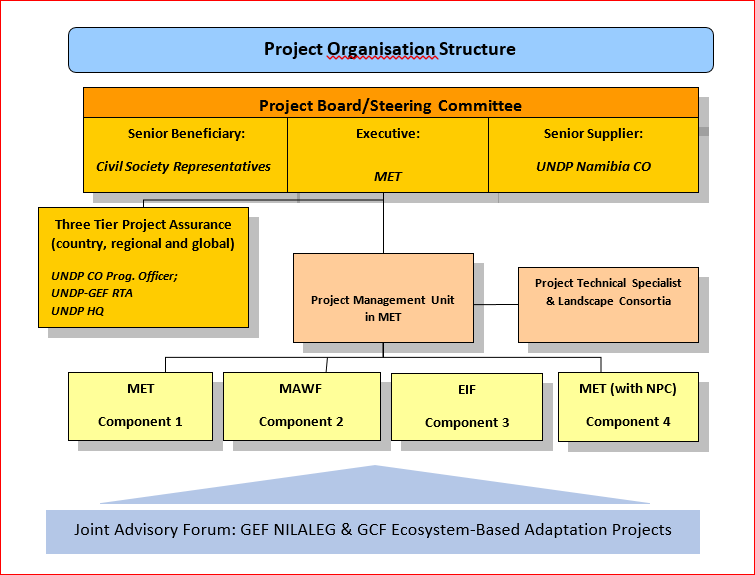
**Roles and responsibilities of the project’s governance mechanism:** The project will be implemented following UNDP’s national implementation modality, according to the Standard Basic Assistance Agreement between UNDP and the Government of the Republic of Namibia*,* and the Country Programme*.*

The **Implementing Partner** for this project is the Ministry of Environment and Tourism (MET).The Implementing Partner is responsible and accountable for managing this project, including the monitoring and evaluation of project interventions, achieving project outcomes, and for the effective use of UNDP resources.

The Implementing Partner is responsible for:

* Approving and signing the multiyear workplan;
* Approving and signing the combined delivery report at the end of the year; and,
* Signing the financial report or the funding authorization and certificate of expenditures.

The project organisation structure is as follows:



**Project Steering Committee:** The Project Steering Committee (PSC) is responsible for making, by consensus, management decisions when guidance is required by the Project Manager, including recommendations for UNDP/Implementing Partner approval of project plans and revisions, and addressing any project level grievances. In order to ensure UNDP’s ultimate accountability, PSC decisions should be made in accordance with standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition. In case a consensus cannot be reached within the PSC, final decision shall rest with the UNDP Programme Manager. The NILALEG Project Steering Committee (PSC) will be kept small and streamlined, and will be complemented by a Joint Advisory Forum serving both NILALEG and the EIF-managed Ecosystem-Based Adaptation project (see below).

**Ad Hoc Technical Working Groups:** In addition, the Technical Specialists located in the government agencies who are Responsible Parties for the various components of work shall constitute Ad Hoc Technical Working Groups (TWG) as required, to which relevant members of the PSC and other civil society representatives, technical experts etc. can also be invited. These will be the TWG: MEA Land Use Planning, Monitoring & Reporting, TWG: Legal Drafting, Negotiation & Management Plans, TWG: Agroforestry, Rangeland Management & Restoration, TWG: Finance & Enterprise Development, and TWG: Capacity Development, M&E and Impact Assessment.

Specific responsibilities of the PSC include:

* Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;
* Address project issues as raised by the project manager;
* Provide guidance on new project risks, and agree on possible countermeasures and management actions to address specific risks;
* Agree on project manager’s tolerances as required;
* Review the project progress, and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans;
* Appraise the annual project implementation report, including the quality assessment rating report; make recommendations for the workplan;
* Provide ad hoc direction and advice for exceptional situations when the project manager’s tolerances are exceeded; and
* Assess and decide to proceed on project changes through appropriate revisions.
* Drawing up a project Sustainability Plan including responsibilities, actions and costs.

The composition of the Project Steering Committee must include the following roles:

Executive: The Executive is an individual who represents ownership of the project, who will chair the Project Steering Committee and its Executive Committee. This role can be held by a representative from the Government Cooperating Agency or UNDP. The Executive role is proposed to be filled by a senior representative of the Ministry of Environment and Tourism.

The Executive is ultimately responsible for the project, supported by the Senior Beneficiary and Senior Supplier. The Executive’s role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher level outcomes. The Executive has to ensure that the project gives value for money, ensuring cost-conscious approach to the project, balancing the demands of beneficiary and suppler.

Specific Responsibilities: (as part of the above responsibilities for the Project Steering Committee)

* Ensure that there is a coherent project organization structure and logical set of plans;
* Set tolerances in the AWP and other plans as required for the Project Manager;
* Monitor and control the progress of the project at a strategic level;
* Ensure that risks are being tracked and mitigated as effectively as possible;
* Brief relevant stakeholders about project progress;
* Organize and chair PSC meetings.

Senior Supplier: The Senior Supplier is an individual or group representing the interests of the parties concerned which provide funding and/or technical expertise to the project (designing, developing, facilitating, procuring, implementing). The Senior Supplier’s primary function within the PSC is to provide guidance regarding the technical feasibility of the project. The Senior Supplier role must have the authority to commit or acquire supplier resources required. If necessary, more than one person may be required for this role. Typically, the implementing partner, UNDP and/or donor(s) would be represented under this role. The Senior Suppler role is proposed to include UNDP Namibia.

Specific Responsibilities (as part of the above responsibilities for the PSC)

* Make sure that progress towards the outputs remains consistent from the supplier perspective;
* Promote and maintain focus on the expected project output(s) from the point of view of supplier management;
* Ensure that the supplier resources required for the project are made available;
* Contribute supplier opinions on PSC decisions on whether to implement recommendations on proposed changes;
* Arbitrate on, and ensure resolution of, any supplier priority or resource conflicts.

Senior Beneficiary: The Senior Beneficiary is an individual or group of individuals representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary’s primary function within the PSC is to ensure the realization of project results from the perspective of project beneficiaries. The Senior Beneficiary role is held by a representative of the government or civil society. The Senior Beneficiary is proposed as a representative of civil society, e.g. Namibian Association of Community Based Natural Resource Management Support Organisations (NACSO), or Namibia National Farmers’ Union (NNFU).

The Senior Beneficiary is responsible for validating the needs and for monitoring that the solution will meet those needs within the constraints of the project. The Senior Beneficiary role monitors progress against targets and quality criteria. This role may require more than one person to cover all the beneficiary interests. For the sake of effectiveness, the role should not be split between too many people.

Specific Responsibilities (as part of the above responsibilities for the Project Steering Committee)

* Prioritize and contribute beneficiaries’ opinions on PSC decisions on whether to implement recommendations on proposed changes;
* Specification of the Beneficiary’s needs is accurate, complete and unambiguous;
* Implementation of activities at all stages is monitored to ensure that they will meet the beneficiary’s needs and are progressing towards that target;
* Impact of potential changes is evaluated from the beneficiary point of view;
* Risks to the beneficiaries are frequently monitored.

**Joint Advisory Forum serving NILALEG and Ecosystem-Based Adaptation project**

The NILALEG Project Steering Committee (PSC) will be kept small and streamlined, and will be complemented by a Joint Advisory Forum serving both NILALEG and the EIF-managed Ecosystem-Based Adaptation project. This forum will provide guidance to the PSC where necessary, and will also discuss topics of interest to forum members in relation to the porjects, coopting additional members whenever necessary for discussion of specialized topics. The Joint Advisory Forum is proposed to include representatives of all sectors, for example:

* Key government ministries and agencies for land & forest management, agricultural extension, climate change adaptation and mitigation, rural development and planning, small business support
* Conservancies, community forest management structures, NGOs, CBOs, farmer organizations, women’s groups, socially marginalized groupings, cooperatives
* Private sector partners involved in agriculture, agri-processing, bush thinning and biomass processing, ecotourism and processing of wild harvested products
* Tertiary institutions and research organizations, remote sensing and monitoring capacity, meteorological services and early warning systems

Important stakeholders who will be represented on the Forum for NILALEG in particular will include the Ministry of Environment and Tourism (MET) as the Implementing Partner, and the Ministry of Agriculture, Water and Forestry (MAWF) and the Environmental Investment Fund (EIF) as Responsible Parties for delivering components of work. Key cooperating ministries and agencies to be represented on the PSC include the National Planning Commission (NPC), the Ministry of Finance (MoF), the Ministry of Industrialisation, Trade and SME Development (MITSMED), the Ministry of Urban and Rural Development (MURD), the Ministry of Poverty Eradication and Social Welfare (MPESW), the Ministry of Land Reform, and the National Youth Service (under the Ministry of Ministry of Sport, Youth and National Service), as well as the Namibian Chamber of Commerce and Industry, the Namibian Association of Community Based Natural Resource Management Support Organisations, the Namibian National Farmers’ Union, the Namibian Nature Foundation, the National University of Science and Technology, and the University of Namibia.

**Project Manager**: The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Project Steering Committee within the constraints laid down by the PSC. The Project Manager is responsible for day-to-day management and decision-making for the project. The Project Manager’s prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost.

The Implementing Partner appoints the Project Manager, who should be different from the Implementing Partner’s representative in the Project Steering Committee.

Specific responsibilities include:

* Provide direction and guidance to project team(s)/ responsible party (ies);
* Liaise with the PSC to assure the overall direction and integrity of the project;
* Identify and obtain any support and advice required for the management, planning and control of the project;
* Responsible for project administration;
* Plan the activities of the project and monitor progress against the project results framework and the approved annual workplan;
* Mobilize personnel, goods and services, training and micro-capital grants to initiative activities, including drafting terms of reference and work specifications, and overseeing all contractors’ work;
* Monitor events as determined in the project monitoring schedule plan/timetable, and update the plan as required;
* Manage requests for the provision of financial resources by UNDP, through advance of funds, direct payments or reimbursement using the fund authorization and certificate of expenditures;
* Monitor financial resources and accounting to ensure the accuracy and reliability of financial reports;
* Be responsible for preparing and submitting financial reports to UNDP on a quarterly basis;
* Manage and monitor the project risks initially identified and submit new risks to the PSC for consideration and decision on possible actions if required; update the status of these risks by maintaining the project risks log;
* Capture lessons learned during project implementation;
* Prepare the annual workplan for the following year; and update the Atlas Project Management module if external access is made available.
* Prepare the GEF PIR and submit the final report to the PSC;
* Based on the GEF PIR and the PSC review, prepare the AWP for the following year.
* Ensure the mid-term review process is undertaken as per the UNDP guidance, and submit the final MTR report to the PSC.
* Identify follow-on actions and submit them for consideration to the PSC;
* Ensure the terminal evaluation process is undertaken as per the UNDP guidance, and submit the final TE report to the PSC.

**Project Assurance**: UNDP provides a three – tier supervision, oversight and quality assurance role – funded by the GEF agency fee – involving UNDP staff in Country Offices and at regional and headquarters levels. Project Assurance must be totally independent of the Project Management function. The quality assurance role supports the Project Steering Committee and Project Management Unit by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. The PSC cannot delegate any of its quality assurance responsibilities to the Project Manager.  This project oversight and quality assurance role is covered by the UNDP as the GEF Agency.

**Governance role for project target groups**: Project target groups in the five focal landscapes (Omaoipanga, Ruacana, Okongo, Nkulivere and Zambezi focal landscapes) will be involved in landscape-level multi-stakeholder coordination structures, which will have the responsibility of applying Integrated Regional Land Use Plans to zone areas for specific land uses and management regimes in order to contribute to specific LDN, NDC and NBSAP and poverty reduction targets. These coordination structures will include women, youth, persons with disabilities, and marginalized groups, and will be engaged in agreeing on management guidelines for protection, sustainable use, restoration and sustainable farming in specific areas, with management plans and protocols for each site where community activities will be undertaken, being involved in monitoring impacts over time, and also in capacity development activities and nature-based enterprise development.

# Financial Planning and Management

The total cost of the project is USD USD 84,936,588*.* This is financed through a GEF grant of USD 10,823,744, and USD 74,112,844 in parallel co-financing. UNDP, as the GEF Implementing Agency, is responsible for the execution of the GEF resources transferred to UNDP bank account only.

