

## Project Document Template

**Project Title**

Building the foundation for a national approach to CCA in Namibia.

**UNDAF Outcome(s):**

Outcome 2: Livelihoods and food security improved

**Expected CP Outcome(s):**

*Provisional Corporate Outcome1: Strengthened capacity of local institutions to manage the environment and expand environment and energy services, especially to the poor*

*Provisional Corporate Outcome2: Strengthened national capacities to mainstream environment and energy concerns into national development plans and implementation systems*

**Project Objective**

1. Namibia has the institutional, individual and systematic capacity to address climate change risks and opportunities through a national approach to adaptation.

**Expected Output(s):**

*(Those that will result from the project)*

1. Dynamic, long-term planning mechanisms to cope with the inherent uncertainties of climate change introduced, with a focus on managing flood risk
2. Namibian leadership and institutional frameworks to manage climate change risks and opportunities in an integrated manner strengthened, including a decentralised approach
3. Climate-resilient policies and measures in priority sectors implemented (flooding and settlement/ sanitation and health) and promoting community-based adaptation action
4. Financing options to meet national adaptation costs expanded at the local and national level and building on I & FF work ongoing
5. Knowledge on adjusting national development processes to fully incorporate climate change risks and opportunities generated and shared across all levels

**Executing Entity:**

**Implementing Agencies:**

UNDP

**Brief Description**

Namibia faces serious climate change risks, i.e. hotter climates, more arid conditions, and more frequent and extreme weather events (floods/droughts). Namibia has started to react to CC risks and a certain level of institutional and human capacities are in place. However, it is understood that the overall CC risk will be much higher in magnitude than currently planned for. Major investments into institutional and policy development will be required to meet these needs in future. A key concern to Namibia is that it is mostly the local communities that need to be better supported to develop adaptive capacities. The Government is committed to develop and implement measures that particularly reach out to rural people, but faces major challenges relating to linguistic/cultural diversity, vast distances, and the legacy of Apartheid which makes information sharing difficult. The proposed project addresses climate change risks under each of the five APP Global Project outputs, focusing on strengthening (1) adaptive long-term planning capacities, (2) institutional and human resource capacities, , focusing on the youth as change agent, (3) policies and measures, including through specific pilot activities assisting communities in developing community CCA Strategies and Action Plans and piloting responses to selected priority sectors (floods & settlements and sanitation & health). (4) A sustainable financing strategy ought to be developed, and (5) knowledge management activities will be implemented on national and international levels. Improved adaptive capacities will help Namibia to reduce expected economic and development losses that would occur without adaptation.

Programme Period:	2009-2011
Key Result Area (Strategic Plan)	E&E for SD
PIMS Number:	4314
Atlas Award ID:	00057940
Atlas Project ID:	00071760
Start date:	July 2009
End Date	December 2011
PAC Meeting Date	15 April 2009
Management Arrangements	NEX (national)

Total resources required	US\$ 2,980,000
Total allocated resources:	
• Regular	
• Other:	
○ Japan (exc. prep)	US\$ 2,980,000
○ Donor	_____
○ Government	_____
Unfunded budget:	
In-kind Contributions	_____

Agreed by (Government): National Planning Commission (NPC)

Agreed by (Executing Entity): Ministry of Environment and Tourism (MET/DEA)

Agreed by (UNDP):

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## LIST OF ACRONYMS

AAP	Africa Adaptation Programme	MHSS	Ministry of Health and Social Services
ADRR	Assistant Deputy Residence Representative	MLR	Ministry of Land and Resettlement
ALM	Adaptation Learning Mechanism	MME	Ministry of Mines and Energy
APR	Annual Performance Report	MoF	Ministry of Finance
AWP	Annual Work Plan	MRLGHRD	Ministry of Regional, Local Government, Housing and Rural Development
BAU	Business As Usual	MTI	Ministry of Trade and Industry
BCLME	Benguela Current Large Mammal Ecosystem programme	MWT	Ministry of Works and Transport
BDP/EEG	Bureau for Development Policy/Environment and Energy Group	NAMREP	Namibia Renewable Energy Programme
CBA	Community-Based Adaptation	NC	National Communication
CBIEIM	Community-Based Integrated Ecosystem Management	NCCC	National Climate Change Committee
CBNRM	Community-Based Natural Resource Management	NCCI	Namibia Chambers of Commerce and Industry
CC	Climate Change	NDP	National Development Plan
CCA	Climate Change Adaptation	NGOs	Non-Governmental Organisations
CDR	Combined Delivery Reports	NIED	Namibia Institute for Educational Development
CPAP	Country Programme Action Plan	NPC	National Planning Commission
CPD	Country Programme Document	OPM	Office of the Prime Minister
DEA	Directorate of Environmental Affairs	PCU	Project Coordination Unit
DFID	Department for International Development	PIR	Project Implementation Review
DRFN	Desert Research Foundation	PMU	Project Management Unit
EE	Environmental Education	PPP	Public Private Partnership
EoP	End of Project	PPR	Project Progress Report
DRMU	Disaster Risk Management Unit	PS	Permanent Secretary
DRR	Disaster Risk Reduction	QPR	Quarterly Progress Report
DWA	Directorate of Water Affairs	RC	Regional Council
EW	Early Warning	RTA	Regional Technical Advisor
EWS	Early Warning System	S&AP	Strategy & Action Plan
FACE	Fund Authorization and Certificate of Expenditures	SBAA	Standard Basic Assistance Agreement
FR	Financial Report	SGP	Small Grants Programme
FSP	Full Size Project	SNC	Second National Communication
GDP	Gross Domestic Product	SP	Strategic Plan
GEF	Global Environmental Facility	SPA	Strategic Priority for Adaptation
GHG	Green House Gases	SWOT	Strengths, Weakness, Opportunities and Threats
GIS	Geographic Information System	ToR	Terms of Reference
GMS	General Management Support	UN	United Nations
GTZ	German Technical Assistance Agency	UNDAF	United Nations Development Assistance Framework
HEWG	HIV/Aids and Environment Working Group	UNDP	United Nations Development Programme
IFF	Investment and Financial Flows	UNFCCC	United Nations Framework Convention on Climate Change
IIED	International Institute for Environmental Development	UNOPS	United Nations Office for Project Services
INC	Initial National Communication	WMO	World Meteorological Organization
ISO	International Organisation of Standards		
ISS	Implementation Support Services		
LULUCF	Land use, Land-use Change and Forestry		
M&E	Monitoring and Evaluation		
MAWF	Ministry of Agriculture, Water and Forestry		
MCA	Millennium Challenge Account		
MET	Ministry of Environment and Tourism		
MFMR	Ministry of Fisheries and Marine Resources		

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# I. SITUATION ANALYSIS

## 1. Problem and root causes

### *Climate change risk*

The climate change risk in Namibia indicates that overall a hotter climate is expected, leading to mostly more arid conditions. However, there may be strong regional variations and certain areas of the country will potentially benefit from more humid conditions. The growing seasons are expected to shift, with the onset of the rainy season changing. Overall an increase of extreme events, both floods and droughts, is predicted. Namibia's current climate is arid to semi-arid, with less than 5% of country considered to be dry sub-humid. Climatic conditions are highly variable, and uncertainty already inherent to Namibia's climate is expected to become more pronounced and difficult to manage considering the climate change (CC) risk. The past two years northern Namibia has been challenged by severe flood events, the most severe recorded in more than four decades. Naturally ecosystems and human management systems have adapted to the highly variable climatic conditions, however, CC impacts such as the recent flooding events are exceptional and hard to manage. The predicted future CC risk and associated impacts are expected to exacerbate the already difficult situation. Consequently, highly adaptive responses are needed and opportunities (such as e.g. rain water resources during floods) should be exploited.

### *CC Vulnerabilities and Baseline Situation*

A wide range of sectors are vulnerable to CC, esp. Water, Agriculture, LULUCF (as interpreted in Namibia integrates all key production systems, namely (1) Agriculture, including crops and livestock, (2) Forestry, (3) Fisheries (inland), (4) Tourism, (5) Wildlife, and (6) underlying Ecosystem Services, see Zeidler, 2008), Health, Disaster (incl. infrastructure, settlements and habitation, migration), and Coastal Zone. An economic study conducted by Reid et al. (2007) suggests that over 20 years, annual losses to the Namibia economy could be 1% to 6% of GDP due to the impacts that climate change will have on its natural resources alone. This means annual losses to the Namibian economy between US\$ 70 million to US\$ 200 million if no action to adapt to CC is taken. Broken down to the individual natural resource based sectors, crop and cereal production currently contributing together some 1.5% of GDP would decrease 10 to 20% due to climate change, traditional agriculture also contributing 1.5% of GDP would decline by 40 to 80%. Livestock production with a current GDP contribution of 4% may decrease by 20 to 50%. Fishing, currently contributing 6% to GDP, is predicted to potentially range from a 30% increase to a 50% decrease, whilst for tourism with its current direct contribution to GDP of 2.3% no clear changes have been identified.

Amongst the population major vulnerability occurs amongst the rural communities and the poor throughout the county. There is a need to mobilize and support the most vulnerable - the rural living people, small-scale and commercial farmers, communities throughout the country, poor and vulnerable people living under difficult circumstances e.g. in shanty areas of settlements and towns to be able to deal with CC. Women are not usually considered as a key target group, although they have been identified to be particularly vulnerable, including to CC. Currently the adaptive capacities amongst vulnerable groups are considered to be very low. A key vulnerability to Namibia is that service provision and implementation of measures on a national scale remains a major challenge, and outreach to the most vulnerable people is often prohibitively expensive. Low population densities, long distances and costly per capita infrastructure and logistics investments pose major vulnerabilities to the country.

### *Sector specific CCA needs*

Whilst various pilot projects on sectors such as agriculture, water, health, a.o. have been implemented already or are underway, i.e. as part of Namibia's Second National Communication (SNC), a pilot project funded under the Special Priority for Adaptation (SPA) fund of the GEF, ongoing work on Investment and Financial Flows (IFF), and ongoing Disaster Risk Management, no systematic work has been undertaken in terms of addressing (i) flood risk incl. long-term settlement planning, and (ii) sanitation (both in terms of flooding as well as in terms of suitability of systems under given and future CC and socio-environmental contexts).