**Parallel co-financing:** The actual realization of project co-financing will be monitored during the mid-term review and terminal evaluation process and will be reported to the GEF. The planned parallel co-financing will be used as follows:

| **Co-financing source** | **Co-financing type** | **Co-financing amount** | **Planned Activities/Outputs** | **Risks** | **Risk Mitigation Measures** |
| --- | --- | --- | --- | --- | --- |
| UNDP | In-kind | 400,000 | UNDP will contribute USD 100,000 per year over 4 years from 2020 as co-finance, providing capacity building support to Government through the Ministry of Environment and Tourism on environmental management, co-financing Component 1 of the NILALEG project. | No significant risks | - |
| Ministry of Environment and Tourism | Cash | 11,459,364 | Under Program 4 of Government’s medium term budget for MET, on “*Environment and Natural Resources Protection*”, these funds will be spent over the 6 years on regulation of environmental protection and sustainable resource management, including capacity building of Regional Councils on the need for environmental assessments, and undertaking environmental inspections to ensure compliance with legislation, in support of the objectives of Component 1. | Risk of failure to meet projected Medium-term Expenditure Framework Commitments due to fiscal crisis | Mitigated by ongoing fiscal consolidation plans to contain public debt dynamics and preserve macroeconomic stability, and pursing reforms to raise long-term growth and job creation[[30]](#footnote-29) |
| Ministry of Environment and Tourism | In-kind | 1,200,000 | This will take the form of contributions of USD 200,000 per year, over a 6-year period, of time of officials involved in project implementation, as well as vehicle operation, use of office space and meeting venues. | No significant risks | - |
| Ministry of Environment and Tourism with Government of Germany – International Climate Initiative | Cash | 5,847,953 | The Government of Germany’s International Climate Initiative is funding a project through the Ministry of Environment and Tourism on “*Developing the Biodiversity Economy in Selected Landscapes*” during the same period as the GEF-funded project and will contribute strongly to the objectives of Component 3 of the NILALEG project, particularly by strengthening the enabling environment for financing and replicating nature-based enterprise development, in order to scale up the gains of Component 2 in the focal landscapes. | Risk that project proposal is not approved | Mitigated by strong project proposal, fully supported by Government of Namibia, and advanced in the IKI pipeline |
| Ministry of Agriculture, Water and Forestry | Cash | 35,899,689 | Under Program 3 of Government’s medium term budget for MAWF, to “*Ensure Optimal Management and Utilization of Forest Resources*”, these funds will be spent on supporting communities in the northern areas of Namibia on sustainable utilization of forest resources through tourism activities, timber harvesting, beekeeping, seedling production, and bush as feed for animals and for energy production. These activities, together with expenditure on a new batch of Community Forests, will contribute to the objectives of Component 2 of the project. | Risk of failure to meet projected Medium term Expenditure Framework Commitments due to fiscal crisis | Mitigated by ongoing fiscal consolidation plans to contain public debt dynamics and preserve macroeconomic stability, and pursing reforms to raise long-term growth and job creation[[31]](#footnote-30) |
| Ministry of Land Reform | Cash | 13,205,838 | Under Program 1 on “*Land Reform*” in Government’s medium term budget for the Ministry of Land Reform, funds will be spent on development and implementation of Integrated Regional Land Use Plans (IRULPs) – co-financing Components 1 and 2 of NILALEG. Under Program 2 on “*National Spatial Data Infrastructure and Establishment of Fundamental Data*”, funds will be spent on land surveys, mapping services, conducting cadastral and topographic surveys, and providing geospatial fundamental datasets, co-financing the objectives of Component 1. | Risk that changing priorities due to the urgency of land reform will mean that land use planning and mapping are deprioritized. | Mitigated by Technical Specialist: Planning & Monitoring working closely with MLR, and involving MLR in dialogues on implementation of IRLUPs |
| Namibian Nature Foundation | In-kind | 50,000 | NNF is involved in supporting the process of developing the capacity of Community Forests to undertake integrated landscape management activities, and their in-kind contribution to advise on the development of community forest management plans and capacity building will contribute towards the objectives of Component 1 of NILALEG. | No significant risks | - |
| University of Namibia | In-kind | 50,000 | This will take the form of an in-kind contribution to premises, electricity and internet connectivity for the MEA monitoring unit, as well as supervision by senior staff in the Faculty of Agriculture and Natural Resources of two Masters students undertaking research on related topics | No significant risks | - |
| Green Climate Fund (Environmental Investment Fund) | Cash | 6,000,000 | As a Direct Access Entity for the Green Climate Fund, the EIF is managing the project “*Empower to adapt: creating climate-change resilient livelihoods through community-based natural resource management in Namibia”,* empowering rural communities through small grants to respond to climate change, which contributes to the objectives of Component 3 of the project. | Risk that subsequent disbursements from the GCF are delayed because of inadequate delivery | Mitigated by strong project management structures and accounting procedures in EIF. |
| **TOTAL** | | 74,112,844 |  |  |  |

**UNDP Direct Project Services as requested by Government:** The Government of the Namibia is in discussion with UNDP Namibia Country Office about potential assistance in three areas:

* Implementation support services, particularly on procurement, payments and travel
* Limited technical support:
* Support on engaging Responsible Parties.

**Budget Revision and Tolerance:** As per UNDP requirements outlined in the UNDP POPP, the Project Steering Committee will agree on a budget tolerance level for each plan under the overall annual work plan allowing the project manager to expend up to the tolerance level beyond the approved project budget amount for the year without requiring a revision from the Project Steering Committee. Should the following deviations occur, the Project Manager and UNDP Country Office will seek the approval of the UNDP-GEF team to ensure accurate reporting to the GEF: a) Budget re-allocations among components in the project with amounts involving 10% of the total project grant or more; b) Introduction of new budget items/or components that exceed 5% of original GEF allocation.

Any over-expenditure incurred beyond the available GEF grant amount will be absorbed by non-GEF resources (e.g. UNDP TRAC or cash co-financing).

**Refund to GEF:** Should a refund of unspent funds to the GEF be necessary, this will be managed directly by the UNDP-GEF Unit in New York.

**Project Closure**: Project closure will be conducted as per UNDP requirements outlined in the UNDP POPP.[[32]](#footnote-31) On an exceptional basis only, a no-cost extension beyond the initial duration of the project will be sought from in-country UNDP colleagues and then the UNDP-GEF Executive Coordinator.

**Operational completion**: The project will be operationally completed when the last UNDP-financed inputs have been provided and the related activities have been completed. This includes the final clearance of the Terminal Evaluation Report (that will be available in English) and the corresponding management response, and the end-of-project review Project Steering Committee meeting. The Implementing Partner through a Project Steering Committee decision will notify the UNDP Country Office when operational closure has been completed. At this time, the relevant parties will have already agreed and confirmed in writing on the arrangements for the disposal of any equipment that is still the property of UNDP.

**Transfer or disposal of assets**: In consultation with the NIM Implementing Partner and other parties of the project, UNDP programme manager (UNDP Resident Representative) is responsible for deciding on the transfer or other disposal of assets. Transfer or disposal of assets is recommended to be reviewed and endorsed by the Project Steering Committee following UNDP rules and regulations. Assets may be transferred to the government for project activities managed by a national institution at any time during the life of a project. In all cases of transfer, a transfer document must be prepared and kept on file[[33]](#footnote-32).

**Financial completion:** The project will be financially closed when the following conditions have been met: a) The project is operationally completed or has been cancelled; b) The Implementing Partner has reported all financial transactions to UNDP; c) UNDP has closed the accounts for the project; d) UNDP and the Implementing Partner have certified a final Combined Delivery Report (which serves as final budget revision).

The project will be financially completed within 12 months of operational closure or after the date of cancellation. Between operational and financial closure, the implementing partner will identify and settle all financial obligations and prepare a final expenditure report. The UNDP Country Office will send the final signed closure documents including confirmation of final cumulative expenditure and unspent balance to the UNDP-GEF Unit for confirmation before the project will be financially closed in Atlas by the UNDP Country Office.

# Total Budget and Work Plan

|  |  |  |  |
| --- | --- | --- | --- |
| **Atlas Proposal of Award ID:** | 00118575 | **Atlas Primary Output Project ID:** | 00115337 |
| **Atlas Proposal or Award Title:** | Namibia Intergrared Landscape Approach | | |
| **Atlas Business Unit:** | NAM10 | | |
| **Atlas Primary Output Project Title:** | Namibia Intergrared Landscape Approach (NILALEG) | | |
| **UNDP-GEF PIMS no.:** | 5640 | | |
| **Implementing Partner:** | Ministry of Environment and Tourism | | |

| **GEF Component/ Atlas Activity** | **Responsible Party** | **Fund ID** | **Donor Name** | **Atlas Budgetary Account Code** | **ATLAS Budget Description** | **Amount Year 1 (USD)** | **Amount Year 2 (USD)** | **Amount Year 3 (USD)** | **Amount Year 4 (USD)** | **Amount Year 5 (USD)** | **Amount Year 6 (USD)** | **Total (USD)** | **See Budget Note:** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| *Component 1: Strengthening institutional coordination and governance mechanisms for an integrated landscape management approach* | MET | 62000 | GEF | 71200 | International Consultants | 15,000 | 30,000 | 30,000 | 30,000 | 30,000 | 15,000 | 150,000 | 1 |
| 71300 | Local Consultants | 7,500 | 15,000 | 15,000 | 15,000 | 15,000 | 7,500 | 75,000 | 2 |
| 71800 | Contractual Services – Individ | 5,040 | 10,080 | 10,080 | 10,080 | 10,080 | 10,080 | 55,440 | 3 |
| 72100 | Contractual Services – Companies | 0 | 60,000 | 105,000 | 105,000 | 65,000 | 25,000 | 360,000 | 4 |
| 72800 | IT Equipment | 100,000 | 85,340 | 10,000 | 10,000 | 10,000 | 10,000 | 225,340 | 5 |
| 73300 | Rental & Maintenance - IT Equipment | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 60,000 | 6 |
| 75700 | Training, Workshops and Conference | 3,000 | 53,000 | 18,000 | 44,000 | 27,000 | 5,000 | 150,000 | 7 |
| **Total Component 1** | | **140,540** | **263,420** | **198,080** | **224,080** | **167,080** | **82,580** | **1,075,780** |  |
| *Component 2: Implementation of the integrated landscape management approach in focal landscapes* |  |  |  | 71300 | Local Consultants | 12,000 | 24,000 | 24,000 | 44,000 | 24,000 | 22,000 | 150,000 | 8 |
| 71400 | Contractual Services - Individ | 15,153 | 20,994 | 20,994 | 20,993 | 20,993 | 15,113 | 114,240 | 9 |
| 71600 | Travel | 10,000 | 25,000 | 30,000 | 40,000 | 30,000 | 25,000 | 160,000 | 10 |
| 72600 | Grant | 80,000 | 220,000 | 300,000 | 300,000 | 300,000 | 300,000 | 1,500,000 | 11 |
| 72100 | Contractual Services - Companies | 103,683 | 273,683 | 293,683 | 323,683 | 293,684 | 30,000 | 1,318,416 | 12 |
| 72300 | Materials and Goods | 18,653 | 571,347 | 525,150 | 535,150 | 525,150 | 525,150 | 2,700,600 | 13 |
| 72400 | Communications & Audiovisual Equipment | 0 | 25,000 | 25,000 | 0 | 0 | 0 | 50,000 | 14 |
| 72800 | IT Equipment | 5,000 | 0 | 0 | 0 | 0 | 0 | 5,000 | 15 |
| 74200 | Audio Visual & Print Prod Costs | 0 | 10,000 | 10,000 | 10,000 | 20,000 | 10,000 | 60,000 | 16 |
| 75700 | Training, Workshops and Conference | 45,000 | 95,000 | 140,000 | 140,000 | 140,000 | 45,000 | 605,000 | 17 |
| **Total Component 2** | | **289,489** | **1,265,024** | **1,368,827** | **1,413,826** | **1,353,827** | **972,263** | **6,663,256** |  |
| *Component 3. Sustainable financing for implementation and upscaling of integrated landscape management across Namibia* | EIF | 62000 | GEF | 71300 | Local Consultants | 12,000 | 24,000 | 24,000 | 24,000 | 24,000 | 12,000 | 120,000 | 18 |
| 71400 | Contractual Services - Individ | 5,040 | 10,080 | 10,080 | 10,080 | 10,080 | 10,080 | 55,440 | 19 |
| 71600 | Travel | 5,000 | 10,000 | 10,000 | 10,000 | 10,000 | 5,000 | 50,000 | 20 |
| 72100 | Contractual Services - Companies | 0 | 530,000 | 300,000 | 10,000 | 10,000 | 10,000 | 860,000 | 21 |
| 74200 | Audio Visual & Print Prod Costs | 0 | 0 | 0 | 30,000 | 0 | 0 | 30,000 | 22 |
| 74500 | Miscellaneous | 0 | 2,000 | 3,000 | 4,000 | 5,152 | 6,500 | 20,652 | 23 |
| 75700 | Training, Workshops and Conferences | 0 | 10,000 | 0 | 10,000 | 0 | 0 | 20,000 | 24 |
| **Total Component 3** | | **22,040** | **586,080** | **347,080** | **98,080** | **59,232** | **43,580** | **1,156,092** |  |
| *Component 4. Knowledge management for replication of the integrated landscape management approach* | MET | 62000 | GEF | 61100 | Salary Costs - NP Staff | 5,610 | 5,610 | 5,610 | 5,610 | 5,610 | 5,610 | 33,660 | 25 |
| 71200 | International Consultants | 15,000 | 30,000 | 30,000 | 60,000 | 30,000 | 45,000 | 210,000 | 26 |
| 71300 | Local Consultants | 28,800 | 57,600 | 57,600 | 77,600 | 57,600 | 48,800 | 328,000 | 27 |
| 71400 | Contractual Services - Individ | 5,040 | 10,080 | 10,080 | 10,080 | 10,080 | 10,080 | 55,440 | 28 |
| 71600 | Travel | 5,000 | 10,000 | 10,000 | 10,000 | 10,000 | 5,000 | 50,000 | 29 |
| 72100 | Contractual Services - Companies | 20,000 | 102,000 | 102,000 | 101,000 | 101,000 | 1,000 | 427,000 | 30 |
| 74100 | Professional Fees | 0 | 7,500 | 7,500 | 7,500 | 7,500 | 7,500 | 37,500 | 31 |
| 74200 | Audio Visual & Print Prod Costs | 0 | 10,000 | 10,000 | 10,000 | 20,000 | 10,000 | 60,000 | 32 |
| 74700 | Transport and Shipping | 0 | 500 | 500 | 500 | 500 | 500 | 2,500 | 33 |
| 75700 | Training, Workshops and Conferences | 0 | 30,000 | 40,000 | 40,000 | 50,000 | 50,000 | 210,000 | 34 |
| **Total Component 4** | | **79,450** | **263,290** | **273,290** | **322,290** | **292,290** | **183,490** | **1,414,100** |  |
| *Project Management* | MET | 6200 | GEF | 74596 | Services to projects - GOE | 17,573 | 11,086 | 11,640 | 12,222 | 12,833 | 14,453 | 79,807 | 35 |
| 71200 | International Consultants | 6,060 | 0 | 0 | 0 | 0 | 0 | 6,060 | 36 |
| 71400 | Contractual Services - Individ | 31,080 | 57,120 | 57,120 | 57,120 | 57,120 | 52,080 | 311,640 | 37 |
| 71600 | Travel | 2,000 | 5,000 | 5,000 | 5,000 | 5,000 | 3,047 | 25,047 | 38 |
| 72500 | Supplies | 2,000 | 2,000 | 2,400 | 3,000 | 3,000 | 1,722 | 14,122 | 39 |
| 72800 | IT Equipment | 11,000 | 0 | 0 | 0 | 0 | 0 | 11,000 | 40 |
| 75700 | Training, Workshops and Conferences | 15,000 | 10,368 | 10,368 | 10,368 | 10,368 | 10,368 | 66,840 | 41 |
| **Total Project Management** | | **84,713** | **85,574** | **86,528** | **87,710** | **88,321** | **81,670** | **514,516** |  |
|  |  |  |  | **PROJECT TOTAL** | | ***616,232*** | ***2,463,388*** | ***2,273,805*** | ***2,145,986*** | ***1,960,750*** | ***1,363,583*** | ***10,823,744*** |  |