Flooding and settlements: Throughout Namibia in recent years extreme rainfall events have led to major flooding in northern and southern parts of Namibia. The Oshanas, in the NC region of Namibia were flooded in 2008 and again in 2009, whilst the Zambezi river and the entire Kavango, Chobe-Linyatti and Zambezi areas are challenged by flood events almost on an annual basis, even if to differing extents; the residents of Mariental in southern/central Namibia, as well as residents in Windhoek had to deal with major losses in years where ephemeral rivers have washed away entire housing units, and left flood damage to many more; people in informal settlements are particularly affected; little work has been done to address planning, development of guidelines, enforcement of regulation as well as awareness raising addressing the problems. There are gender specific considerations that should be made when addressing settlement

issues in flood prone areas, which should be examined in detail. Future CC risks will potentially worsen and exacerbate the problem.

Sanitation and health: Appropriate sanitation systems are important to manage health risks throughout the country. Whilst poorly planned sanitation in e.g. flood situations can lead to the spread of water-borne diseases such as Cholera, as already observed as a major challenge elsewhere in the sub-region (e.g. Zimbabwe, Mozambique, South Africa), the installation of appropriate technologies is critical also esp. in arid areas, with expected worsening trends in terms of water availability. It is already observed in certain areas in Namibia (e.g. Karasburg), that previously installed water-based flush toilets cannot be maintained due to water stress. The established municipal sanitation system, geared towards water-based flush systems, has collapsed and now poses a major health threat. Sanitation and health issues are believed to be gender specific to some extent, thus require a gender sensitive analysis and planning.

#### *Insufficient institutional, individual and systemic capacities*

CC risk and opportunities are only just being recognized in Namibia, and some interesting and progressive steps have been taken to pilot approaches to CCA and address institutional, individual and systematic issues relating to the national development agenda (see Annex 5). However, it is observed that currently much of the CC and CCA planning and implementation is mainly reactive in nature, as the individual and institutional capacities to undertake systematic CCA planning is currently limited. This also rings true for developing a national financial approach to CCA, which would provide for the required CCA investments that need to be leveraged for sustainable development in the future. Gender considerations are missing to date in all existing CCA interventions.

Although a major consideration in National Development Plan (NDP) 3 and the Ministry of Environment and Tourism (MET) Strategic Plan (SP), CC and CCA lacks the national level strategic coverage and thinking required to address the challenges. Sectoral policies have not been analysed assessing if they are climate change proof or not, and no systematic knowledge exists to what extent existing policies would exacerbate vulnerability to CC and encourage mal-adaptation. Although through the SNC process a foundation for developing a long-term CC and CCA policy, this work has been limited in terms of sector coverage as well as participation. No data is currently available on IFF to the various sectors.

#### **Building ongoing CCA work in Namibia**

A diversity of CCA related work is ongoing in Namibia (see Annex 5). For example, Namibia implements a UNDP led GEF SPA pilot project in Omusati region, promoting the use of climate resilient crops and livestock in northern Namibia. Further, Namibia is implementing a Community-Based Adaptation (CBA) programme based on the countries' CBA policy. Namibia is benefiting from UNDP support to establishing CC related Investment and Financial Flows (I & FF), and is currently preparing Namibia's Second National Communication to the UNFCCC. UNDP Namibia is working with the Government of Namibia in strengthening the countries responses to disaster and has been guiding the development of the new Disaster Risk Management Policy. This framework project is based on lessons learnt and best practices piloted in these projects, promoting up-scaling of approaches that have proven to work. It makes clear linkages to ongoing work, and integrates such projects to contribute to the building of the country approach to CCA.

## **2. Proposed response**

To address the identified problems and root causes underling the CC and CCA problematic in Namibia, a suite of proposed responses should be implemented. Adaptation alternative scenarios include the following:

### ***Output 1: Dynamic, long-term planning mechanisms to cope with the inherent uncertainties of climate change introduced, with a focus on managing flood risk.***

*Who will be targeted?:* Line ministries incl. i.e. Ministry of Agriculture, Water and Forestry (MAWF), Ministry of Fisheries and Marine Resources (MFMR), Ministry of Works and Transport (MWT), Ministry of Health and Social Services (MHSS).

*What will be done?:* Under this output, the project would allocate resources to each major affected ministry to conduct policy research on CC risk related to the sectors within its mandate and through this analysis propose adaptation options and changes in relevant policies required. (The project will then communicate the policy recommendations/study findings via national coordinating process (see Output 2), and raise awareness about CC risks and opportunities.

*How will it progress adaptation?:* An important component of the awareness-raising will be the development of planning tools for assessing climate change risks and adaptation options at different levels (e.g. communities, regional governance systems and service providers, national level policy and decision-

makers) and integrate into routine policy-making. A suite of governmental and non-governmental stakeholders and institutions will be involved.

***Output 2: Namibian leadership and institutional frameworks to manage CC risks and opportunities strengthened, including a decentralised approach***

*Who will be targeted?* National government, Regional government, Communities – Youth.

*What will be done?* Under this output, the project would identify future CCA management needs in Namibia. It would then develop models for enhancing institutional framework to address these needs based on best-available information, particularly learning from the already existing multi-stakeholder National Climate Change Committee (NCCC). It would improve the existing NCCC model, by:

- strategic planning of NCCC roles, mandates, and responsibilities, or induce a complete reform and new approach if required;
- A key component of this output will be assistance to decentralise CCA management and assist in developing regionalised approaches to CCA, establishing regional CCA management hubs (regional NCCCs) through the Regional Councils and with relevant Municipalities.
- The project would also strengthen national level CCA management structure within Government. Currently the Ministry of Environment and Tourism houses a CC Unit, which is largely tasked with the coordination of CC activities in Namibia as well as with international negotiations on the topic. It is clear that this unit needs to be enlarged and strengthened to effectively deal with the increasing CCA responsibilities and needs of the country.

During the project duration the most appropriate future institutional arrangement will be sought, within MET or elsewhere. There is an opportunity to fully integrate staff requirements within the MET through the ongoing MET skills audit and restructuring process. The project would continue to enhance awareness, understanding, and capacity to manage CC at top decision maker's levels. It will strengthen individual capacity needs at technical and management levels via general management training incorporated into specific CCA-relevant training.

Finally, under this output the project would develop a dedicated youth programme that conceptualises the youth as future decision makers as well as development agents in their current communities. The youth programme would use build on already tested EE models applied in Namibia (i.e. using schools as information hubs for rural development) and would work in close collaboration with the Ministry of Education and the Namibian Institute for Educational Development (NIED).

*How will it progress adaptation?* Strengthened leadership and commitment in Government; developing champions for change; more effective integrated policy development and coordination; greater technical capacity to manage adaptation policy processes and develop adaptation interventions; developing champions and pressure for change among Namibia's next generation of leaders and managers.

***Output 3: CC proof national and sectoral policies; design, test and implement priority CCA measures, (flooding and settlement/ sanitation and health) and promote community-based adaptation action.***

*Who will be targeted?:* Regional Councils and Municipalities, as well as line Ministries such as the Ministry of Lands and Resettlement (MLR), the Ministry of Health and Social Services (MHSS) and the Ministry of Works and Transport (MWT); extension services, community organisations.

*What will be done?* Under this output, the project would build on a strategic policy framework analysis already undertaken as part of the SNC (sector reviews and national policy process), and support implementation of climate resilient policies. A medium to longer-term policy development strategy would be generated, building on existing coping mechanisms and best practices, and implementation. (This will require a rigorous review of existing experiences, addressed in output 1.)

Following on from the diagnostic work and options analysis in Output 1, the project would assist in developing and implementing CC proof investment plans for large infrastructure developments, and set incentives for continued investments. This output focuses on the newly implemented Disaster Preparedness Policy, generating evidence of what works to reduce climate-related vulnerabilities.

The project will place major effort in community mobilization, and implement specific and targeted outreach through nation-wide application of tested community CCA toolkit from Omusati pilot project (GEF), adapted to specific regional contexts. The project would promote, for example, Community-based Natural Resource Management (CBNRM) and Community-based Integrated Ecosystem Management (CBIEM) as critical

adaptation tools and work through government extension services and existing support organisations for effective outreach.

Next, the project would design and put into place two dedicated pilot projects that address flood & settlement and sanitation & health issues as they relate to CC risk and opportunities, as these issues have so far not received any focused attention. The project will upscale lessons learnt from these pilots into the national CCA context.

*How will it progress adaptation?* Developing long-term planning frameworks for adaptation, adjusting investment plans; strengthening Disaster Preparedness policy, encouraging greater community support for climate change adaptation; establishing demonstration activities on adaptation to reduce climate change damages due to floods and health effects.

***Output 4: Financing options to meet national adaptation costs expanded at the local and national level, building on ongoing I & FF work.***

*Who will be targeted?* Work under this output would be primarily carried out under the Ministry of Finance and the National Planning Commission in the Office of the President; Communities.

*What will be done?* Following on from the diagnostic work and options analysis in Output 1, the project would determine the potential for fiscal and regulatory instruments to provide incentives for CCA. The project would develop a financing strategy that takes into account the potential for the private sector (e.g., mining, farmers, tourism, fisheries) to finance adaptation and identify how national budgets would need to change. The expected income from international adaptation funds (in particular the Adaptation Fund) and revenues from environmental payment mechanisms such as carbon sequestration credits are initially identified sources of funds.

The project would assist government to coordinate donors on this issue and assist them to integrate donor financing into their CC management platform (see Output 2). Gender sensitive budgeting and financing will be considered as a matter of priority.

Further, the project would focus on community-level financing of CCA, and expand the Community-based Adaptation (CBA) concept including through the establishment of a sustainable financing mechanism. Overall the project would promote microfinance opportunities, which should be CC risk-proofed (even if market/demand driven).

*How will adaptation be progressed?* Adaptation will cost money and will need to be paid for. Options for financing adaptation will be explored and pulled together into a financing strategy for Namibia. The exercise should provide more weight to changes needed in fiscal and regulatory frameworks to support adaptation, in particular when compared to expected climate change damages. The small scale grants mechanism has proved successful in developing community resilience, and should therefore be expanded. Adaptation learning will be generated and fed into adaptation policy development.

***Output 5: Knowledge on adjusting national development processes to fully incorporate climate change risks and opportunities generated and shared across all levels.***

*Who will be targeted?* Policy makers, communities; international community.

*What will be done?* At the country level, the project will focus on information sharing. It will develop and implement an innovative strategy to reach the community level using for example radio, exchange visits, conferences. It is important to ensure that information stemming from research and studies, amongst other generated under this project, are communicated in a policy-relevant context and manner. This project thus integrates this as part of its communication strategy. Overall for Namibia the project will develop a dedicated web portal (e.g. at MET or independently). On the international level, the project would be reporting through APP programme. The web portal would also reach an international audience, and relevant interactions would occur at international conferences and other events. Investments into knowledge sharing will make major contributions to reducing the economic and development losses envisioned under a Business As Usual (BAU) scenario, by better preparing countries, institutions and individuals to CC challenges. This component will also link to the UNDP Adaptation Learning Mechanism (ALM), contribute to its content, community of practitioners and promote its use within Namibia.

*How will it progress adaptation?* The project will generate learning on adaptation. The most important of these questions include: identifying feasible and replicable adaptation options, assessing the costs and benefits of adaptation, finding ways to ensure financial sustainability, sequencing of adaptation measures, exploring the catalytic role of public policy and financing.



*Inception phase:* The implementation arrangements for the project will be multi-stakeholder in nature, coordinated by MET. During a three months inception phase explicit partnership and performance contracts will be drawn up, which will i.e. make available funds for relevant line ministries to conduct CC risk and vulnerability analysis, develop CC resilient sector policies and implement such.

### **3. Barriers to proposed response**

In the ideal world, governments, the private sector and communities would be informed about climate change and would have information on the likely and forecasted impacts to economic sectors and livelihoods. They would have information on alternative approaches and technologies to increase resilience. They would have the knowledge to identify, develop and implement new measures, technologies, and strategies. Where necessary, all would have access to finance, to information and to appropriate technical support. In this vision, citizens and companies would be enabled and empowered to anticipate and react to climate change and climate variability. Government would anticipate and be able to respond to climate risks, and the private sector would be dynamic and flexible enough to respond to anticipated and realised changes. Information flows appropriate to stakeholder needs would facilitate timely decision-making by all affected parties.

In Namibia, a number of barriers, particularly at the Government level, impede progress towards this vision.

Firstly, government's management responses are often static and inflexible/non-responsive and can be poorly informed. Management directives esp. in the public service are often inflexible and established bureaucracies can serve to slow down the needed adaptive responses. A strong and regularly updated basis of information has not yet been systematically integrated into Namibia's decision making processes. Efforts to link national planning to indicators are still in infancy.

Secondly, there is limited human resource capacity available to implement the proposed response. Once established institutions quickly develop into "stiff structures" so the project would need to ensure that new impetus is given to CC management structures. There is evident demand for dedicated training and awareness programmes, incl. for decision-makers.

Thirdly, Namibia's history of Apartheid has left a legacy of distrust and unwillingness to share information that may advantage other groups or individuals. Compared to other middle-income countries, there is still limited accessibility and analytical processing of information. Since the vulnerable population's development has only become a priority in the past twenty years (competing with a host of post-Independence development pressures), information on rural coping mechanism, best practices, and so forth has not well documented, analysed and shared. Due to entrenched differences (including language) among groups, there is still limited in country communication and info sharing mechanism and platforms on key topics of relevance.

Finally, HIV/Aids prevalence in Namibia is said to be as high as 40% amongst the adult population in some regions, for example in the Caprivi region. Although the Government of Namibia is rolling out a successful ARV programme, the effects of HIV/Aids on the population and on projects are huge. Staff absenteeism, responsibilities like tending after the sick, financial burdens, loss of household help, and other effects are amongst the impacts on daily livelihoods. HIV/AIDS may affect the project in two ways: (a) project staff and collaborators may be affected either through personal illness or responsibilities towards family members, and (b) project beneficiaries, in this AAP these are mainly rural communities, have to deal with the impacts of HIV/Aids and this has to be taken into consideration in project planning and implementation. Succession planning and broader based capacity building initiatives are needed to ensure that project interventions are sustainable, and efforts are not lost to the disease. In the project design, this needs to be taken into consideration when planning training activities, setting up management structures and planning community outreach CCA interventions.

These barriers are addressed in the Risk Log in Annex 1.

### **4. Underlying principles**

During the planning processes of the AAP country projects elsewhere in Africa, it was found that it was helpful to formulate underlying principles for the strategy of country projects and especially in view of project implementation. The following principles will underlie the project strategy of Namibia, formulated in the following section, and need to be adhered to during implementation.

1. Financial responsibility builds ownership in the AAP: resources should be given to Ministries impacted by climate change to develop impacts and options analysis for CCA (financial resources will be distributed in line with the selected project execution mechanisms, in Namibia a NEX arrangement).
2. The Adaptation team in the MET/DEA Climate Change Unit provides following key functions: i) standard setting (i.e. helping Ministries develop the ToRs for the work); ii) conveners of Ministries and multi-stakeholder platform (i.e. bringing stakeholders incl. ministries together to understand cross-sectoral linkages and implications for policy); iii) synthesizing information from sectoral studies, pilot projects and feeding such information back into multi-stakeholder processes; iv) coordinating the knowledge management component; v) providing or soliciting technical advice, as needed for the implementation of the various project components; vi) project M&E and reporting.
3. Economic evidence is the foundation for the programme (i.e. what will adaptation cost; how will it be paid for e.g. fiscal and regulatory instruments; changes in national budgets, other), as will be addressed through targeted project activities as laid out in output 4.
4. Demonstration activities should be geared towards generating adaptation learning, with a policy relevant focus, and be catalytic to enable replication. Lessons learnt from ongoing CCA pilot interventions shall be integrated into the AAP and will contribute to build the national adaptation knowledge base. Demonstration projects can be implemented by a wide range of partners, and should include community-based organization (CBOs), NGOs and other private and public sector partners. In Namibia local communities are the key beneficiaries of the project intervention.
5. Technical expertise/competency should be built within civil services, rather than relying on consultants to do the work. Where outside expertise is required, strong mechanisms for internalization of knowledge generated must be put into place. Skills need to be transferred into the Ministries through training and knowledge sharing. It is important that any consultant facilitated work will be adopted within the commissioning entity and partner institutions, including also the private sector. The use of multi-stakeholder briefings and trainings is promoted.

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## II. STRATEGY

Although climate change and especially adaptation are not yet integral parts of the current UNDAF and CPD, the planned interventions directly address UNDAF Outcome 2 “Livelihoods and food security improved”. Without adaptation the intended UNDAF outcome cannot be achieved. Outputs under outcome 2 include (i) improved income earning, agricultural productivity and access to food, (ii) strengthened sustainable land and water management and (iii) strengthened national/regional capacities for emergency management. The planned AAP Namibia Project design will formulate Activity Results that will directly contribute to attaining these outputs. The more recent UNDP Strategic Plan has been amended to include a stronger climate change and adaptation focus. The new UNDAF which will be prepared in the year 2010 will directly address the priorities of Namibia’s 3<sup>rd</sup> National Development Plan (NDP3), drafted in 2007 and finalised in 2008, which entails country priorities pertaining to CC and CCA in particular. It can thus be assumed that CCA will be mainstreamed throughout all UN – country strategies and agreements, a process that should be facilitated through the AAP Namibia project, vis-à-vis the climate proofing of national and sectoral policy. Building on the overall development framework of Namibia, the project design for this project is detailed in the following.

The project objective is “Namibia has the institutional, individual and systemic capacity to address climate change risks and opportunities through a national approach to adaptation”.

### 1. Outputs and activity results

#### **Output 1: Dynamic, long-term planning mechanisms to cope with the inherent uncertainties of climate change introduced, with a focus on managing flood risk**

**ACTIVITY RESULT 1:** *Critical information for improved and climate resilient decision-making generated and applied by National stakeholders*

#### **Actions:**

- Undertake inventory of existing national capacities i.e. in terms of climate risk/opportunity, management of adaptation options

- Allocate resources to each affected ministry to conduct policy research on CC risk to each relevant sector within its mandate (e.g., MET would commission analysis of national parks, wildlife, tourism) and adaptation options and policy changes needed.
- Supplement with inventory of other such capacities in Africa and elsewhere in the World (tap on existing inventories e.g. from DFID process, WMO) to ensure cutting edge analysis
- Determine long-term adaptation needs and way forward for appropriate policy framework, as appropriate
- Based on reviews apply existing guidelines and/or develop well tailored planning tools for assessing climate change risks and adaptation options at different levels (e.g. communities, regional governance systems and service providers, national level policy and decision-makers) and integrate into routine policy-making, i.e. guidelines for CCA mainstreaming into NDP 4 (see Output 3)
- Design relevant and well tailored information packages for decision makers and develop dissemination and outreach strategy
- Provide targeted awareness raising and training events, potentially with international expertise, for relevant more technical target groups
- Formulate a capacity development plan for nation-wide capacities (see above) and assist selected institutions with strengthening their information provider status

**Indicator 1:** *Number of Namibian institutions providing/generating/processing relevant climate risk information for use application (Sustainability)*

**Indicator 2:** *Number of institutions using climate change risk assessments as part of the planning process (Coverage)*

**ACTIVITY RESULT 2:** *Technical capacities for CC and CCA adaptive planning and management increased, with specific actions on contingency planning for flood and drought events*

**Actions:**

- Develop specific training packages that interprets CC and CCA actions in the context of uncertainty, including tools for planning that cater for such uncertainty and integrate elements of adaptive planning and management for various stakeholder groups (local level resource managers, middle management, high level decision makers), incl. on project management
- Apply tools as part of specific outreach activities (see e.g. output 3, communities and youth)
- Implement training-of-trainers packages through suite of target group-specific training events
- Support multi-stakeholder responses, and bring together Disaster Risk Management (humanitarian) and adaptation (development) practitioners to plan and implement joint measures

**Indicator 1:** *Number of participants trained in adaptive planning and management (Sustainability)*

**Indicator 2:** *Number of contingency plans developed in context of project (Coverage)*

**ACTIVITY RESULTS 3:** *CCA related drought and flood risks assessed and contingency measures in place*

**Actions:**

- Develop GIS-based risk assessment tools, incl. a flood risk maps, for Namibia, based on already existing ones (e.g. Namibia Information System of NPC)
- Mainstream information basis into decision-making through a toolkit circulated to relevant institutions and promotion of the toolkit
- Undertake specific gender vulnerability assessment, and address finding in future programming of flood responses
- Establish relevant EWS and institutions/information centres in high risk areas and operationalize for incorporation into ongoing government services (e.g. information centres in Ongwediva, Katima Mulilo, Mariental), with MAWF esp. DWA and DRMU at OPM, and regional authorities and municipalities
- Contribute to building institutional (infrastructural, financial, human resources) capacity of centres; ensure centres have sufficient infrastructural, financial and human resource capacity to carry on within ongoing government services