**Summary of funds:**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  | **Amount Year 1** | **Amount Year 2** | **Amount Year 3** | **Amount Year 4** | **Amount Year 5** | **Amount Year 6** | **Total** |
| **GEF** | **616,232** | **2,465,388** | **2,275,805** | **2,137,986** | **1,962,750** | **1,365,583** | **10,823,744** |
| **EIF** | **1,000,000** | **1,000,000** | **1,000,000** | **1,000,000** | **1,000,000** | **1,000,000** | **6,000,000** |
| **MoAWF** | **5,983,282** | **5,983,282** | **5,983,282** | **5,983,281** | **5,983,281** | **5,983,281** | **35,899,689** |
| **MET** | **3,084,553** | **3,084,553** | **3,084,553** | **3,084,553** | **3,084,552** | **3,084,553** | **18,507,317** |
| **MLR** | **2,200,973** | **2,200,973** | **2,200,973** | **2,200,973** | **2,200,973** | **2,200,973** | **13,205,838** |
| **NNF** | **8,334** | **8,334** | **8,333** | **8,333** | **8,333** | **8,333** | **50,000** |
| **UNAM** | **8,334** | **8,334** | **8,333** | **8,333** | **8,333** | **8,333** | **50,000** |
| **UNDP** | **66,667** | **66,667** | **66,667** | **66,667** | **66,666** | **66,666** | **400,000** |
| **TOTAL** | **12,968,375** | **14,817,531** | **14,627,946** | **14,490,126** | **14,314,888** | **13,717,722** | **84,936,588** |