**Indicator 1:** *Budget allocated to operate information centres (Sustainability)*

**Indicator 2:** *Number of information centres operational (Coverage)*

## **Output 2: Namibian leadership and institutional frameworks to manage CC risks and opportunities strengthened, including a decentralised approach**

**ACTIVITY RESULT 1:** *Strengthened, and if necessary reformed, national and regional multi-stakeholder CC coordination platform*

### **Actions:**

- Undertake assessment of current NCCC; establish SWOT and develop strategy for best CC coordination platform based on lessons learnt
- Strengthen and potentially redesign a dedicated unit within Government to coordinate national climate change strategic activities and mainstream CC into national policy and planning frameworks
- Undertake SWOT analysis to strategize where such a unit be best situated, incl. considerations of the ongoing MET restructuring process and in consultations with government and other stakeholders
- Develop CC platform's vision, mandate, roles, responsibilities, as well as operational modalities, incl. sustainable financing mechanism, and membership based on Namibian CC risk and opportunities needs or establish relevant new entity
- Operationalise "renewed" CC coordination entity with online/dynamic information sharing hub (Output 5 AR 1) and regular (e.g. annual) CC/CCA forum instituted
- Develop relevant models for regional mechanisms for each of Namibia's 13 political regions, based on NCCC experiences and other existing regional networks and experiences including the Participatory Poverty Assessments and Community Conversations
- In consultation with stakeholders set-up regional platforms based within an existing organisation and support operations of these regional platforms
- Assist regional platforms to develop workplans with a strong focus on outreach and community action
- Include M&E plan, and lay foundation for long-term adaptive planning/re-shaping of platform
- Mainstream HIV/Aids; develop model based on national level HEWG experience and pilot initiatives elsewhere

**Indicator 1:** *Dedicated national CCA coordination unit established within central government, that successfully facilitates coordination of national CCA framework (Impact)*

**Indicator 2:** *Effective multi-stakeholder CC coordination platform operational (Sustainability/Impact)*

**Indicator 3:** *Number of regional multi-stakeholder CC coordination platforms operational (Replicability/Coverage)*

**ACTIVITY RESULT 2:** *Strengthened leadership and technical capacities of national government and service providers (e.g. CBNRM support organisations, conservancies, CBOs) at national, regional and local level to assist communities in addressing climate change risks and opportunities*

### **Actions:**

- Support staff capacity development within the CC unit to effectively and professionally coordinate Namibia's CC and CCA needs, responses and new opportunities derived from the international carbon market
- Specifically support MET, and to a lesser extent MAWF and NPC's, CCA capacity, incl. through training of staff, financial support to staffing with a view of integrating staff into government services at end of project; equipment of office

**Indicator 1:** *Number of Ministries and other institutions working actively within the CC framework (Coverage)*

**ACTIVITY RESULT 3:** *Youth action programme implemented that enhances overall community outreach on adaptation action – on a pilot basis*

### **Actions:**

- Develop concept of youth as a nucleus of development action and change agents throughout Namibia's society
- Address gender aspects of youth in programming
- Implement youth action concept on a pilot basis; establish as learning experience and document lessons learnt for potential up-scaling (link to Output 5)
- Hold Namibian CC Youth Conference and other targeted youth activities
- Include M&E plan for youth action programme; establish baseline of awareness
- Support scholarship or award for Greening the Campus (tangible on-campus demonstration projects) efforts linked to CC and CCA

- Strengthen community outreach element e.g. through the Big Issue, Facebook, Twitter, Warehouse Theatre, Gazza, other youth-relevant platforms; *Link to output 3 AR 2*

**Indicator 1:** *Number of CCA youth actions implemented per region (Coverage)*

**Indicator 2:** *Change in % of youth that are/feel that they are knowledgeable about CC and CCA (Impact)*

**Indicator 3:** *Number of other people from the public informed through youth action programme (Impact)*

### **Output 3: Climate-resilient policies and measures implemented in priority sectors (flooding and settlement/ sanitation and health) and promoting community-based adaptation action**

**ACTIVITY RESULT 1:** *National CCA framework for priority adaptation action at the national, regional and local level in place*

**Actions:**

- Following from the diagnostic work and options analysis in Output 1, assist in developing and implementing CC proof investment plans for large infrastructure developments; set appropriate incentives for continued investments
- Building on development of CCA policy framework under Namibia's SNC, add and integrate public participation (incl. local and regional level) element into fully blown CCA policy development phase under AAP
- Place specific focus on gender sensitive planning and implementation
- Monitor and support implementation of newly established "Disaster Preparation Policy"; CCA M&E should be fitted to interventions supported under the DRR policy to generate adaptation learning
- Undertake comprehensive policy review, following the Dewdney (1994) example for desertification, identifying CC risks and opportunities in sectoral and national policies; link to output 1 AR 1, as relevant
- Develop and implement tools and instruments to CC proof sectoral and national policies, such as policy briefs, targeted policy support, toolkits for decision-makers, Parliamentary briefings, breakfast meetings, etc
- Develop NDP 4 CCA mainstreaming guidelines; link to Medium Term Expenditure Frameworks (MTEF) (Output 4 AR 1)

**Indicator 1:** *Long-term CCA planning framework in place and acted upon (Impact)*

**Indicator 2:** *Comprehensive policy review guides which policies need to be CC proofed, and how to (Impact)*

**Indicator 3:** *Policy-makers reached through CC related policy tools (including events)*

**ACTIVITY RESULT 2:** *Mechanisms and approaches for nation-wide community planning and outreach for adaptation in place, including through regionalisation of CCA Toolkits (developed and tested in Omusati region)*

**Actions:**

- Develop regional community CCA Toolkits for up to 12 additional regions in Namibia, based on those produced by the UNDP GEF/SPA pilot project in Omusati region/Namibia, in a gender sensitive manner
- Develop roll-out and dissemination plans for toolkits and integrating local level knowledge and addressing local level information needs; link e.g. to Output 1 AR 1, and Output 2, AR 2
- Implementation of these regional toolkits through key service providers
- Develop sustainable financing mechanism (see also output 4), based on Community-based Adaptation (CBA) experience in Namibia
- Support implementation of CCA Strategies through financial and technical support
- Include M&E plan for community outreach activities and incorporate in knowledge management component (Output 5)
- Engage additional service providers who will assist with toolkit application and CCA community outreach per se (e.g. CBNRM support organisations, conservancies, farmers union)
- Organise peer learning events, e.g., site visits by other communities

**Indicator 1:** *Number of regional toolkits (Coverage/Replicability)*

**Indicator 2:** *Number of community CCA Strategies & Action Plans funded through CBA fund (Impact)*

**ACTIVITY RESULT 3:** *Capacity to effectively address selected sector issues developed (on a pilot basis - priorities floods and settlements & sanitation and health)*

**Actions:**

- Developed at least two pilot initiatives piloting approaches to (i) floods and settlements & (ii) sanitation and health, particularly addressing gender sensitivity
- Floods & settlements:
  - From documentation of 2008 and 2009 flooding events and previous incidents, draw lessons learnt on existing coping mechanism, successes and failures in responses and draw up concept for relevant long-term CCA planning and measures
  - Especially incorporate gender sensitive planning and programming; the impact of floods and associated settlement and resettlement policies and measures are likely to have gender specific impacts, which should be addressed through gender specific CCA measures
  - On a pilot basis implement and test such measures; document, communicate and upscale as requested/needed
- Sanitation & health:
  - Develop concept note for pilot project; build on relevant examples e.g. from Karas region, where CC-incompatible technological sanitation options are being implemented, leading to maladaptive measures
  - Include gender sensitive planning and programming in relation to pilot study as sanitation and health are engendered sectors
  - Implement targeted pilot project that generates important first information on this CC issue
  - Develop and implement information dissemination and awareness raising activities (including awareness film) pertaining to sectors not yet fully aware of their vulnerability to CC
- Include M&E component and up-scaling plan; link to Output 5

**Indicator 1:** % increase of municipalities in flood risk areas that have CC proofed settlement policies in place (Impact)

**Indicator 2:** % change of investments into appropriate sanitation systems (Impact)

#### **Output 4: Financing options to meet national adaptation costs expanded at the local and national levels<sup>1</sup>, building on ongoing I & FF work**

**ACTIVITY RESULT 1:** Strengthened financial development framework on CC risks and opportunities established in Namibia

**Actions:**

- Integrate the results of policy research conducted under Output 1 Activity Result 1, together with other available research such as the Investment and Financial Flows (IFF) analysis into an assessment of the potential for fiscal and regulatory instruments to provide incentives for CCA
- Develop financing strategy that takes into account the potential for the private sector (e.g., mining, farmers, tourism, fisheries) to finance adaptation, how national budgets would need to change; the expected income from international adaptation funds (in particular the Adaptation Fund) and revenues from environmental payment mechanisms such as carbon sequestration credits.
- Establish competent authority to deal with financing and investment questions (e.g. Ministry of Finance, National Planning Commission, strong MET-based unit, e.g. economics unit)
- Through application of NDP 4 CCA mainstreaming guidelines facilitate inclusion of CCA financial needs into MTEF (Output 3 AR 1); ensure leveraging of appropriate sector investments

**Indicator 1:** % change of amount of financial resources allocated to dealing with CC risks and opportunities country-wide (Impact)

**Indicator 2:** % change of number of innovative market-based, fiscal and financial instruments designed and tested taking into account gender issues and concerns of the marginalised (Sustainability/Coverage)

**ACTIVITY RESULT 2:** Sustainable CBA financing in place for meaningful community actions throughout Namibia

**Actions:**

- Review current CBA pilot initiative in Namibia for sustainability of results of interventions through small-grants programme (esp. SGP)
- Link to CCA community toolkits which aide communities in developing local level, community CCA strategies and action plans, and priority interventions
- Develop concept of long-term financing mechanism incl. though endowment fund, and mainstreaming CC as key risk and opportunity to microfinance; assessment of options
- Establish study on CC risk and opportunities to microfinance in Namibia

<sup>1</sup> Analysis of climate change financing mechanisms to facilitate gender responsive climate change investment financing.

- Contribute financial resources to piloting CBA type of support to communities implementing CCA toolkits

**Indicator 1:** Amount of financial resources allocated to implementation of community CCA Strategies and Action Plans (through CBA) (Impact)

**Indicator 2:** Number of community level projects that demonstrate tangible CCA benefits (Impact/Coverage)

### **Output 5: Knowledge on adjusting national development processes to fully incorporate climate change risks and opportunities generated and shared across all levels**<sup>2</sup>

**ACTIVITY RESULT 1:** Key stakeholders document, disseminate, and influence policy and programmatic responses for adaptation in priority sectors, nation-wide and internationally

#### **Actions:**

- Develop an M & E framework which includes the key CCA policy questions that will be investigated e.g., costs of expected CC impacts, benefits of CCA, etc.
- Document case and pilot approaches on CCA systematically and in an accessible format, e.g., online portal (below), annual magazine (in Output 2 AR 2)
- Focus on the communication of relevant research and study information into policy relevant content and language
- Effectively synthesize case studies, and draw out lessons learnt and best practices for wider application; link to UNDP Adaptation Learning Mechanism (ALM)
- Design, set up and develop mechanism for sustainable maintenance of web-based knowledge platform (web portal)
- Contribute to national and international community of practitioners through peer reviewed paper contributions, attendance and presentation at meetings and conferences and other such platforms in Namibia, the region and internationally
- Set up bi-annual conference event on CC in Namibia (different themes each year, e.g. linked initially to the youth conference)
- Use toolkit for cross-learning
- Communicate findings of all Activity Results via national coordinating process (see Output 2);
- In relation to AR 1, raise awareness about CC risks and opportunities through other mechanisms described throughout

**Indicator 1:** Data on costs and benefits of adaptation (Impact/Coverage)

**Indicator 2:** % change of frequency of CCA web portal usage (Impact/Coverage)

**Indicator 3:** Number of Namibian lessons learnt and innovations replicated elsewhere in Africa (through AAP partner and adaptation learning network) (Replicability)

### **Inception phase of project to determine project implementation arrangements**

A variety of Activity Results can only be achieved with the direct involvement of sector ministries. To create ownership and buy-in and give these Ministries a stake financial resources for project activity implementation will be made directly available to them. During a three months inception phase explicit partnership and performance contracts will be drawn up, which will i.e. make available funds for relevant line ministries to conduct CC risk and vulnerability analysis, develop CC resilient sector policies and implement such.

### **Comparative advantage**

UNDP has a strong capacity building and policy development focus in all its operations. The AAP Namibia project formulates priorities pertaining exactly to these institutional focal areas. In Namibia UNDP has a strong environmental portfolio, and, together with the international component of the AAP can provide relevant technical guidance to the project implementation. Through its strong partnership approach, UNDP can leverage additional support and collaboration with other development partners, esp. within the UN family. Additionally, through a strong Country Office, project management can be supported, i.e. through competent and efficient project assurance.

<sup>2</sup> To the extent possible, all knowledge products should show strive to impact of, and challenges facing women and indigenous communities in managing climate change risks

### III. RESULTS AND RESOURCES FRAMEWORK

#### Intended Outcome as stated in the Country Programme Results and Resource Framework:

**UNDAF:** Outcome 2: Livelihoods and food security improved

*Provisional Corporate Outcome1: Strengthened capacity of local institutions to manage the environment and expand environment and energy services, especially to the poor*

*Provisional Corporate Outcome2: Strengthened national capacities to mainstream environment and energy concerns into national development plans and implementation systems*

#### Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:

**Applicable Key Result Area (from 2008-11 Strategic Plan):** Promote climate change adaptation

#### Partnership Strategy

**Project title and ATLAS IDS:** NAM Africa Adaptation Project- Building a National Approach to CCA (Proposal ID: 00057940; Project ID: 00071760)

**Applicable Key Result Area (from 2008-11 Strategic Plan):** Promote climate change adaptation

INTENDED OUTPUTS	OUTPUT TARGETS	INDICATIVE ACTIVITIES	MEANS OF VERIFICATION			RESPONSIBLE PARTIES	INPUTS
			Activity results level				
			Quality indicator	Quality methods	Assessment time		
<p><b>Output 1:</b> <i>Dynamic, long-term planning mechanisms to cope with the inherent uncertainties of climate change introduced, with focus on managing flood risk</i></p> <p><u>Indicators:</u> I1: Namibia has long-term planning mechanism to manage the uncertainties of climate change I2: Namibia has conducted long term planning exercises to manage climate change</p> <p><u>Baseline:</u> I1: Existing country mechanisms do not incorporate climate change uncertainties I2: Namibia has not conducted</p>	<p>Targets (2010)</p> <ul style="list-style-type: none"> <li>- Have established inventory of existing capacities</li> <li>- Have developed tools for long-term and adaptive planning</li> </ul> <p>Targets (2011)</p> <ul style="list-style-type: none"> <li>- At least 5 key institutions apply tools</li> <li>- at least 3 long-term planning exercises conducted and documented</li> </ul>	<p>1. <u>Activity Result:</u> <i>National stakeholders generate and apply critical information for improved and climate resilient decision-making</i></p> <p>Action 1.1. Capacity inventory</p> <p>Action 1.2. Risk studies (by various ministries)</p> <p>Action 1.3. Capacity inventory outside Namibia</p> <p>Action 1.4. Determine long-term adaptation needs</p> <p>Action 1.5. Develop planning tools</p> <p>Action 1.6. Design information packages</p> <p>Action 1.7. Targeted awareness raising and training events</p> <p>Action 1.8. Capacity development plan</p>	<p><b>AR 1 Indicator 1:</b> <i>Number of Namibian institutions providing/generating/processing relevant climate risk information for use application (Sustainability)</i></p> <p><b>AR 1 Indicator 2:</b> <i>Number of institutions using climate change risk assessments as part of the planning process (Coverage)</i></p>	<p>Inventory report</p> <p>Survey</p> <p>Survey</p>	<p>First year of project</p> <p>EoP*</p> <p>EoP</p>	<p><i>MET, MAWF, MFMR, MHSS, other identified line Ministries, Regional Councils, Municipalities</i></p> <p><i>PMU</i></p> <p><i>Partner institutions</i></p> <p><i>Consultants</i></p> <p><i>UNDP</i></p>	<p><b>Inputs</b></p> <p>Consulting services</p> <p>Training</p> <p>Infrastructure support for EW centres</p> <p><b>Total output cost:</b> US\$ 522,000</p>



climate change related long term planning exercises		<p><b>2. Activity Result:</b>  <i>Technical capacities for CC and CCA adaptive planning and management increased, with specific actions on contingency planning for flood and drought events</i>            Activity Action 2.1. Develop training packages            Activity Action 2.2. Apply tools as part of outreach activities            Activity Action 2.3. Implement training-of-trainers packages            Activity Action 2.4. Support multi-stakeholder responses</p>	<p><b>AR 2 Indicator 1:</b> <i>Number of participants trained in adaptive planning and management (Sustainability)</i>  <b>AR 2 Indicator:</b> <i>Number of contingency plans developed in context of project (Coverage)</i></p>	Workshop report; Project Progress Reports	Each workshop event; annually		
		<p><b>3. Activity Result:</b>  <i>_CCA related drought and flood risks assessed and contingency measures in place</i>            Action 3.1 Develop risk assessment tools            Action 3.2 Mainstream information into decision-making            Action 3.3 Undertake gender vulnerability assessment            Action 3.4 Establish EWS and institutions/information centres            Action 3.4 Build institutional capacity of centres</p>	<p><b>AR 3 Indicator 1:</b> <i>Budget allocated to operate information centres (Sustainability)</i>  <b>AR 3 Indicator 2:</b> <i>Number of information centres operational (Coverage)</i></p>	Project Progress Reports	Annually; EoP		
<p><b>Output 2: Namibian Leadership and institutional frameworks to manage CC risks and opportunities strengthened, including a decentralised approach</b></p> <p><u>Indicators:</u>            I3: Namibia has leadership and comprehensive institutional frameworks to manage climate change risks / opportunities</p> <p><u>Baseline:</u>            I3: Country institutional frameworks not well adapted to manage climate change</p>	<p>Target (2010)            - Plans for how to adjust institutional framework developed</p> <p>Target (2011)            - New institutional frameworks operational</p>	<p><b>1. Activity Result</b>  <i>Strengthened, and if necessary reformed, national and regional multi-stakeholder CC coordination platform</i>            Action 1.1. Undertake assessment of current NCCC            Action 1.2. Strengthen and potentially redesign a dedicated unit            Support            Action 1.3. Undertake SWOT analysis            Action 1.4. Develop CC platform's vision            Action 1.5. Operationalise "renewed" CC coordination entity with online/dynamic information sharing hub            Action 1.6. Develop relevant models</p>	<p><b>AR 1 Indicator 1:</b> <i>Dedicated national CCA coordination unit established within central government, that successfully facilitates coordination of national CCA framework (Impact)</i>  <b>AR 1 Indicator 2:</b> <i>Effective multi-stakeholder CC coordination platform operational (Sustainability/Impact)</i>  <b>AR 1 Indicator 3:</b> <i>Number of regional multi-stakeholder CC coordination platforms operational (Replicability/Coverage)</i></p>	Project Progress Reports	EoP	<p><i>MET</i>  <i>PMU</i>  <i>NCCC</i>  <i>Regional Councils</i>  <i>Important line ministries, such as NPC, MoF</i>  <i>Partner institutions</i>  <i>Consultants</i>  <i>UNDP</i></p>	<p><b>Inputs</b>            PMU staff            Office rental &amp; equipment            Office consumables            Travel            Capacity development (incl. conferences)            Consulting services            M&amp;E budget            Operational expenses            Training            Materials</p>

risks / opportunities		for regional mechanisms for each of Namibia's 13 political regions Action 1.7. In consultation with stakeholders set-up regional platforms based within an existing organisation and support operations of these regional platforms Action 1.8. Assist regional platforms to develop workplans Action 1.9. Include M&E plan, and lay foundation for long-term adaptive planning Action 1.10 Mainstream HIV/Aids					development Youth action budget Youth conference Consulting services
		<b>2. Activity Result</b> <i>Strengthened leadership and technical capacities of national government and service providers (e.g. CBNRM support organisations, conservancies, CBOs) at national, regional and local level to assist communities in addressing climate change risks and opportunities</i> Activity Action 2.1. Support staff capacity development within the CC unit Activity Action 2.2. support MET, and to a lesser extent MAWF and NPC's, CCA capacity	<b>AR 2 Indicator 1:</b> Number of Ministries and other institutions working actively within the CC framework (Coverage)	Project Progress Reports	EoP		<b>Total output cost:</b> US\$ 869,700
		<b>3. Activity Result</b> <i>Youth action programme implemented that enhances overall community outreach on adaptation action – on a pilot basis</i> Action 3.1. Develop youth action Action 3.2. Address gender aspects Action 3.3. Implement youth action concept Action 3.4. Hold Namibian CC Youth Conference Action 3.5. Include M&E plan Action 3.6. Support scholarship Action 3.7. Strengthen community outreach element	<b>AR 3 Indicator 1:</b> Number of CCA youth actions implemented per region (Coverage) <b>AR 3 Indicator 2:</b> Change in % of youth that are/feel that they are knowledgeable about CC and CCA (Impact) <b>AR 3 Indicator 3:</b> Number of other people from the public informed through youth action programme (Impact)	Workshop reports Project Progress Reports	Annually EoP		
<b>Output 3:</b> <i>Climate-resilient policies and measures</i>	Target (2010) - At least 4 major	<b>1. Activity Result</b> <i>National CCA framework for priority</i>	<b>AR 1 Indicator 1:</b> Long-term CCA planning framework in place and	Project Progress	EoP	<i>MET PMU</i>	<b>Inputs</b> Consulting