**Budget Notes**

| **S/N** | **Description** |
| --- | --- |
|  | **Component 1** |
| 1 | This budget line is reserved for an IC contract for Technical specialist #1: Land Use Planning, Remote Sensing & MEA Reporting: Total value $150,000 - $600 per day x 125 days contract, renewable for a further 125 days at mid-point dep. on performance - see TOR #1  **Total estimated cost: $150,000** |
| 2 | This budget line is reservedfor an IC contract for Technical specialist #2: Legal & Land Use Planning: Total value $75,000 - $300 per day x 125 days contract, renewable for a further 125 days at mid-point dep. on performance - see TOR #2  **Total estimated cost: $75,000** |
| 3 | This budget line is reserved to cover portion of Project Manager's salary - Each component including PMC will contribute 20% ($55,440) of the total costs of the Project Manager, since their time will be shared overall components and on overall coordination. Total budgeted salary for the PM for the entire project duration is $277,200 - @$4,200 per month x 66 months.  **Total estimated cost: $55,440** |
| 4 | 1. This budget line is for work that will be undertaken by the University of Namibia (RP) in terms of a Project Cooperation Agreement between MET/UNDP and UNAM, covering this amount of $300,000. The work will involve responsibility for Output 1.2 National system for monitoring progress towards spatial targets in Multilateral Environmental Agreements (MEAs), and will include establishing, operating and running an MEA Monitoring and Reporting Unit from Years 2 to 6 of the project, and ensuring delivery of Activities 1.2.1, 1.2.2, 1.2.3, 1.2.4, 1.2.5 and 1.2.6, with Government funding coming in from Year 6 to continue supporting the unit. 2. A sum of $50,000 is budgeted at year 3 and 4 to contract the services of a specialised website and software development firm to establish the user-friendly interface and mobile phone application to support the MEA monitoring and reporting platform, with a Service Level Agreement of $5,000 per year for remaining two years thereafter for troubleshooting (thereafter to be funded by government, if necessary). The total is $60,000.   **Total estimated cost: $360,000** |
| 5 | This budget for $150,000 is to equip the new MEA monitoring unit (to be established and run with project funds, with costs maintain hardware to be taken over by government after project end). This will cover two work-stations powered by the new AMD Ryzen Thread ripper processors, a server to hold the spatial databases and serve metadata to other nodes (postGIS/PostgreSQL is a recommended relation database with spatial data support); four laptop computers; storage and backup systems (racks of hard disks or portable drives, recommended thunderbolt); UAV mapping equipment; differential RTK GPS units, and five automatic weather stations for focal landscapes (Meter/Campbell/Davis low cost units with local data logging). In addition, a sum of $75,340 is budgeted in Year 2 for the purchase of GIS / remote sensing equipment including survey equipment (drones), with the necessary software to integrate the data with the GIS/RS and monitoring systems.  **Total estimated cost: $225,340** |
| 6 | These budgeted funds of $10,000 per year will cover operating expenses for the MEA monitoring unit (to be established and run with project funds, with operational costs to be taken over by government after project end). This will include electricity, fees to internet service provider, cloud and hosting services (recommended subscription to GoogleDrive or GoogleCloud), consumables (batteries, hard disks, memory sticks/cards) and occasional engineering fees for repair of equipment/networks. Note: 1. Cloud-based computing is recommended as more sustainable than purchase of equipment that will quickly become obsolete. The GoogleEarth Engine is recommended as the primary platform for remote sensing analysis. 2. Open source technologies are recommended as more sustainable than purchasing proprietary ESRI/ENVI software that comes with lock-in and subscription-based licenses, that can become a huge burden on government and/or result in data being locked in. Recommended open source software is a combination of R, Python (NumPY), GRASS, QGIS, SAGA and OTB.  **Total estimated cost:$60,000** |
| 7 | This budge line is a multiyear budget for conferences and training events linked to Component 1 Activities and quantified as follows:  Activity 1.1.2: Five annual national ILM conferences @ $2,000 each = $10,000 (annual event in Windhoek - in Y1Q4, Y2Q4, Y3Q4, Y4Q4, Y5Q4) Activity 1.1.4: Ten regional ILM conferences @ $5,000 each = $50,000 (held twice in each of 5 focal landscape regions – in Y2Q3, Y4Q3) Activity 1.2.2: Ten meetings of MEA monitoring Technical Working Group @ $1000 each = $10,000 (in Windhoek – held in Q1 and Q3 each year Years 2-6) Activity 1.2.5: Two training events on new MEA monitoring platform @ $3,000 each = $6,000 (in Windhoek with travel from landscapes - Y4Q2, Y6Q2)  Activtity 1.2.7: International learning exchange in MEA Monitoring and reporting (flying 5 Namibians to another SADC country or vice versa) - 5 people at $3,000 each =$15,000 (airfares and DSA) in Y5 Activity 1.4.1: One national consultative conference on ILM extension @ $2,000 = $2,000 (in Windhoek in Y2Q1) Activity 1.4.2: Three regional in-service training sessions @ $5,000 each = $15,000 (same session piloted in 3 convenient regional centers across Y2Q3 and Y2Q4, thereafter by government) Activity 1.4.3: Nine Community Forest management training sessions @ $4,000 each = $36,000 (in nine northern regions across period from Y2Q3 to Y5Q4) Activity 1.4.4: One national consultative conference on Regional Farmers’ Academies @ $2,000 = $2,000 (in Windhoek in Y3Q2) Activity 1.5.3: Two national events (one consultative conference and one training workshop) on environmental inspection & enforcement @ $2,000 = $4,000 (in Windhoek in Y2Q1 and Y2Q3)  **Total estimated cost: $150,000** |
|  | **Component 2** |
| 8 | These funds are for an IC contract for Technical specialist #3: Agroforestry, Rangeland Management & Restoration: Total value $120,000 - $300 per day x 200 days contract, renewable for a further 200 days at mid-point dep. on performance ($12,000 in Yr 1, $24,000 thereafter) - see TOR #3  **Total estimated cost: $150,000** |
| 9 | a) This budget is reserved to cover portion of Project Manager's salary - Each component including PMC will contribute 20% ($55,440) of the total costs of the Project Manager, since their time will be shared overall components and on overall coordination. Total budgeted salary for the PM for the entire project duration is $277,200 - @$4,200 per month x 66 months.  b) This budget line includes a portion of Procurment Officer’s salary – this component will contribute 70% (58,800) of the total cost of the Procurement Officer, since the bulk of his/her work will be on procurement related to Component 2. The remaining 30% will be covered from PMC. The PO will be located at UNDP (as part of implementation not oversight) doing procurement for the project as a whole, with a large amount of work in Component 2. The contract cost is $1,400 per month x 60 months (starts immediately and ends 12 months before closure, so all 5 years the same). This is a full-time post because of the project's signifsicant infrastructure component - see Budget Note 13.  **Total estimated cost: $114,200** |
| 10 | This budget is reserved to cover travel expneses incurred to support activities under Component 2. It covers all F10 travel claims made for petrol and mileage by the 15 consultants who need to move between Windhoek and the landscapes, and around the landscapes on a monthly basis over a five-year period.  **Total estimated cost: $160,000** |
| 11 | These funds are for Low Value Grants (in terms of UNDP's LVG policy in the PPM) to be administered by EIF as the Responsible Party for Component 3 and Output 2.7, and subject to having had its capacity to do so duly confirmed through a HACT micro capacity assessment. In terms of project Output 2.7 the funds will be used to establish a small grants facility within EIF, with the NGO-led consortium in each focal landscape serving as the liaison between the EIF and the recipient CBOs (see TOR 2). An initial 20 grants of up to $50,00 (4 per focal landscape) will be made to CBOs for agroforestry and sustainable crop/rangeland management, and/or nature-based enterprises having been selected in terms of Standard Operating Procedures including criteria, procedures and training manual, to be developed by EIF and Technical Specialist #4. At least 10 follow-up grants of up to $50,000 will be made to recipients who spend the first grant rapidly and effectively and request follow-up. The total of $1,500,000 is budgeted across Years 1-6 and forms part of the Project Cooperation Agreement to be signed with EIF as Responsible Party.  **Total estimated cost: $1,500,000** |
| 12 | These funds have three parts - Part 1 is a survey and monitoring consultancy, Part 2 involves five contracts – one each with 5 consortia (including consultants / consulting firms / NGOs / CBOs) to undertake community facilitation in the five focal landscapes (Omaoipanga, Ruacana, Okongo, Nkulivere and Zambezi), Part 3 involves five contracts – one in each focal landscape - technical support consultancy for the nature-based enterprise in each landscape.  Part 1: These funds will be used, starting during the project start-up phase (first 6 months of implementation), to hire a firm to design and undertake a baseline survey on the five focal landscapes covering both the biophysical and the socio-economic indicators, to conduct a gender impact study, and to write a brief report identifying trends and findings at each stage. The baseline survey will be administered in Y1Q2, the mid-point in Y4Q1, and the final survey in Y6Q1. Secondly, the firm will also be contracted to do the necessary monitoring at start, midpoint and endpoint to track the GEF core indicators. Thirdly, the firm will be contracted to further refine the Environmental and Social Management Plan, including an Indigenous People's Plan, during the first 6 months. The survey and monitoring consultancy worth $100,000 will be paid at three milestones ($40,000 in Year 1 for design and baseline survey & report, $30,000 in Year 4 for mid-point survey and report, and $30,000 in Year 6 for gender impact study, end-point survey and report).  Part 2: These funds will be used to contract the services of an NGO-based consortium to undertake community facilitation in each of the five focal landscapes, to be selected through a competitive process. The TORs for the consortia are available in Annex D. The consortia will be paid according to deliverable-based lumpsum contracts with 25 key activity areas, to the total value of $200,000 each, over a 5 year period, of which $50,000 will be earmarked in each landscape for employing local youth to undertake labour requirements of Activity 2.2.4 (infrastructure in / near new Regional Forest Reserve); Activity 2.3.2 (infrastructure for implementing Community Forest management plans); Activity 2.3.3 (infrastructure for Forest Field Academies and demonstration sites); Activity 2.4.2 (infrastructure for forest and rangeland restoration), Activity 2.5.2 (infrastructure for demonstration sites for sustainable farming / agroforestry; and Activity 2.6.3 (infrastructure for nature-based enterprises). This is a total of $1,000,000, budgeted across Years 1-5 as follows: Year 1: $20,000, Year 2: $230,000, Year 3: 250,000, Year 4: $250,000, Year 5: $250,000  Part 3: These funds (total value of $218,416 - set aside for five contracts with average value of $43,683) will be used to provide specialized services (that are beyond the scope of the five technical specialists) in supporting the development of a nature-based enterprise in each of the focal landscapes – for example: engineering design services for a processing plant architectural services for a visitor’s centre, geohydrological services for a reservoir, highly specialized agri-processing value chain studies etc. This is budgeted across Years 1-5 @ $43683 since it is likely that landscapes will be ready at differning points for these services.  **Total estimated cost: $1,318,416** |
| 13 | This budget is reserved for purchase of Material and goods that will be used to set up nature-based enterprises and agroforestry infrastructure in the landscape, with procurement undertaken by a full-time Procurement Officer who is part of the PMU (see Budget Note 3b) and is based at UNDP. Materials and goods procured will be for Activity 2.2.4 in Kavango West only (infrastructure in / near new Regional Forest Reserve); and for a combination of the following five activities in all five focal landscapes, as prioritized by communities: a) Activity 2.3.2 (infrastructure for implementing Community Forest management plans); b) Activity 2.3.3 (infrastructure for Forest Field Academies and demonstration sites); c) Activity 2.4.2 (infrastructure for forest and rangeland restoration), d) Activity 2.5.2 (infrastructure for demonstration sites for sustainable farming / agroforestry; and e) Activity 2.6.3 (infrastructure for nature-based enterprises). The budget allocated is across Years 1-6.  **Total estimated cost: $2,700,600** |
| 14 | This budget is reserved for the purchase of a total of 100 smartphones for monitoring (20 per focal landscape) @ $500 each  **Total estimated cost: $50,000** |
| 15 | This budget line is reserved for the purchase of a total of 5 laptops, one each for each landscape-level consortium's office @ $1,000 each  **Total estimated cost: $5,000** |
| 16 | These funds are for production of a video and web material showcasing the work being done in the five focal landscapes on integrated landscape management, including implementing Community Forest management plans, Forest Field Academies, forest and rangeland restoration, demonstration sites for sustainable farming / agroforestry, and nature-based enterprises. The total allocated budget is across Years 2-6.  **Total estimated cost: $60,000** |
| 17 | These funds are budgeted for a wide variety of community events that will be held in the five focal landscapes (Omaoipanga, Ruacana, Okongo, Nkulivere and Zambezi) - for training, capacity building, land use planning and demonstration. These events will vary from landscape to landscape, but a sense of their scale and costs can be derived from TOR #6 - the Terms of Reference for consortia to undertake community facilitation in the focal landscapes. These funds will cover the cost of local transport, food and workshop materials. Facilitation will be covered under the consortium contracts - see Budget Note 12 Part 2.  **Total estimated cost: $605,000** |
|  | **Component 3** |
| 18 | These funds are for an IC contract for Technical specialist #4: Finance & Enterprise Development: $300 per day x 200 days contract, renewable for a further 200 days at mid-point dep. on performance - see TOR #4  **Total estimated cost: 120,000** |
| 19 | This budget is reserved to cover portion of Project Manager's salary - Each component including PMC will contribute 20% ($55,440) of the total costs of the Project Manager, since their time will be shared overall components and on overall coordination. Total budgeted salary for the PM for the entire project duration is $277,200 - @$4,200 per month x 66 months.  **Total estimated cost: $55,440** |
| 20 | This budget is reserved to cover travel expneses incurred to support activities under Component 3. It covers all F10 travel claims made for petrol and mileage etc  **Total estimated cost: $50,000** |
| 21 | This budget is reserved for contracting companies. This involves two contracts:  1. A $130,000 contract in Year 2 to conduct a Targeted Scenario Analysis, and  2. A major contract of $730,000 will be awarded on the basis of a competitive process undertaken by EIF - see TOR 3. The work will involve responsibility for Output 3.2 Scale-up of public works programme for revenue generation from bush thinning and charcoal production, including constructing and equipping a low-emissions pilot plant producing graded charcoal, tar and biochar, and packaging and marketing the products, with expenditure of $400,000 expected in Year 2 and $330,000 in Year 3, and with minimal support in Years 4-6, as the operations become self-sustaining.  **Total estimated cost:$860,000** |
| 22 | These funds are for production of a video and web material showcasing the work being done through the National Youth Service on bush thinning on resettlement farms to restore productivity, and sustainable production and marketing of charcoal and by-products from the harvested biomass – Year 4.  **Total estimated cost: $30,000** |
| 23 | This budget is reserved for insurances, bank charges and some miscellaneous expenses.  **The total estimated cost: $20,652** |
| 24 | These funds will cover two national conferences to be organized by EIF in Windhoek as part of Component 3 @ $10,000 each (including bringing international speakers): one In Yr 4 for Activity 3.1.2 (nature-based enterprises) and one in Yr 2 for Activity 3.1.5 (financing National and Regional Forests)  **Total estimated cost: $20,000** |
|  | **Component 4** |
| 25 | This budget is reserved for Technical Support Services to Component 4, to be provided through the UNDP Namibia Country Office at the request of MET – on Output 4.3 Knowledge sharing for replication of best practice locally, nationally and internationally. This will also include liaison with UNDP's NDC support programme on including land-based carbon monitoring for meeting AFOLU sector targets in NDCs.  **Totatal estimated cost: $33,660** |
| 26 | This budget is reserved for hiring : a) IC contract for Technical specialist #5: Capacity Development, M&E and Impact Assessment: Total value $150,000 - $600 per day x 125 days contract, renewable for a further 125 days at mid-point dep. on performance - see TOR #5. This total is budgeted across Years 1-6 as follows: Year 1: $15,000, Year 2: $30,000, Year 3: 30,000, Year 4: $30,000, Year 5: $30,000, Year 6: $15,000.  b) IC contractor who will support: 1. Mid-Term Review International Consultant @ $30,000 in Yr 4; 2. Terminal Evaluation International consultant @ $30,000 in Yr 6  **Total estimated cost: $210,000** |
| 27 | This budget is reserved for hiring:  a) IC contractor who will support 1. Project Communication, Gender and Safeguards Officer - total value $144,000: $200 per day x 360 days IC contract, renewable for a further 360 days at mid-point dep. on performance; 2. Project Monitoring & Evaluation, Capacity Development and Research Officer - total value $144,000: $200 per day x 360 days IC contract, renewable for a further 360 days at mid-point dep. on performance. Both contracts are spread across Years 1-6.  b) IC contractor who will support: 1. Mid-Term Review National Consultant @ $20,000 in Yr 4; 2. Terminal Evaluation National Consultant @ $20,000 in Yr 6  **Total estimated cost: $328,000** |
| 28 | This budget is reserved to cover portion of Project Manager's salary - Each component including PMC will contribute 20% ($55,440) of the total costs of the Project Manager, since their time will be shared overall components and on overall coordination. Total budgeted salary for the PM for the entire project duration is $277,200 - @$4,200 per month x 66 months.  **Total estimated cost: $55,440** |
| 29 | This budget is reserved to cover travel expneses incurred to support activities under Component 4. The amount covers all F10 travel claims made for petrol and mileage etc  **Total estimated cost: $50,000** |
| 30 | This budget is reserved to hire companies:  a) to supportlongitudinal impact studies through providing PhD bursaries to ten students in total from NUST and UNAM @ $10,000 per student = $100,000 per year over 4 years = $400,000. These funds will cover tuition fees, a stipend, and research travel costs. Longitudinal impact study # 1: Impact of restoration on ecology (groundwater recharge, vegetation productivity, carbon sequestration) and livelihoods in focal landscapes; Longitudinal impact study # 2: Impact of sustainable farming interventions on soil fertility, water availability, livestock/crop yields; Longitudinal impact study 3: Impact of nature-based enterprises on ecology and livelihoods; Longitudinal impact study # 4: Degree of protection achieved and impact of Regional Forest Reserve on biodiversity, and carbon sequestration, with long-term monitoring plots; and Longitudinal impact study 5: Impact of bush control and charcoal operations on ecology and livelihoods.   b) to design and create project website ($27,000), followed by service level agreement for annual troubleshooting and hosting  **Total estimated cost: $427,000** |
| 31 | This budget is reserved for Project Annual Audit fee as a contribution from this project budget towards the UNDP’s annual audit exercise.  **Total estimated cost:$37,500** |
| 32 | These funds are for production of a video and web material showcasing the findings of the gender impact study (see Budget Note 13) and of the Longitudinal impact studies on Impact of restoration on ecology (groundwater recharge, vegetation productivity, carbon sequestration) and livelihoods in focal landscapes; Impact of sustainable farming interventions on soil fertility, water availability, livestock/crop yields; Impact of nature-based enterprises on ecology and livelihoods; Degree of protection achieved and impact of Regional Forest Reserve on biodiversity, and carbon sequestration, with long-term monitoring plots; and Impact of bush control and charcoal operations on ecology and livelihoods.  **Total estimated cost: $60,000** |
| 33 | This fund is reserved for handling shipment costs that may incur during procurement of Project items  **Total estimated cost: $2,500** |
| 34 | This budget line is a multiyear budget for exchange visits and conferences under Component 4. Activities are quantified as follows:  4.3.1 Conduct learning exchange visits between communities involved in focal landscape activities, involving women, youth and marginalized communities: Five landscape exchanges @ $10,000 each = $50,000  4.3.2 Conduct learning exchange visits between Community Forest management structures: Nine Community Forest exchanges @ $10,000 each = $90,000  4.3.3 Hold annual Landscape Management Dialogue events, hosted by Regional Councils, with all government, research and civil society partners sharing lessons and visiting the field for demonstrations:  Ten Landscape Management Dialogue events - 2 per each of the 5 landscapes over the period Year 3 to Year 5 @ $5,000 each = $50,000  4.3.4 Facilitate conference with SADC countries on best practice for restoration of dry broadleaf forest and savannah grazing and scaling up and financing integrated landscape management: one SADC international exchange @ $20,000.  **Total estimated budget is $210,000** |
|  | Project Management |
| 35 | This amount covers the Direct Project support - Implementation Support Services to be provided through UNDP Namibia country office at the request of MET and MAWF in the Service Areas of Finance, HR, Travel and IT, as itemized in the Letter of Agreement between the Implementing Partner (Ministry of Environment and Tourism) and UNDP Namibia - see Annex J (i)  **Total estimated cost: $79,807** |
| 36 | This budget line is reserved for IC contract (including one mission to Namibia and 10 days of professional time), to prepare for and help run the inception workshop.  **Total estimated cost: $6,060** |
| 37 | This budget line is reserved for salaries of PMU staff (100% Admin & Finance Officer & Project Driver and 30% Procurment Officer &20% Project Manager )  a) Project Administrative and Finance Officer - total value $171,600: Service contract in PMU at MET @ $2,600 per month x 66 months (starts after 6 months, so Year 1 = $15,600, other years = $31,200 each);  b) Project Driver - total value $59,400: Service contract in PMU at MET @ $900 per month x 66 months (starts after 6 months and ends 6 months before closure, so Years 1 and 6 = $5,940, other years = $11,800)  c) This budget line includes a portion of Procurment Officer’s salary – this component will contribute 30% (25,200) of the total cost of the Procurement Officer, since the bulk of his/her work will be on procurement related to Component 2. The remaining 70% will be covered from Componnet 2. This is PO will be located at UNDP (part of implementation not oversight) doing procurement for the project as a whole, with a large amount of work in Component 2. The contract cost is $1,400 per month x 60 months (starts immediately and ends 12 months before closure, so all 5 years the same). This is a full-time post because of the project's signifsicant infrastructure component - see Budget Note 13.  d) This budget line is reserved to cover portion of Project Manager's salary - Each component including PMC will contribute 20% ($55,440) of the total costs of the Project Manager, since their time will be shared overall components and on overall coordination. Total budgeted salary for the PM for the entire project duration is $277,200 - @$4,200 per month x 66 months.  **Total estimated cost: $311,640** |
| 38 | This amount covers all F10 travel claims made for petrol and mileage etc for activities related to PMU  **Total estimatd cost: $25,047** |
| 39 | This budget line is reserved for purchasing office supplies and stationery for the project office  **Total estimated cost: $14,122** |
| 40 | This budget line is reserved for the purchase of a total of 11 laptops for core staff (PMU and Technical Specialists) @ $1,000 each  **Total estimated cost: $11,000** |
| 41 | This budget line is reserved for inception workshop (once off in year 1 - $14,000) to be held in Windhoek and focal landscapes, plus annual costs for project steering committee and advisory committee meetings [for catering of 2 larger meetings (Advisory Fourms), 2 smaller meetings (PSC) per year] and other trainings related to PMU.  **Total estimated cost: $66,840** |