<p><i>implemented in priority sectors (flooding and settlement/sanitation and health) and promoting community-based adaptation action</i></p> <p><u>Indicators:</u> I4: Namibia has in place climate-resilient policies and measures in priority sectors</p> <p><u>Baseline:</u> I4: Namibia has few or no climate-resilient policies or measures in place in priority sectors</p>	<p>pilot measures (see Activity Results) planned and operationalized</p> <p>Target (2011) - Lessons learnt from at least 4 pilot measures documented and plans for up-scaling in place (integrated into long-term CCA adaptive planning context)</p>	<p><i>adaptation action at the national, regional and local level in place</i></p> <p>Activity Action 1.1. Assist in developing and implementing CC proof investment plans</p> <p>Activity Action 1.2. Build on development of CCA policy framework</p> <p>Activity Action 1.3. Focus on gender sensitive planning</p> <p>Activity Action 1.4. Monitor newly established "Disaster Preparation Policy";</p> <p>Activity Action 1.5. Undertake policy review</p> <p>Activity Action 1.6. Develop tools to CC proof sectoral and national policies</p> <p>Activity Action 1.7. Develop NDP 4 CCA mainstreaming guidelines</p>	<p><i>acted upon (Impact)</i></p> <p><b>AR 1 Indicator 2:</b> <i>Comprehensive policy review guides which policies need to be CC proofed, and how to (Impact)</i></p> <p><b>AR 1 Indicator 3:</b> <i>Policy-makers reached through CC related policy tools (including events) (Coverage)</i></p>	<p>Report</p> <p>Policy review report; Project Progress Report Survey</p>	<p>Annual ; EoP</p>	<p><i>NCCC &amp; regional NCCC</i></p> <p><i>Communities</i></p> <p><i>Regional Councils</i></p> <p><i>Municipalities</i></p> <p><i>Extension Services</i></p> <p><i>Partner institutions</i></p> <p><i>Private Sector</i></p> <p><i>Consultants</i></p> <p><i>UNDP</i></p>	<p>services</p> <p>Policy consultations</p> <p>Toolkit development</p> <p>Toolkit production</p> <p>Toolkit roll-out</p> <p>Consulting services</p> <p>Travel Pilot actions incl. investments</p> <p><b>Total output cost:</b> US\$ 1,096,300</p>
		<p><b>2. Activity Result</b></p> <p><i>Mechanisms and approaches for nation-wide community planning and outreach for adaptation in place, including through regionalisation of CCA Toolkits (developed and tested in Omusati region)</i></p> <p>Action 2.1. Develop regional community CCA Toolkits</p> <p>Action 2.2. Develop roll-out and dissemination plans for toolkits</p> <p>Action 2.3. Implementation of regional toolkits</p> <p>Action 2.4. Develop financing mechanism</p> <p>Action 2.5. Support implementation of CCA Strategies</p> <p>Action 2.6. Include M&amp;E plan</p> <p>Action 2.7. Engage service providers</p> <p>Action 2.8. Organise peer learning events</p>	<p><b>AR2 Indicator 1:</b> <i>Number of regional toolkits (Coverage/Replicability)</i></p> <p><b>AR2 Indicator 2:</b> <i>Number of community CCA Strategies &amp; Action Plans funded through CBA fund (Impact)</i></p>	<p>Project Progress Reports</p> <p>Project Progress Reports</p> <p>Survey</p>	<p>Annually; EoP Baseline</p>		
		<p><b>3. Activity Result</b></p> <p><i>Capacity to effectively address selected sector issues developed (on a pilot basis - priorities floods and settlements &amp; sanitation and health)</i></p>	<p><b>AR 3 Indicator 1:</b> <i>% increase of municipalities in flood risk areas that have CC proofed settlement policies in place (Impact)</i></p> <p><b>AR 3 Indicator 2:</b> <i>% change of investments into appropriate sanitation systems (Impact)</i></p>	<p>Survey</p> <p>Survey</p>	<p>Baseline EoP</p> <p>Baseline</p>		

		<p>Activity Action 3.1. Develop pilot initiatives</p> <p>Activity Action 3.2. Floods &amp; settlements:</p> <p>a. Draw lessons learnt on existing coping mechanism</p> <p>b. Incorporate gender sensitive planning</p> <p>c. Implement and test measures</p> <p>Activity Action 3.3. Sanitation &amp; health:</p> <p>a. Develop concept note</p> <p>b. Include gender sensitive planning</p> <p>c. Implement pilot project</p> <p>d. Develop and implement information dissemination</p> <p>Activity Action 3.4. Include M&amp;E component</p>			EoP		
<p><b>Output 4:</b> <i>Financing options to meet national adaptation costs expanded at the local and national levels, building on ongoing I &amp; FF work</i></p> <p><u>Indicators:</u> I5: Namibia has a variety of financing options to meet national adaptation costs</p> <p><u>Baseline:</u> I5: Countries rely exclusively on public budgets to meet adaptation costs</p>	<p>Target (2010) - IIF established, and financing plans for adaptation needs drafted</p>	<p><b>1. Activity Result</b> <i>Strengthened financial development framework on CC risks and opportunities established in Namibia</i></p> <p>Activity Action 1.1. Integrate results of policy research</p> <p>Activity Action 1.2. Develop financing strategy</p> <p>Activity Action 1.3. Establish authority to deal with financing and investment questions</p> <p>Activity Action 1.4. Facilitate inclusion of CCA financial needs into MTEF</p>	<p><b>AR 1 Indicator 1:</b> <i>% change in amount of financial resources allocated to dealing with CC risks and opportunities country-wide (Impact)</i></p> <p><b>AR 1 Indicator 2:</b> <i>% change of number of innovative market-based, fiscal and financial instruments designed and tested taking into account gender issues and concerns of the marginalised (Sustainability/Coverage)</i></p>	<p>IFF component</p> <p>Project Progress Reports Survey</p>	<p>Annually EoP</p> <p>EoP</p>	<p><i>MET</i> <i>PMU</i> <i>NCCC</i> <i>Regional NCCCs</i> <i>MoF</i> <i>Important line ministries, such as NPC, MTI</i> <i>Partner institutions</i> <i>Private Sector</i> <i>Donors</i> <i>Consultants</i> <i>UNDP</i></p>	<p><b>Inputs</b> Consulting services CBA funding for CCA S&amp;AP</p> <p><b>Total output cost:</b> US\$ 435,000</p>
	<p>Target (2011) - At least one alternative source of finance available</p>	<p><b>2. Activity Result</b> <i>Sustainable CBA financing in place for meaningful community actions throughout Namibia</i></p> <p>Activity Action 2.1 Review current CBA pilot initiative</p> <p>Activity Action 2.2 Link to CCA community toolkit</p> <p>Activity Action 2.3 Develop concept of long-term financing mechanism</p> <p>Activity Action 2.4 Risk and opportunities study</p> <p>Activity Action 2.5 Contribute financial resources</p>	<p><b>AR 2 Indicator 1:</b> <i>Amount of financial resources allocated to implementation of community CCA Strategies and Action Plans (through CBA) (Impact)</i></p> <p><b>AR 2 Indicator 2:</b> <i>Number of community level projects that demonstrate tangible CCA benefits (Impact/Coverage)</i></p>	<p>Project Progress Reports</p> <p>Survey</p>	<p>Annually EOP</p> <p>EoP</p>		

<p><b>Output 5:</b> Knowledge on adjusting national development processes to fully incorporate climate change risks and opportunities generated and shared across all levels</p> <p><u>Indicators:</u> I6: Namibia is sharing knowledge on adjusting national development processes to fully incorporate climate risks/opportunities</p> <p><u>Baseline:</u> I6: Namibia is working largely alone</p>	<p>Target (2010) - Mechanisms for Namibia to participate in AAP exchange platform established</p> <p>Target (2011) - Namibia actively contributes lessons learnt from Namibia project</p>	<p>1. <u>Activity Result</u> <i>Key stakeholders document, disseminate, and influence policy and programmatic responses for adaptation in priority sectors, nationwide and internationally</i></p> <p>Action 1.1. Develop an M &amp; E framework</p> <p>Action 1.2. Document approaches on CCA</p> <p>Action 1.3. communication of information into policy relevant content</p> <p>Action 1.4. Synthesize case studies</p> <p>Action 1.5. Develop mechanism for maintenance of web-based knowledge platform</p> <p>Action 1.6. Contribute to national and international community of practitioners</p> <p>Action 1.7. Bi-annual conference event on CC</p> <p>Action 1.8. Use toolkit for cross-learning</p> <p>Action 1.9. Communicate findings of all Activity Results</p> <p>Action 1.10. Raise awareness about CC risks and opportunities</p>	<p><b>AR 1 Indicator 1:</b> Data on costs and benefits of adaptation (Impact/Coverage)</p> <p><b>AR 1 Indicator 2:</b> % change of frequency of CCA web portal usage (Impact/Coverage)</p> <p><b>AR1 Indicator 3:</b> Number of Namibian lessons learnt and innovations replicated elsewhere in Africa (through AAP partner and adaptation learning network) (Replicability)</p>	<p>Webportal reports</p> <p>APP mechanism</p>	<p>Monthly annually EoP</p> <p>EoP</p>	<p><i>MET</i> <i>PMU (Comms expert)</i> <i>NCCC</i> <i>Regional NCCCs</i> <i>All Partners</i> <i>International community</i></p> <p>AAP</p>	<p><b>Inputs</b> Consulting services Webportal development &amp; technical maintenance</p> <p><b>Total output cost:</b> US\$ 57,000</p>
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\*EoP = End of Project

## IV. ANNUAL WORK PLAN

Year: 2009

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
<p><b>Output 1</b> <i>Dynamic, long-term planning mechanisms to cope with the inherent uncertainties of climate change introduced, with focus on managing flood risk</i></p> <p><i>Baseline:</i> I1: Existing country mechanisms do not incorporate climate change uncertainties I2: Namibia has not conducted climate change related long term planning exercises</p> <p><i>Indicators:</i> I1: Namibia has long-term planning mechanism to manage the uncertainties of climate change I2: Namibia has conducted long term planning exercises to manage climate change</p> <p><i>Targets 2009:</i> - <i>During inception phase establish relevant structures and plans of operation (incl. TORs for consultancies)</i> - <i>Commission relevant sector work</i></p>	<p>1. Activity Result: <i>National stakeholders generate and apply critical information for improved and climate resilient decision-making</i> Activity Action 1.1. Capacity inventory Activity Action 1.2. Risk studies (by various ministries) Activity Action 1.3. Capacity inventory outside Namibia Activity Action 1.4. Determine long-term adaptation needs Activity Action 1.5. Develop planning tools Activity Action 1.6. Design information packages Activity Action 1.7. Targeted awareness raising Activity Action 1.8. Capacity development plan</p>		X	X	X	MET, with other line Ministries (i.e. MAWF, MHSS, MWT, MFMR)	AAP	Consulting services, Training	30,000
	<p>2. Activity Result: <i>Technical capacities for CC and CCA adaptive planning and management increased, with specific actions on contingency planning for flood and drought events</i> Activity Action 2.1. Develop training packages Activity Action 2.2. Apply tools as part of outreach activities Activity Action 2.3. Implement training-of-trainers packages Activity Action 2.4. Support multi-stakeholder responses</p>			X	X	MET, with other line Ministries (i.e. MAWF, MHSS, MWT, MFMR)	AAP	Consulting Services; Training	30,000
	<p>3. Activity Result: <i>CCA related drought and flood risks assessed and contingency measures in place</i> Activity Action 3.1. Develop risk assessment tools Activity Action 3.2. Mainstream information into decision-making Activity Action 3.3. Undertake gender vulnerability assessment Activity Action 3.4. Establish EWS and institutions/information centres Activity Action 3.5. Build institutional capacity of centres</p>					MET, with other line Ministries, Regional Councils, Municipalities	AAP	Consulting Services; Training; Equipment, Operational Expenses	162,000

<p><b>Output 2</b> Namibian leadership and institutional frameworks to manage climate change risks and opportunities strengthened, including a decentralised approach</p> <p><i>Baseline:</i> I3: Country institutional frameworks not well adapted to manage climate change risks / opportunities</p> <p><i>Indicators:</i> I3: Namibia has leadership and comprehensive institutional frameworks to manage climate change risks / opportunities</p> <p><i>Targets 2009:</i> - Inception phase determines consultative procedures and agreements with key partners</p>	<p>1. <i>Activity Result Strengthened, and if necessary reformed, national and regional multi-stakeholder CC coordination platform</i></p> <p>Action 1.1. Undertake assessment of current NCCC Action 1.2. Strengthen and potentially redesign a dedicated unit Support Action 1.3. Undertake SWOT analysis Action 1.4. Develop CC platform's vision Action 1.5. Operationalise "renewed" CC coordination entity with online/dynamic information sharing hub Action 1.6. Develop relevant models for regional mechanisms for each of Namibia's 13 political regions Action 1.7. In consultation with stakeholders set-up regional platforms based within an existing organisation and support operations of these regional platforms Action 1.8. Assist regional platforms to develop workplans Action 1.9. Include M&amp;E plan, and lay foundation for long-term adaptive planning Action 1.10 Mainstream HIV/Aids</p>	X	X	X	X	MET, with NCCC or related platform; multi-stakeholder	AAP	Consulting Services, Operational Expenses	15,000
	<p>2. <i>Activity Result: Strengthened leadership and technical capacities of national government and service providers (e.g. CBNRM support organisations, conservancies, CBOs) at national, regional and local level to assist communities in addressing climate change risks and opportunities</i></p> <p>Action 2.1 Support staff capacity development within the CC unit Action 2.2. Support MET, to a lesser extent MAWF and NPC's CCA capacity Action 2.3 Support stakeholders</p>	X	X	X	X	Primarily MET, and various stakeholders	AAP	Staff salaries, travel, office equipment, consumables, conferences and capacity development, M&E	169,380
	<p>3 <i>Activity Result: Youth action programme implemented that enhances overall community outreach on adaptation action – on a pilot basis</i></p> <p>Action 3.1. Develop youth development action Action 3.2. Address gender aspects Action 3.3. Implement youth action concept Action 3.4. Hold Namibian CC Youth Conference Action 3.5 Include M&amp;E plan Action 3.6. Support scholarship Action 3.7. Strengthen community outreach element</p>		X	X	X	PMU with partners	AAP	Consulting Services, Youth Action Budget; Youth Conference	114,000

<p><b>Output 3</b> <i>Climate-resilient policies and measures implemented in priority sectors (flooding and settlement/sanitation and health) and promoting community-based adaptation action</i></p> <p><i>Baseline:</i> I4: Namibia has few or no climate-resilient policies or measures in place in priority sectors</p> <p><i>Indicators:</i> I4: Namibia has in place climate-resilient policies and measures in priority sectors</p> <p><i>Targets 2009:</i> - <i>Contracts for sector policy work in place involving sector Ministries</i></p>	<p>1. Activity Result: <i>National CCA framework for priority adaptation action at the national, regional and local level in place</i></p> <p>Activity Action 1.1. Assist in developing and implementing CC proof investment plans</p> <p>Activity Action 1.2. Build on development of CCA policy framework under Namibia's SNC</p> <p>Activity Action 1.3. Focus on gender sensitive planning</p> <p>Activity Action 1.4. Monitor newly established "Disaster Preparation Policy"</p> <p>Activity Action 1.5. Undertake policy review</p> <p>Activity Action 1.6. Develop tools to CC proof sectoral and national policies</p> <p>Activity Action 1.7. Develop NDP 4 CCA mainstreaming guidelines</p>			X	X	Sector Ministries, under MET and PMU guidance	AAP	Consulting Services; Policy Consultations	24,000
	<p>2. Activity Result: <i>Mechanisms and approaches for nation-wide community planning and outreach for adaptation in place, including through regionalisation of CCA Toolkits (developed and tested in Omusati region)</i></p> <p>Activity Action 2.1. Develop regional community CCA Toolkits</p> <p>Activity Action 2.2. Develop roll-out and dissemination plans for toolkits</p> <p>Activity Action 2.3. Implementation of regional toolkits</p> <p>Activity Action 2.4. Develop financing mechanism</p> <p>Activity Action 2.5. Support implementation of CCA Strategies</p> <p>Activity Action 2.6. Include M&amp;E plan</p> <p>Activity Action 2.7. Engage service providers</p> <p>Activity Action 2.8. Organise peer learning events</p>		X	X	X	MET/PMU with other Ministries and regional partners and NGOs/CBOs	AAP	Toolkit development, production, and roll-out	289,200
	<p>3, Activity Result: <i>Capacity to effectively address selected sector issues developed (on a pilot basis - priorities floods and settlements &amp; sanitation and health)</i></p> <p>Activity Action 3.1. Developed pilot initiatives</p> <p>Activity Action 3.2. Floods &amp; settlements</p> <p>Activity Action 3.3. Sanitation and Health</p> <p>Activity Action 3.4. Include M&amp;E component</p>			X	X	MWT, MLR, MHSS, Regional Councils, Municipalities, private sector partners	AAP	Consulting Services, Travel, Pilot investments	57,000



<p><b>Output 4 Financing options to meet national adaptation costs expanded at the local and national levels, building on ongoing I &amp; FF work</b></p> <p><i>Baseline:</i> 15: Countries relies exclusively on public budgets to meet adaptation costs</p>	<p>1. Activity Result: <i>Strengthened financial development framework on CC risks and opportunities established in Namibia</i>  Activity Action 1.1. Integrate results of policy research  Activity Action 1.2. Develop financing strategy  Activity Action 1.3. Establish authority to deal with financing and investment questions  Activity Action 1.4. Facilitate inclusion of CCA financial needs into MTEF</p>		X	X	X	MoF, NPC, IFF project, MET	AAP	Consulting Services	24,000
<p><i>Indicators</i> 15: Namibia has a variety of financing options to meet national adaptation costs : <i>Targets 2009:</i> - <i>Inception phase develops finance strategy</i></p>	<p>2. Activity Result: <i>Sustainable CBA financing in place for meaningful community actions throughout Namibia</i>  Activity Action 2.1 Review current CBA pilot initiative  Activity Action 2.2 Link to CCA community toolkit  Activity Action 2.3 Develop concept of long-term financing mechanism  Activity Action 2.4 Risk and opportunities study  Activity Action 2.5 Contribute financial resources</p>			X	X	MET, PMU, partners	AAP	CBA Grants	90,000

<p><b>Output 5:</b> Knowledge on adjusting national development processes to fully incorporate climate change risks and opportunities generated and shared across all levels</p> <p><i>Baseline:</i> I6: Namibia is working largely alone</p> <p><i>Indicators:</i> I6: Namibia is sharing knowledge on adjusting national development processes to fully incorporate climate risks/opportunities</p> <p><i>Targets 2009:</i> - Inception phase established relevant communication infrastructure and personnel</p>	<p>Activity Result 1: Key stakeholders document, disseminate, and influence policy and programmatic responses for adaptation in priority sectors, nation-wide and internationally</p> <p>Activity Action 1.1. Develop an M &amp; E framework</p> <p>Activity Action 1.2. Document approaches on CCA</p> <p>Activity Action 1.3. Communication of information into policy relevant content</p> <p>Activity Action 1.4. Synthesize case studies</p> <p>Activity Action 1.5. Develop mechanism for maintenance of web-based knowledge platform</p> <p>Activity Action 1.6. Contribute to national and international community of practitioners</p> <p>Activity Action 1.7. Bi-annual conference event on CC</p> <p>Activity Action 1.8. Use toolkit for cross-learning</p> <p>Activity Action 1.9. Communicate findings of all Activity Results</p> <p>Activity Action 1.10. Raise awareness about CC risks and opportunities</p>	X	X	X	X	MET, PMU	AAP	Consulting Services; Webportal development	45,000
<b>TOTAL</b>									<b>1,049,580</b>