# Legal Context

**Option a. Where the country has signed the** [**Standard Basic Assistance Agreement (SBAA)**](http://intra.undp.org/bdp/archive-programming-manual/docs/reference-centre/chapter6/sbaa.pdf)

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of the Republic of Namibia and UNDP, signed on 22 March 1990.   All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

This project will be implemented by the Ministry of Environment and Tourism (“Implementing Partner”) in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

Any designations on maps or other references employed in this project document do not imply the expression of any opinion whatsoever on the part of UNDP concerning the legal status of any country, territory, city or area or its authorities, or concerning the delimitation of its frontiers or boundaries.

# Risk Management

**Government Entity (NIM):** Consistent with the Article III of the SBAA, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP’s property in the Implementing Partner’s custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:

1. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
2. assume all risks and liabilities related to the Implementing Partner’s security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner’s obligations under this Project Document.

The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to Resolution 1267 (1999). The list can be accessed via <http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml>.

Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).

The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or using UNDP funds. The Implementing Partner will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.

The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a)UNDP Policy on Fraud and other Corrupt Practices and (b)UNDP Office of Audit and Investigations Investigation Guidelines. The Implementing Partner agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.

In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner’s (and its consultants’, responsible parties’, subcontractors’ and sub-recipients’) premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with the Implementing Partner to find a solution.

The signatories to this Project Document will promptly inform one another in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where the Implementing Partner becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP’s Office of Audit and Investigations (OAI). The Implementing Partner shall provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

UNDP shall be entitled to a refund from the Implementing Partner of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the Implementing Partner under this or any other agreement.

Where such funds have not been refunded to UNDP, the Implementing Partner agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to the Implementing Partner for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

*Note:* The term “Project Document” as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

Each contract issued by the Implementing Partner in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from the Implementing Partner shall cooperate with any and all investigations and post-payment audits.

Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

The Implementing Partner shall ensure that all of its obligations set forth under this section entitled “Risk Management” are passed on to each responsible party, subcontractor and sub-recipient and that all the clauses under this section entitled “Risk Management Standard Clauses” are included, *mutatis mutandis*, in all sub-contracts or sub-agreements entered into further to this Project Document.

**TERMS OF REFERENCES FOR THE PMU POSITIONS**

**Position 1: National Project Manager (NPM)**

## Background

The Government of the Republic of Namibia, with support from the United Nations Development Programme (UNDP) and the Global Environment Facility, is embarking on a 6-year project, led by the Ministry of Environment and Tourism (MET) in partnership with the Ministry of Agriculture, Water and Forestry (MAWF) and the Environment Investment Fund (EIF), to support regional councils, constituencies and communities to implement an integrated landscape management approach in key agricultural and forest landscapes, and to reduce poverty through sustainable nature-based livelihood strategies, that also promote the protection of biodiversity, restoration of forests as carbon sinks, and contribute to avoiding, reducing reversing land degradation.

The project will work in the forest, savannah and rangelands of Namibia’s northern areas to pilot an integrated landscape management approach. This will achieved through a strategy which develops national and regional capacity for an integrated approach to planning and managing landscapes, for monitoring spatial results in reporting on multilateral environmental agreements (MEAs), and for compliance with national environmental legislation. The project will also work in a set of focal landscapes to demonstrate how to achieve the related and overlapping spatial targets of these MEAs, implementing the Integrated Regional Land Use Plans through fine-scale participatory land use planning and management with communities, businesses, local government and traditional authorities. This landscape-level work will enable a demonstration of the impacts of integrated landscape management for rural development and wealth creation, through sustainable land and forest management interventions on the ground with communities, and nature-based enterprise development. Further, innovative financial mechanisms will be put in place for scaling up nationally, based on capturing and sharing of lessons learnt and impact achieved through the new integrated landscape management approach. The project draws together a wide range of stakeholders from the public sector for intragovernmental coordination, in partnership with the private sector, civil society, academic and research organizations, and donor and technical partners, to bring about a shift in the way Namibia approaches rural development, coordinating actions to reverse environmental degradation and maximize nature-based livelihoods.

The Project Manager (PM) position, is a full-time position, to be based at the MET. The PM will be responsible for the day-to-day and overall management of the Project, including the mobilisation of all project inputs, supervision over project staff, consultants and sub-contractors. The PM will report to the National Project Director at the MET and the UNDP Namibia Programme Manager for all of the Project’s substantive and administrative issues. From the strategic point of view of the Project, the PM will report on a periodic basis to the Project Board, based on the National Project Director’s instruction and guidance. Generally, the PM will support the NPD who will be responsible for meeting government obligations under the Project, under the NIM execution modality. The PM will perform a liaison role with the government, UNDP and other UN agencies, CSOs and project partners, and maintain close collaboration with other donor agencies providing co-financing. The PM will work closely with the Landscape Consortia responsible for carrying out activities in the five focal landscapes.

## Duties and Responsibilities

* Plan the activities of the project and monitor progress against the approved work-plan.
* Supervise and coordinate the production of project outputs, as per the project document in a timely and high quality fashion.
* Coordinate all project inputs and ensure that they are adhere to UNDP procedures for nationally executed projects.
* Supervise and coordinate the work of all project staff, consultants and sub-contractors ensuring timing and quality of outputs.
* Coordinate the recruitment and selection of project personnel, consultants and sub-contracts, including drafting terms of reference and work specifications and overseeing all contractors’ work.
* Manage requests for the provision of financial resources by UNDP, through advance of funds, direct payments, or reimbursement using the UNDP provided format.
* Prepare, revise and submit project work and financial plans, as required by Project Steering Committee and UNDP.
* Monitor financial resources and accounting to ensure accuracy and reliability of financial reports, submitted on a quarterly basis.
* Manage and monitor the project risks initially identified and submit new risks to the project board for consideration and decision on possible actions if required; update the status of these risks by maintaining the project risks log in close collaboration with UNDP.
* Liaise with MET, UNDP, Project Steering Committee, Responsible Parties (EIF, UNAM, MAWF), relevant government agencies, and all project partners, including donor organisations and CSOs for effective coordination of all project activities.
* Facilitate administrative support to subcontractors and training activities supported by the Project.
* Oversee and ensure timely submission of the Inception Report, Project annual Implementation Reports, technical reports, quarterly financial reports, and other reports as may be required by government, UNDP, GEF and other oversight agencies.
* Disseminate project reports and respond to queries from concerned stakeholders.
* Consult and agree with the Chairs of the Joint Advisory Forum to convene meetings of the Forum to table and review project technical deliverables and make key recommendations for approval by PSC as appropriate.
* Report progress of project to the Project Steering Committee and Joint Advisory Forum, and ensure the fulfilment of PSC directives and JAF technical guidance.
* Oversee the exchange and sharing of experiences and lessons learned with relevant community based integrated conservation and development projects nationally and internationally.
* Assist community groups, regional councils, CSOs, students and others with development of essential skills through training workshops and on the job training, as appropriate, thereby increasing their institutional capabilities.
* In line with the project Gender Mainstreaming and Action Plan, ensure that project staff, partners and consultants mainstream gender and women empowerment in all project interventions and activities, including activity design and planning, budgeting, staff and consultant hiring, subcontracting, purchasing, formal community governance and advocacy, outreach to social organizations, training, participation in meetings; and access to project benefits.
* Oversee the work of the Landscape Consortia responsible for activity implementation in the 5 focal landscapes.
* Carry regular, announced and unannounced inspections of all sites and the activities of the Landscape Consortia.

## Required qualifications and experience

* A university degree (MSc or PhD) in a subject related to natural resource management, development studies, environmental sciences or related discipline.
* At least 10 years of experience in natural resource management and/or sustainble development
* At least 5 years of demonstrable project/programme management experience in an international development context
* At least 5 years of experience working with ministries, national or provincial institutions that are concerned with natural resource and/or environmental management and/or sustainable development.

## Skills and competencies

* Strong leadership, managerial and coordination skills, with a demonstrated ability to effectively coordinate the implementation of large multi-stakeholder projects, including financial and technical aspects.
* Ability to effectively manage technical and administrative teams, work with a wide range of stakeholders across various sectors and at all levels, to develop durable partnerships with collaborating agencies.
* Ability to administer budgets, train and work effectively with counterpart staff at all levels and with all groups involved in the project.
* Ability to coordinate and supervise multiple Landscape Consortia in their implementation of technical activities in partnership with a variety of subnational stakeholder groups, including community and government.
* Strong drafting, presentation and reporting skills.
* Strong communication skills, especially in timely and accurate responses to emails.
* Strong computer skills, in particular mastery of all applications of the MS Office package and internet search.
* Strong knowledge about the political and socio-economic context related to the Namibian natural resources management policy and legislative context at national and subnational levels.
* Excellent command of English is a requirement and ability to speak one of the local languages is an advantage.

**Position 2: Project M&E and Capacity Development Officer (PMECD)**

## Background

The Government of the Republic of Namibia, with support from the United Nations Development Programme (UNDP) and the Global Environment Facility, is embarking on a 6-year project, led by the Ministry of Environment and Tourism (MET) in partnership with the Ministry of Agriculture, Water and Forestry (MAWF) and the Environment Investment Fund (EIF), to support regional councils, constituencies and communities to implement an integrated landscape management approach in key agricultural and forest landscapes, and to reduce poverty through sustainable nature-based livelihood strategies, that also promote the protection of biodiversity, restoration of forests as carbon sinks, and contribute to avoiding, reducing reversing land degradation.

The project will work in the forest, savannah and rangelands of Namibia’s northern areas to pilot an integrated landscape management approach. This will achieved through a strategy which develops national and regional capacity for an integrated approach to planning and managing landscapes, for monitoring spatial results in reporting on multilateral environmental agreements (MEAs), and for compliance with national environmental legislation. The project will also work in a set of focal landscapes to demonstrate how to achieve the related and overlapping spatial targets of these MEAs, implementing the Integrated Regional Land Use Plans through fine-scale participatory land use planning and management with communities, businesses, local government and traditional authorities. This landscape-level work will enable a demonstration of the impacts of integrated landscape management for rural development and wealth creation, through sustainable land and forest management interventions on the ground with communities, and nature-based enterprise development. Further, innovative financial mechanisms will be put in place for scaling up nationally, based on capturing and sharing of lessons learnt and impact achieved through the new integrated landscape management approach. The project draws together a wide range of stakeholders from the public sector for intragovernmental coordination, in partnership with the private sector, civil society, academic and research organizations, and donor and technical partners, to bring about a shift in the way Namibia approaches rural development, coordinating actions to reverse environmental degradation and maximize nature-based livelihoods.

The Project M&E and Capacity Development Officer is a full time position that will be based at the MET. Under the overall supervision and guidance of the Project Manager, the Project M&E and Capacity Development Officer will be responsible for project monitoring and evaluation and coordination of capacity development and research activities of the project. The Officer will work closely with the Communications, Gender and Advocacy Officer on knowledge management aspects of the project and will provide support to the Technical Specialist for Capacity Development, M&E and Impact Assessment who will support the project on a part-time basis.

The Project M&E and Capacity Development Officer will be responsible for three main areas of work:

1. Overseeing all project monitoring and evaluation (see detail below), and supervising all the work related to survey, data collection and M&E and reporting; ;
2. Working closely with the Technical Specialist for Capacity Development, M&E and Impact Assessment to coordinate logistics for capacity development interventions across the project, and to track their impact with the Capacity Development Scorecard; and
3. Working with the Technical Specialist #5: for Capacity Development, M&E and Impact Assessment on liaison with the university partners to track research progress on longitudinal impact studies under Component 4 of the project.

## Specific responsibilities on M&E will include:

* Support all aspects of project M&E;
* Monitor project progress and participate in the production of progress reports ensuring that they meet the necessary reporting requirements and standards;
* Ensure project’s M&E meets the requirements of the Government, the UNDP Country Office, and UNDP-GEF;
* Develop project-specific M&E tools as necessary;
* Oversee and ensure the implementation of the project’s M&E plan, including periodic appraisal of the Project’s Theory of Change and Results Framework with reference to actual and potential project progress and results;
* Oversee/develop/coordinate the implementation of the Stakeholder Engagement Plan;
* Oversee and guide the design of surveys/ assessments commissioned for monitoring and evaluating project results;
* Support the Project Manager in facilitating the mid-term and terminal evaluations of the project; including management responses;
* Support the Project Manager in facilitating annual reviews of the project and produce analytical reports from these annual reviews, including learning and other knowledge management products;
* Support project site M&E and learning missions; and
* Visit project sites as and when required to appraise project progress on the ground and validate written progress reports.

## Required qualifications and experience

The Project M&E and Capacity Development Officer will be recruited based on the following qualifications:

* Master’s degree, preferably in the field of environmental or natural resources management, development studies or related discipline;
* At least five years of relevant work experience preferably in a project management setting involving multi-lateral/ international funding agency. Previous experience with UN projects will be a definite asset;
* Significant experience in collating, analysing and writing up results for reporting purposes;
* Very good knowledge of results-based management and project cycle management, particularly with regards to M&E approaches and methods. Formal training in RBM/Project Cycle Management (e.g. Prince II) will be a definite asset;
* Knowledge and working experience of the application of gender mainstreaming and stakeholder engagement in development projects;
* Proficiency in computer application and information technology; and
* Excellent language skills in English (writing, speaking and reading) and in one of the local languages.

**PMU Position 3: Project Communications, Gender and Safeguards Officer (PCGSO)**

## Background

The Government of the Republic of Namibia, with support from the United Nations Development Programme (UNDP) and the Global Environment Facility, is embarking on a 6-year project, led by the Ministry of Environment and Tourism (MET) in partnership with the Ministry of Agriculture, Water and Forestry (MAWF) and the Environment Investment Fund (EIF), to support regional councils, constituencies and communities to implement an integrated landscape management approach in key agricultural and forest landscapes, and to reduce poverty through sustainable nature-based livelihood strategies, that also promote the protection of biodiversity, restoration of forests as carbon sinks, and contribute to avoiding, reducing reversing land degradation.

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The Communications, Gender and Safeguards Officer position, is a full-time position, to be based at the MET. Under the overall supervision and guidance of the Project Manager, the Project Communications, Gender and Safeguards Officer will have the responsibility for the implementation of the Communications Strategy, Gender Action Plan, and Environmental and Social Management Plan (ESMP) and Indigenous Peoples Plan. In implementing the ESMF, the Communications, Gender and Safeguards Officer will act as “Environmental Compliance Officer” (role described in the ESMF) – supporting on both social and environmental safeguards and risk mitigation. The Communications, Gender and Safeguards Officer will work closely with the Project M&E and Capacity Development on related aspects of project implementation, reporting, monitoring, evaluation and communication.

## Specific responsibilities on Communications will include:

* Develop a project communications strategy / plan, incorporate it with the annual work plans and update it annually in consultation with project stakeholders; coordinate its implementation;
* Work with the Landscape Consortia to support their communications and awareness work in the focal landscapes;
* Coordinate the implementation of knowledge management outputs of the project;
* Coordinate and oversee the implementation of public awareness activities across all project components;
* Facilitate the design and maintenance of the project website/webpages and ensure it is up-to-date and dynamic;
* Facilitate learning and sharing of knowledge and experiences relevant to the project;

## Specific responsibilities on Gender will include:

* Monitor progress in implementation of the project Gender Action Plan ensuring that targets are fully met, and the reporting requirements are fulfilled;
* Supervising the Survey and M&E consultants on the gender impact study;
* Oversee/develop/coordinate implementation of all gender-related work;
* Review the Gender Action Plan annually, and update and revise corresponding management plans as necessary;
* Work with the M&E officer to ensure reporting, monitoring and evaluation fully address the gender issues of the project, and ensure that gender issues in the ESMP are addressed;

## Specific responsibilities on Safeguards / Compliance will include:

* Monitor progress in development/implementation of the project ESMP ensuring that UNDP’s SES policy is fully met, and the reporting requirements are fulfilled;
* Oversee/develop/coordinate implementation of all safeguard related plans, notably the Indigenous Peoples Plan;
* Ensure social and environmental grievances are managed effectively and transparently;
* Review the SESP annually, and update and revise corresponding risk log; mitigation/management plans as necessary;
* Ensure full disclosure with concerned stakeholders;
* Ensure environmental and social risks are identified, avoided, mitigated and managed throughout project implementation;
* Work with the M&E officer to ensure reporting, monitoring and evaluation fully address the safeguard issues of the project.

The Project Communications, Gender and Safeguards Officer will be recruited based on the following qualifications:

* A Master’s degree in Communications, Journalism
* Demonstrable experience on community development, journalism / communications, gender studies, or related discipline;
* At least four years of relevant work experience on communication and journalism and/or communications for project or programme implementation, ideally involving international donors.
* At least evidence of relevant work experience of gender mainstreaming and women’s empowerment. Previous experience with UN projects will be a definite asset;
* Demonstrated understanding of the links between sustainable development, social and gender issues in Namibia is essential;
* An environmental and safeguards qualification (certificate, demonstrated experience) and/or previous experience in developing and implementing environmental and social safeguard strategies for organizations or projects will be an asset;
* Previous experience in developing and implementing communications strategies for organizations or projects and/or gender responsive capacity building;
* Strong professional working capacity to use information and communications technology, specifically including website design and desk top publishing software;
* Understanding of integrated landscape management, sustainable livelihoods and associated issues;
* Very good inter-personal skills;
* Excellent analytical, writing, advocacy, presentation, and communications skills, and proficiency in computer application and information technology; and
* Excellent language skills in English (writing, speaking and reading) and in local languages.

## PMU Position 4: Project Administration and Finance Officer (PAFO)

## Background

The Government of the Republic of Namibia, with support from the United Nations Development Programme (UNDP) and the Global Environment Facility, is embarking on a 6-year project, led by the Ministry of Environment and Tourism (MET) in partnership with the Ministry of Agriculture, Water and Forestry (MAWF) and the Environment Investment Fund (EIF), to support regional councils, constituencies and communities to implement an integrated landscape management approach in key agricultural and forest landscapes, and to reduce poverty through sustainable nature-based livelihood strategies, that also promote the protection of biodiversity, restoration of forests as carbon sinks, and contribute to avoiding, reducing reversing land degradation.

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The Project Administration and Finance Officer is a full-time position, to be half- based at the UNDP offices and half at the MET. Under the guidance and supervision of the Project Manager and UNDP Programme Specialist, the Project Administrative and Finance Officer (PAFO) will carry out both general administrative and logistical support to the NILALEG project, including the financial accounting support to the project. The Project Administrative and Finance Officer will work in close cooperation with the Landscape Consortia and their finance officers, as well as finance staff in the Implementing Partner the MET, where the PMU is housed, and finance staff in the Responsible Parties, the MAWF and the EIF.

## Specific responsibilities on project finances and accounting will include:

* Monitor the approved total budget and work plan (TBWP), and ensure that project funds and expenses are in line with the approved TBWP, and /or revised approved annual work plan/s;
* Prepare Financial Expenditure Reports for tabling at Project Steering Committee;
* Keep records of project funds and expenditures, and ensure that all project-related financial documentation are well maintained and readily available when required by the Project Manager, UNDP and Auditing firms;
* Review project expenditures and ensure that project funds are used in compliance with the Project Document and Government of Namibia financial rules and procedures;
* Prepare, Validate and Certify FACE forms before submission to UNDP;
* Provide necessary financial information as and when required for project management decisions;
* Provide necessary financial information during project audit(s);
* Review annual budgets and project expenditure reports, and notify the Project Manager if there are any discrepancies or issues;
* Consolidate financial progress reports submitted by the responsible parties for implementation of project activities;
* Liaise and follow up with the responsible parties for implementation of project activities in matters related to project funds and financial progress reports.

## Specific responsibilities on project administration and finance will include:

* Assist the Project Manager in day-to-day management and oversight of project administrative activities;
* Assist the M&E officer in matters related to M&E and knowledge resources management;
* Assist the Project M&E and Capacity Development Officer on the logistics related to capacity development and knowledge sharing events
* Assist in the preparation of progress reports;
* Ensure all project documentation (progress reports, consulting and other technical reports, minutes of meetings, etc.) are properly maintained in hard and electronic copies in an efficient and readily accessible filing system, for when required by the Project Steering Committee, the Joint Advisory Forum, UNDP, project consultants and other PMU staff;
* Provide PMU-related administrative and logistical assistance.

## The Project Administrative and Finance Officer will be recruited based on the following qualifications:

* An Advanced Bachelor’s Degree or an Advanced Diploma in Accounting/ Financial Management, preferably Bachelors (honours) Degree;
* At least five years of relevant work experience, preferably in a project management setting involving multi-lateral/ international funding agency.
* Previous experience with UN project will be a definite asset, as will experience on a project involving natural resource management and/or sustainable livelihoods with funding of above USD 5 million;
* Proficiency in the use of computer software applications particularly MSWord, Excel and PowerPoint, as well as experience with setting up webinars and videoconferences;
* Excellent language skills in English (writing, speaking and reading) and in local languages; and
* Very good inter-personal skills.

**PMU Position 5: Project Procurement Officer (PPO)**

## Background

The Government of the Republic of Namibia, with support from the United Nations Development Programme (UNDP) and the Global Environment Facility, is embarking on a 6-year project, led by the Ministry of Environment and Tourism (MET) in partnership with the Ministry of Agriculture, Water and Forestry and the Environment Investment Fund (EIF), to support regional councils, constituencies and communities to implement an integrated landscape management approach in key agricultural and forest landscapes, and to reduce poverty through sustainable nature-based livelihood strategies, that also promote the protection of biodiversity, restoration of forests as carbon sinks, and contribute to avoiding, reducing reversing land degradation.

The project will work in the forest, savannah and rangelands of Namibia’s northern areas to pilot an integrated landscape management approach. This will achieved through a strategy which develops national and regional capacity for an integrated approach to planning and managing landscapes, for monitoring spatial results in reporting on multilateral environmental agreements (MEAs), and for compliance with national environmental legislation. The project will also in a set of focal landscapes to demonstrate how to achieve the related and overlapping spatial targets of these MEAs, implementing the Integrated Regional Land Use Plans through fine-scale participatory land use planning and management with communities, businesses, local government and traditional authorities. This landscape-level work will enable a demonstration of the impacts of integrated landscape management for rural development and wealth creation, through sustainable land and forest management interventions on the ground with communities, and nature-based enterprise development. Further, innovative financial mechanisms will be put in place for scaling up nationally, based on capturing and sharing of lessons learnt and impact achieved through the new integrated landscape management approach. The project draws together a wide range of stakeholders from the public sector for intragovernmental coordination, in partnership with the private sector, civil society, academic and research organizations, and donor and technical partners, to bring about a shift in the way Namibia approaches rural development, coordinating actions to reverse environmental degradation and maximize nature-based livelihoods.

The Project Procurement Officer (PPO), is a full-tim e position, to be based at the UNDP. The PPO will be responsible for the day-to-day and overall procurmeent management of the Project, including the mobilisation of all project inputs, in line with the project procurement plan and those of the responsible parties, e.g. EIF and MAWF. S/he will also be responsible for overall monitoring of the technical specialists’ milestones delivery; as well as those of the numerous consultants and sub-contractors. The PPO will report to the UNDP programme head/specialist and shall maintain close collaboration with MET, MAWF, EIF, UNAM and other units, and partners engaged with the NILALEG work. The PPO will work closely with the Landscape Consortia responsible for carrying out activities in the five focal landscapes.

## Specific responsibilities on project procurement officer will include:

Ensuring administration and implementation of the operational strategies focusing on achievement of the following results:

1. Full compliance of procurement activities with UN/UNDP rules, regulations, policies and strategies for nationally implemented projects (NIM); implementation of the effective internal control and proper functioning of a client-oriented procurement management system.
2. Project Procurement business processes mapping; and elaboration of the content of project -related internal Standard Operating Procedures (SOPs) in Procurement and Logistics, control of the workflows for the Procurement processes;
3. Elaboration of proposals and implementation of cost saving and reduction strategies in consultation with office management.
4. Provision of researched information for formulation and implementation of contract strategy; and strategic procurement in the CO (in relation to the NIM projects) including tendering processes and evaluation, managing the contract and contractor, legal considerations and payment conditions, sourcing strategy, supplier selection and evaluation, quality management, e-procurement introduction.

Organizing procurement processes for the project and at the request of the National Implementing Partners (NIPs), Responsible Parties (RP) focusing on achievement of the following results:

1. Preparation of procurement plans for the project and their implementation monitoring.
2. Organization of procurement processes including preparation and conduct of RFQs, ITBs or RFPs, receipt of quotations, bids or proposals, their evaluation, negotiation of certain conditions of contracts in full compliance with UNDP rules and regulations.
3. Preparation of Purchase orders and contracts in and outside Atlas, preparation of Recurring Purchase orders for contracting of services, vendors’ creation in Atlas. Buyers profile in Atlas.
4. Review of procurement processes conducted by the project; submissions to the Contract, Asset and Procurement Committee (CAP) and Advisory Committee on Procurement (ACP).
5. Implementation of the internal control system which ensures that Purchase orders are duly prepared and dispatched. Timely corrective actions on POs with budget check errors and other problems.
6. Presentation of researched information on procurement.

Ensuring implementation of sourcing strategy and e-procurement **tools** focusing on achievement of the following results:

1. Development and update of the rosters of suppliers, implementation of supplier selection and evaluation.

Ensuring proper control of project assets focusing on achievement of the following results:

1. Preparation of project Inventory and Asset reports.
2. Implementation of Inventory and physical verification control in the project.

Working closely with the Project Administration and Finance Officer, ensuring organization of **logistical services** focusing on achievement of the following results:

1. Organization of travel including purchase of tickets, DSA calculation, PO preparation; arrangement of shipments; vehicle maintenance; conference facilities arrangements.

Ensuring facilitation of knowledge building and knowledge **sharing** focusing on achievement of the following results:

1. Organization of trainings for the operations/ project staff on Procurement.
2. Synthesis of lessons learnt and best practices in Procurement.
3. Sound contributions to knowledge networks and communities of practice.

## Required qualifications and experience

* Advanced Bachelor’s degree (Bachelor Honours Degree) in Business or Public Administration with specialisation, or advance certificate on procurement;
* Direct 5 years of relevant experience at the national or international level on procurement related activities;
* Experience in the usage of computers and office software packages (MS Word, Excel etc);
* Advance knowledge of automated procurement systems; experience in handling web-based management systems; and
* Candidates in possession of a Procurement Certification will have a distinct advantage.

**PMU Position 6 – Driver**

## Background

The Government of the Republic of Namibia, with support from the United Nations Development Programme (UNDP) and the Global Environment Facility, is embarking on a 6-year project, led by the Ministry of Environment and Tourism (MET) in partnership with the Ministry of Agriculture, Water and Forestry (MAWF) and the Environment Investment Fund (EIF), to support regional councils, constituencies and communities to implement an integrated landscape management approach in key agricultural and forest landscapes, and to reduce poverty through sustainable nature-based livelihood strategies, that also promote the protection of biodiversity, restoration of forests as carbon sinks, and contribute to avoiding, reducing reversing land degradation.

The project will work in the forest, savannah and rangelands of Namibia’s northern areas to pilot an integrated landscape management approach. This will achieved through a strategy which develops national and regional capacity for an integrated approach to planning and managing landscapes, for monitoring spatial results in reporting on multilateral environmental agreements (MEAs), and for compliance with national environmental legislation. The project will also work in a set of focal landscapes to demonstrate how to achieve the related and overlapping spatial targets of these MEAs, implementing the Integrated Regional Land Use Plans through fine-scale participatory land use planning and management with communities, businesses, local government and traditional authorities. This landscape-level work will enable a demonstration of the impacts of integrated landscape management for rural development and wealth creation, through sustainable land and forest management interventions on the ground with communities, and nature-based enterprise development. Further, innovative financial mechanisms will be put in place for scaling up nationally, based on capturing and sharing of lessons learnt and impact achieved through the new integrated landscape management approach. The project draws together a wide range of stakeholders from the public sector for intragovernmental coordination, in partnership with the private sector, civil society, academic and research organizations, and donor and technical partners, to bring about a shift in the way Namibia approaches rural development, coordinating actions to reverse environmental degradation and maximize nature-based livelihoods.

Against this background, UNDP, on behalf of the Ministry of Environment and Tourism, seeks the services of a highly-skilled and competent Project Driver to coordinate the trasport, delivery and logistical flow of incoming and outgoing documents in suport of all activities related to the implementation of the project activities. The main functions of the driver include: provision of reliable and secure driving services, proper use of vehicle, day-to-day maintenance of the assigned vehicle, and availability of documents/ supplies. The Driver position, is a full-time position, to be based at the Ministry of Environment and Tourism, and will be locally-recruited following UNDP rules and procedures. The Driver will report directly to the National Project manager and will work in close collaboration with the UNDP CO, the repsonsible parties and landscape consortia on matters related to field-based interventions.

## Specific responsibilities on project driver will include:

1. Ensuring provision of reliable and secure driving services by a) driving office vehicles for the transportation of authorized personnel and delivery and collection of mail, documents and other items and b) meeting official personnel and visitors at the airport, visa and customs formalities arrangement when required.
2. Ensuring cost-savings through proper use of vehicle through accurate maintenance of daily vehicle logs, provision of inputs to preparation of the vehicle maintenance plans and reports.
3. Ensuring proper day-to-day maintenance of the assigned vehicle through timely minor repairs, arrangements for major repairs, timely changes of oil, check of tires, brakes, car washing, etc.
4. Ensuring availability of all the required documents/supplies including vehicle insurance, vehicle logs, office directory, and map of the city/country, first aid kit, and necessary spare parts.
5. Ensuring that all immediate actions required by rules and regulations are taken in case of involvement in accidents.

For operational effectiveness, the ideal candidate will also be required to have:

* Ability to perform a variety of repetitive and routine tasks and duties;
* Ability to review data, identify and adjust discrepancies;
* Ability to handle a large volume of work possibly under time constraints;
* Good knowledge of administrative rules and regulations; and
* Ability to operate and maintain a variety of computerized business machines and office equipment in order to provide efficient delivery of service

• Ability to organize and complete multiple tasks by establishing priorities

• Demonstrates excellent knowledge of driving rules and regulations and skills and minor vehicle repair

• Demonstrates excellent knowledge of protocol

• Demonstrates excellent knowledge of security issues

## Required qualifications and experience

* Secondary education with a Valid and Clean Driving license.
* At least 3 years’ working experience as a driver with a safe driving record;
* Knowledge of driving rules and regulations;
* Skills in minor vehicle repair;
* Experience with international organisations will serve as advantage;
* Candidates in possession of first aid and security related certifications will be given high priority; and
* Fluency in English.

# Annexes

|  |  |
| --- | --- |
| **Annexes** | **Link** |
| Annex A        Multi-Year Workplan | [Annex A 5640 Multi-Year Workplan.pdf](https://undpgefpims.org/attachments/5640/215386/1724948/1736728/Annex%20A%205640%20Multi-Year%20Workplan.pdf) |
| Annex B (i)    GEF Core Indicators (replacing Tracking Tools) | [Annex B\_i\_ 5640 GEF Core Indicators \_replacing Tracking Tools\_.pdf](https://undpgefpims.org/attachments/5640/215386/1724949/1736729/Annex%20B_i_%205640%20GEF%20Core%20Indicators%20_replacing%20Tracking%20Tools_.pdf) |
| Annex B (ii)   Net avoided emissions report: | [Annex B\_ii\_ 5640 Net avoided emissions report.pdf](https://undpgefpims.org/attachments/5640/215386/1724949/1736729/Annex%20B_ii_%205640%20Net%20avoided%20emissions%20report.pdf) |
| Annex B (iii)   FAO EXACT Carbon Calculator Tool | [Annex B\_iii\_ 5640 FAO EXACT Carbon Calculator Tool.pdf](https://undpgefpims.org/attachments/5640/215386/1724949/1736729/Annex%20B_iii_%205640%20FAO%20EXACT%20Carbon%20Calculator%20Tool.pdf) |
| Annex C    Overview of Technical Consultancies | [Annex C 5640\_Overview of Technical Consultancies.docx](https://undpgefpims.org/attachment-revision-file?attachmentRevisionId=1737123" \t "_blank) |
| Annex D    Terms of Reference for Project Steering Committee, Technical Specialists, Project Manager and other PMU positions | [Annex D 5640 Terms](https://undpgefpims.org/attachment-revision-file?attachmentRevisionId=1737123" \t "_blank) |
| Annex E   i)  UNDP Social and Environmental and Social Screening Template (SESP)  Annex e (ii) Environment and Social Management plan for Framework (ESMF) | [PIMS 5640\_FSP\_SESP\_Namibia\_NILALEG\_17\_May\_2019.docx](https://undpgefpims.org/attachments/5640/215386/1724953/1738846/PIMS%205640_FSP_SESP_Namibia_NILALEG_17_May_2019.docx)  [PIMS 5640 - Namibia NILALEG ESMF\_for clearance\_18 April 2019.docx](https://undpgefpims.org/attachments/5640/215386/1725129/1737052/PIMS%205640%20-%20Namibia%20NILALEG%20ESMF_for%20clearance_18%20April%202019.docx) |
| Annex F      Stakeholder Engagement Plan | [PIMS 5640\_NILALEG Indigenous Peoples Framework\_17 May 2019 .doc](https://undpgefpims.org/attachments/5640/215386/1723923/1738848/PIMS%205640_NILALEG%20Indigenous%20Peoples%20Framework_17%20May%202019%20.doc)[PIMS 5640\_Stakeholder Engagement Plan\_17May2019.docx](https://undpgefpims.org/attachments/5640/215386/1723923/1738848/PIMS%205640_Stakeholder%20Engagement%20Plan_17May2019.docx) |
| Annex G     Gender Analysis and Action Plan | [Annex G 5640 Gender Analysis and Action Plan.doc](https://undpgefpims.org/attachments/5640/215386/1723922/1737122/Annex%20G%205640%20Gender%20Analysis%20and%20Action%20Plan.doc) |
| Annex H     UNDP Risk Log | [Annex H 5640 UNDP Risk Log \_17May2019.doc](https://undpgefpims.org/attachments/5640/215386/1724347/1738842/Annex%20H%205640%20UNDP%20Risk%20Log%20_17May2019.doc) |
| Annex J     Additional agreements: Letter of Agreement (LOA) between Government and UNDP for Country Office Support Services | [2019.04.30 NILALEG support\_OFP Letter.pdf](https://undpgefpims.org/attachments/5640/215386/1724951/1738246/2019.04.30%20NILALEG%20support_OFP%20Letter.pdf) [Letter from MET\_NILALEG\_Request for services.pdf](https://undpgefpims.org/attachments/5640/215386/1724951/1738246/Letter%20from%20MET_NILALEG_Request%20for%20services.pdf)[Letter from UNDP to MET on Support Services.pdf](https://undpgefpims.org/attachments/5640/215386/1724951/1738246/Letter%20from%20UNDP%20to%20MET%20on%20Support%20Services.pdf) |
| Annex L     Procurement Plan (for year 1) | [Annex L 5640 Procurement Plan Info \_Year 1.xlsx](https://undpgefpims.org/attachments/5640/215386/1725180/1737125/Annex%20L%205640%20Procurement%20Plan%20Info%20_Year%201.xlsx) |
| Annex M   Theory of Change Diagrams | [Annex M 5640 Theory of Change Diagrams.pdf](https://undpgefpims.org/attachments/5640/215386/1725180/1737125/Annex%20M%205640%20Theory%20of%20Change%20Diagrams.pdf) |
| Annex N   Log-frame with Outputs and Activities | [Annex N 5640 Logframe with Outputs and Activities.pdf](https://undpgefpims.org/attachments/5640/215386/1725180/1737125/Annex%20N%205640%20Logframe%20with%20Outputs%20and%20Activities.pdf) |
| Annex O    Stakeholder Consultation Report | [Annex O 5640 Stakeholder Consultation Report.pdf](https://undpgefpims.org/attachments/5640/215386/1725187/1737131/Annex%20O%205640%20Stakeholder%20Consultation%20Report.pdf) |
| Annex P (i) to (v) Maps of Component 2 Focal Landscapes | |  |  | | --- | --- | |  | [Annex P \_i\_ to \_v\_ 5640 Maps of Component 2 Focal Landscapes.pdf](https://undpgefpims.org/attachments/5640/215386/1725180/1737125/Annex%20P%20_i_%20to%20_v_%205640%20Maps%20of%20Component%202%20Focal%20Landscapes.pdf) | |
| Annex Q (i) Biophysical Profiles of Focal Landscapes (Narrative report) | [Annex Q \_i\_ 5640 Biophysical Profiles of Focal Landscapes \_Narrative Report\_.pdf](https://undpgefpims.org/attachments/5640/215386/1724952/1736736/Annex%20Q%20_i_%205640%20Biophysical%20Profiles%20of%20Focal%20Landscapes%20_Narrative%20Report_.pdf) |
| Annex Q (ii)    Socio-economic Profiles of Focal Landscapes | [Annex Q\_ii\_ 5640 Profiles of Stakeholders and Right-Holders in the Focal Landscape Areas \_including socio economic profiles\_.pdf](https://undpgefpims.org/attachments/5640/215386/1724952/1736736/Annex%20Q_ii_%205640%20Profiles%20of%20Stakeholders%20and%20Right-Holders%20in%20the%20Focal%20Landscape%20Areas%20_including%20socio%20economic%20profiles_.pdf) |
| Annex R   Multi-Criteria Analysis for Component 2 Landscape Selection | [Annex R 5640 Multi-Criteria Analysis for Component 2 Landscape Selection.pdf](https://undpgefpims.org/attachments/5640/215386/1725187/1737131/Annex%20R%205640%20Multi-Criteria%20Analysis%20for%20Component%202%20Landscape%20Selection.pdf) |
| Annex S   Link to GIS Map Album | [Annex S 5640 Link to the GIS Map Album.pdf](https://undpgefpims.org/attachments/5640/215386/1725180/1737125/Annex%20S%205640%20Link%20to%20the%20GIS%20Map%20Album.pdf) |
| Annex T   Policy and Institutional Analysis | [Annex T 5640 Policy \_ Institutional Analysis.pdf](https://undpgefpims.org/attachments/5640/215386/1725180/1737125/Annex%20T%205640%20Policy%20_%20Institutional%20Analysis.pdf) |
| Annex U (i)    Report on Forest and Rangeland Degradation Status and Restoration Potential | [Annex U\_i\_ Link to Report on Forest and Rangeland Degradation Status and Restoration Potential.pdf](https://undpgefpims.org/attachments/5640/215386/1725186/1737130/Annex%20U_i_%20Link%20to%20Report%20on%20Forest%20and%20Rangeland%20Degradation%20Status%20and%20Restoration%20Potential.pdf) |
| Annex U (ii)   Normalized Difference Vegetation Index Statistics | [Annex U\_ii\_ 5640 Results of the calculations on the net avoided emissions.pdf](https://undpgefpims.org/attachments/5640/215386/1725186/1737130/Annex%20U_ii_%205640%20Results%20of%20the%20calculations%20on%20the%20net%20avoided%20emissions.pdf) |
| Annex V     Strategies to promote sustainable rangeland and forest management and NRM approaches | [Annex V 5640 Strategies to promote sustainable rangeland and forest management and NRM approaches.pdf](https://undpgefpims.org/attachments/5640/215386/1725186/1737130/Annex%20V%205640%20Strategies%20to%20promote%20sustainable%20rangeland%20and%20forest%20management%20and%20NRM%20approaches.pdf) |
| Annex W    Livelihood, CBNRM and Nature-Based Enterprise Development | [Annex W 5640 Livelihood CBNRM and Nature-Based Enterprise Development.pdf](https://undpgefpims.org/attachments/5640/215386/1725186/1737130/Annex%20W%205640%20Livelihood%20CBNRM%20and%20Nature-Based%20Enterprise%20Development.pdf) |
| Annex X    ILM Capacity Development Scorecard Framework | [Annex X 5640 ILM Capacity Development Scorecard Framework.pdf](https://undpgefpims.org/attachments/5640/215386/1725185/1737129/Annex%20X%205640%20ILM%20Capacity%20Development%20Scorecard%20Framework.pdf) |
| Annex Y   Combined Letters of Co-Financing commitments | [EIF Co-Financing NILALEG.pdf](https://undpgefpims.org/attachments/5640/215386/1725104/1736998/EIF%20Co-Financing%20NILALEG.pdf)[MAWF co-financing NILALEG.pdf](https://undpgefpims.org/attachments/5640/215386/1725104/1736998/MAWF%20co-financing%20NILALEG.pdf)[MET Co-Financing NILALEG.pdf](https://undpgefpims.org/attachments/5640/215386/1725104/1736998/MET%20Co-Financing%20NILALEG.pdf)[MLR Co-Financing NILALEG.pdf](https://undpgefpims.org/attachments/5640/215386/1725104/1736998/MLR%20Co-Financing%20NILALEG.pdf)[NNF Co-Financing NILALEG.pdf](https://undpgefpims.org/attachments/5640/215386/1725104/1736998/NNF%20Co-Financing%20NILALEG.pdf)[UNAM Co-Financing NILALEG.pdf](https://undpgefpims.org/attachments/5640/215386/1725104/1736998/UNAM%20Co-Financing%20NILALEG.pdf)[UNDP Co-Financing NILALEG.pdf](https://undpgefpims.org/attachments/5640/215386/1725104/1736998/UNDP%20Co-Financing%20NILALEG.pdf) |
| Annex Z Response to GEFSEC Comments | [PIMS 5640 Namibia - Responses to GEFSEC Comments.docx](https://undpgefpims.org/attachments/5640/215386/1725130/1737054/PIMS%205640%20Namibia%20-%20Responses%20to%20GEFSEC%20Comments.docx) |

1. UNPAF outcome 3.1 involving UNDP: *Country Programme Document for Namibia (2019-2023)* [↑](#footnote-ref-1)
2. *Integrated Results and Resources Framework of the UNDP Strategic Plan, 2018-21* [↑](#footnote-ref-2)
3. including the Otjozondjupa region and the 8 northern communal areas [↑](#footnote-ref-3)
4. <https://unfccc.int/node/17617/>. [↑](#footnote-ref-4)
5. Republic of Namibia – Ministry of Environment and Tourism (2014), Namibia’s Second Biodiversity Strategy and Action Plan (NBSAP 2): 2013-2022.<http://www.met.gov.na/files/files/Namibia%E2%80%99s%20Second%20National%20Biodiversity%20Strategy%20and%20Action%20Plan%20(NBSAP%202)%20%202013%20-%202022.pdf> [↑](#footnote-ref-5)
6. Forest area (% of land area) in Namibia was last measured at 8.6% in 2013, according to the World Bank. Forest area is land under natural or planted stands of trees of at least 5 metres in situ. <http://data.worldbank.org/indicator/AG.LND.FRST.ZS> [↑](#footnote-ref-6)
7. Namibia 2011 Census Report (2013), Republic of Namibia – National Statistic Agency (NSA). [↑](#footnote-ref-7)
8. The ENR-base sectors include mining, fisheries, agriculture, forestry and tourism with land, energy and water crosscutting. NBSAP 2: 2013-2022; Third National Programme for Namibia to implement the UNCCD; and Vision 2030. [↑](#footnote-ref-8)
9. World Bank, <http://www.tradingeconomics.com/namibia/population-growth-annual-percent-wb-data.html> [↑](#footnote-ref-9)
10. Republic of Namibia – Ministry of Agriculture, Water and Forestry (MAWF) (2014), *Comprehensive Conservation Agriculture Programme for Namibia*. [↑](#footnote-ref-10)
11. Rothauge, A., 2015. *Baseline Assessment for the De-Bushing Programme in Namibia.* Baseline report for the “Support to De-Bushing in Namibia” project of the Gesellschaft für internationale Zusammenarbeit (GIZ), Windhoek Country Office, Namibia. [↑](#footnote-ref-11)
12. <https://www.globalforestwatch.org/dashboards/country/NAM/4?widget=treeLossLocated> [↑](#footnote-ref-12)
13. <https://www.namibian.com.na/index.php?id=134605&page=archive-read>; <https://www.occrp.org/en/investigations/7125-felling-namibia-s-ancient-giants> [↑](#footnote-ref-13)
14. UNDP (2017) *Community Approaches to Sustainable Land Management and Agroecology Practices* [↑](#footnote-ref-14)
15. Henry, B., Murphy, B. and Cowie, C. (2018) *Sustainable Land Management for Environmental Benefits and Food Security: A synthesis report for the GEF* [↑](#footnote-ref-15)
16. Draft available here: [PIMS 5640\_NILALEG Indigenous Peoples Plan 29 March-draft for further development during implementation.doc](https://undpgefpims.org/attachments/5640/215386/1725183/1737127/PIMS%205640_NILALEG%20Indigenous%20Peoples%20Plan%2029%20March-draft%20for%20further%20development%20during%20implementation.doc) [↑](#footnote-ref-16)
17. The NILALEG project will build on the success of the Land Degradation Neutrality pilot project, which involved the training of Ministry of Environment and Tourism staff and local experts from the University of Namibia (UNAM) and the Namibia University of Science and Technology in LDN assessments. UNAM has committed co-finance to the project and will be involved in hosting a unit to help establish, through the project, a new national system for monitoring progress towards spatial targets in the Multilateral Environmental Agreements to which Namibia is a signatory. [↑](#footnote-ref-17)
18. Participatory land use planning will involve agreeing on management guidelines for protection, sustainable use, restoration and sustainable farming in specific areas, with spatially explicit management plans and protocols for each site where community activities will be undertaken, and training and equipping of community monitors, in collaboration with research and development agencies. Monitoring of results in the focal landscapes in Component 2 will feed into the development of a national system for MEA monitoring and reporting in Component 1, Output 1.2, with cooperation between MET, MAWF, UNAM and NUST. [↑](#footnote-ref-18)
19. Initial surveys identified the Nkulivere focal landscape in Kavango West as the area with highest biodiversity and potential for protection. North-Eastern Kalahari Woodland in climax condition is botanically highly diverse. It is a broad-leafed tree and shrub savanna with a rich variety of woody plants, most of which are deciduous. Species include *Baikiaea plurijuga* (Zambezi teak, omuzumba), *Burkea africana* (sandsering, omutundungu), *Guibortia coleosperma* (false mopani, ushivi) *Pterocarpus angolensis* (kiaat, dolfhout, mukwa) and *Schinziophyton rautanenii* (manketti). On the lightly shaded forest floor underneath the tree canopies grow a variety of climax grasses such as *Anthephora pubescens, Brachiaria nigropedata, Digitaria seriata* and *Schmidtia pappophoroides.* Many of the trees of the North-Eastern Kalahari Woodlands are endangered because of their timber value, and are protected by agreements in terms of the Convention on International Trade in Endangered Species of Flora and Fauna (CITES) and the ordinances and regulations of the Forest Act no. 12 of 2001. [↑](#footnote-ref-19)
20. This work will be coordinated closely with the work of the German Government’s EUR 10 million bilateral cooperation with Namibia on the *Bush Control and Biomass Utilisation (BCBU) Project*, with the NILALEG intervention complementing BCBU’s work on integrated policy frameworks for sustainable bush harvesting, authorisation processes and capacities to strengthen environmental compliance, farmer and SME support through the De-bushing Advisory Service and capacitating MAWF extension personnel, investment concepts for regional biomass hubs to strengthen the biomass supply chain, and technology transfer to introduce innovative, climate-friendly technology for both bush thinning and biomass processing. NILALEG will also coordinate closely with the project on Promoting Sustainable Bush-based Value Chains project, the financiers of which include the Finnish Foreign Ministry and Baobab Growth Fund, supported by UNIDO, involving a public-private partnership to promote the utilization of invasive bush species in the animal feed, food industry and charcoal as well as energy production sectors. [↑](#footnote-ref-20)
21. See http://www.undp.org/content/undp/en/home/operations/transparency/information\_disclosurepolicy/ [↑](#footnote-ref-21)
22. See https://www.thegef.org/gef/policies\_guidelines [↑](#footnote-ref-22)
23. Expected level of progress by completion of 2nd GEF PIR [↑](#footnote-ref-23)
24. Expected level when terminal evaluation undertaken [↑](#footnote-ref-24)
25. See <https://www.thegef.org/gef/policies_guidelines> [↑](#footnote-ref-25)
26. See guidance here: <https://info.undp.org/global/popp/frm/pages/financial-management-and-execution-modalities.aspx> [↑](#footnote-ref-26)
27. Excluding project team staff time and UNDP staff time and travel expenses. [↑](#footnote-ref-27)
28. The costs of UNDP Country Office and UNDP-GEF Unit’s participation and time are charged to the GEF Agency Fee. [↑](#footnote-ref-28)
29. *It is noted that the M&E budget is 3.3% of the overall GEF investment.* [↑](#endnote-ref-1)
30. https://www.imf.org/en/News/Articles/2018/11/09/pr18415-imf-staff-concludes-visit-to-namibia [↑](#footnote-ref-29)
31. ibid [↑](#footnote-ref-30)
32. see <https://info.undp.org/global/popp/ppm/Pages/Closing-a-Project.aspx> [↑](#footnote-ref-31)
33. See <https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PPM_Project%20Management_Closing.docx&action=default>. [↑](#footnote-ref-32)