Year: 2010

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
<p><b>Output 1</b> <i>Dynamic, long-term planning mechanisms to cope with the inherent uncertainties of climate change introduced, with a focus on managing flood risk</i></p> <p><i>Baseline:</i> I1: Existing country mechanisms do not incorporate climate change uncertainties I2: Namibia has not conducted climate change related long term planning exercises</p> <p><i>Indicators:</i> I1: Namibia has long-term planning mechanism to manage the uncertainties of climate change I2: Namibia has conducted long term planning exercises to manage climate change</p> <p><i>Targets 2010:</i> - Have established inventory of existing capacities - Have developed tools for long-term and adaptive planning</p>	<p>1. Activity Result: <i>National stakeholders generate and apply critical information for improved and climate resilient decision-making</i></p> <p>Activity Action 1.1. Capacity inventory Activity Action 1.2. Risk studies (by various ministries) Activity Action 1.3. Capacity inventory outside Namibia Activity Action 1.4. Determine long-term adaptation needs Activity Action 1.5. Develop planning tools Activity Action 1.6. Design information packages Activity Action 1.7. Targeted awareness raising and training events Activity Action 1.8. Capacity development plan</p>	X	X	X	X	MET, with other line Ministries (i.e. MAWF, MHSS, MWT, MFMR)	AAP	Consulting services, Training	39,000
	<p>2. Activity Result: <i>Technical capacities for CC and CCA adaptive planning and management increased, with specific actions on contingency planning for flood and drought events</i></p> <p>Activity Action 2.1. Develop training packages Activity Action 2.2. Apply tools as part of outreach activities Activity Action 2.3. Implement training-of-trainers packages Activity Action 2.4. Support multi-stakeholder responses</p>	X	X	X	X	MET, with other line Ministries (i.e. MAWF, MHSS, MWT, MFMR)	AAP	Consulting Services; Training	42,000
	<p>3. Activity Result: <i>CCA related drought and flood risks assessed and contingency measures in place</i></p> <p>Activity Action 3.1. Develop risk assessment tools Activity Action 3.2. Mainstream information into decision-making Activity Action 3.3. Undertake gender vulnerability assessment Activity Action 3.4. Establish EWS and institutions/information centres Activity Action 3.5. Build institutional capacity centres</p>	X	X	X	X	MET, with other line Ministries, Regional Councils, Municipalities	AAP	Consulting Services; Training; Equipment, Operational Expenses	102,000

<p><b>Output 2</b> Namibian leadership and institutional frameworks to manage climate change risks and opportunities strengthened, including a decentralised approach</p> <p><i>Baseline:</i> I3: Country institutional frameworks not well adapted to manage climate change risks / opportunities</p> <p><i>Indicators:</i> I3: Namibia has leadership and comprehensive institutional frameworks to manage climate change risks / opportunities</p> <p><i>Targets 2010:</i> - Plans for how to adjust institutional framework developed</p>	<p>1. Activity Result: <i>Strengthened, and if necessary reformed, national and regional multi-stakeholder CC coordination platform</i></p> <p>Action 1.1. Undertake assessment of current NCCC Action 1.2. Strengthen and potentially redesign a dedicated unit Support Action 1.3. Undertake SWOT analysis Action 1.4. Develop CC platform's vision Action 1.5. Operationalise "renewed" CC coordination entity with online/dynamic information sharing hub Action 1.6. Develop relevant models for regional mechanisms for each of Namibia's 13 political regions Action 1.7. In consultation with stakeholders set-up regional platforms based within an existing organisation and support operations of these regional platforms Action 1.8. Assist regional platforms to develop workplans Action 1.9. Include M&amp;E plan, and lay foundation for long-term adaptive planning Action 1.10 Mainstream HIV/Aids</p>	X	X	X	X	MET, with NCCC or related platform; multi-stakeholder	AAP	Consulting Services, Training, Operational Expenses	3,000
	<p>2 <i>Activity Result: Strengthened leadership and technical capacities of national government and service providers (e.g. CBNRM support organisations, conservancies, CBOs) at national, regional and local level to assist communities in addressing climate change risks and opportunities</i></p> <p>Action 2.1 Support staff capacity development within the CC unit Action 2.2. Support MET, to a lesser extent MAWF and NPC's CCA capacity Action 2.3 Support stakeholders</p>	X	X	X	X	Primarily MET, and various stakeholders	AAP	Staff salaries, travel, office equipment, consumables, conferences and capacity development, M&E	200,940
	<p>3. Activity Result: <i>Youth action programme implemented that enhances overall community outreach on adaptation action – on a pilot basis</i></p> <p>Activity Action 3.1. Develop youth development action Activity Action 3.2. Address gender aspects Activity Action 3.3. Implement youth action concept Activity Action 3.4. Hold Namibian CC Youth Conference Activity Action 3.5. Include M&amp;E plan Activity Action 3.6. Support scholarship Activity Action 3.7. Strengthen community outreach element</p>	X	X	X	X	PMU with partners, MEd	AAP	Consulting Services, Youth Action Budget; Youth Conference	132,000

<p><b>Output 3</b> <i>Climate-resilient policies and measures implemented in priority sectors (flooding and settlement/sanitation and health) and promoting community-based adaptation action</i></p> <p><i>Baseline:</i> I4: Namibia has few or no climate-resilient policies or measures in place in priority sectors</p> <p><i>Indicators:</i> I4: Namibia has in place climate-resilient policies and measures in priority sectors</p> <p><i>Targets 2010:</i> - At least 4 major pilot measures (see Activity Results) planned and operationalized</p>	<p>1. Activity Result: <i>National CCA framework for priority adaptation action at the national, regional and local level in place</i></p> <p>Activity Action 1.1. Assist in developing and implementing CC proof investment plans</p> <p>Activity Action 1.2. Build on development of CCA policy framework</p> <p>Activity Action 1.3. Focus on gender sensitive planning and implementation</p> <p>Activity Action 1.4. Monitor newly established "Disaster Preparation Policy"</p> <p>Activity Action 1.5. Undertake policy review</p> <p>Activity Action 1.6. Develop tools to CC proof sectoral and national policies</p> <p>Activity Action 1.7. Develop NDP 4 CCA mainstreaming guidelines</p>	X	X	X	X	Sector Ministries, under MET and PMU guidance	AAP	Consulting Services; Policy Consultations	102,000
	<p>2. Activity Result: <i>Mechanisms and approaches for nation-wide community planning and outreach for adaptation in place, including through regionalisation of CCA Toolkits (developed and tested in Omusati region)</i></p> <p>Activity Action 2.1. Develop regional community CCA Toolkits</p> <p>Activity Action 2.2. Develop roll-out and dissemination plans</p> <p>Activity Action 2.3. Implementation of regional toolkits</p> <p>Activity Action 2.4. Develop financing mechanism</p> <p>Activity Action 2.5. Support implementation of CCA Strategies</p> <p>Activity Action 2.6. Include M&amp;E plan</p> <p>Activity Action 2.7. Engage service providers</p> <p>Activity Action 2.8. Organise peer learning events</p>	X	X	X	X	MET/PMU with other regional partners	AAP	Toolkit development, production, and roll-out	287,100
	<p>3. Activity Result: <i>Capacity to effectively address selected sector issues developed (on a pilot basis - priorities floods and settlements &amp; sanitation and health)</i></p> <p>Activity Action 3.1. Developed pilot initiatives</p> <p>Activity Action 3.2. Floods &amp; settlements</p> <p>Activity Action 3.3. Sanitation and Health</p> <p>Activity Action 3.4. Include M&amp;E component</p>	X	X	X	X	MWT, MLR, MHSS, Regional Councils, Municipalities, private sector partners	AAP	Consulting Services, Travel, Pilot investments	90,000
<p><b>Output 4</b> <i>Financing options to meet national adaptation costs expanded at the local and national levels, building on ongoing I &amp; FF work</i></p> <p><i>Baseline:</i></p>	<p>1. Activity Result: <i>Strengthened financial development framework on CC risks and opportunities established in Namibia</i></p> <p>Activity Action 1.1. Integrate results of policy research</p> <p>Activity Action 1.2. Develop financing strategy.</p> <p>Activity Action 1.3. Establish authority to deal with financing and investment questions</p> <p>Activity Action 1.4. Facilitate inclusion of CCA financial needs into MTEF</p>	x	X	X	X	MoF, NPC, IFF project, MET	AAP	Consulting Services	21,000

<p>I5: Countries relies exclusively on public budgets to meet adaptation costs</p> <p><i>Indicators</i></p> <p>I5: Namibia has a variety of financing options to meet national adaptation costs</p> <p><i>Targets 2010:</i></p> <p>- IIF established, and financing plans for adaptation needs drafted</p>	<p>2. Activity Result: <i>Sustainable CBA financing in place for meaningful community actions throughout Namibia</i></p> <p>Activity Action 2.1 Review current CBA pilot initiative</p> <p>Activity Action 2.2 Link to CCA community toolkit</p> <p>Activity Action 2.3 Develop concept of long-term financing mechanism</p> <p>Activity Action 2.4 Risk and opportunities study</p> <p>Activity Action 2.5 Contribute financial resources</p>	X	X	X	X	MET, PMU, partners	AAP	CBA Grants	150,000
<p><b>Output 5:</b> <i>Knowledge on adjusting national development processes to fully incorporate climate change risks and opportunities generated and shared across all levels</i></p> <p><i>Baseline:</i></p> <p>I6: Namibia is working largely alone</p> <p><i>Indicators:</i></p> <p>I6: Namibia is sharing knowledge on adjusting national development processes to fully incorporate climate risks/opportunities</p> <p><i>Targets 2010:</i></p> <p>- Mechanisms for Namibia to participate in APP exchange platform established</p>	<p>Activity Result 1: <i>Key stakeholders document, disseminate, and influence policy and programmatic responses for adaptation in priority sectors, nation-wide and internationally</i></p> <p>Activity Action 1.1. Develop an M &amp; E framework.</p> <p>Activity Action 1.2. Document approaches on CCA</p> <p>Activity Action 1.3. Communication of information into policy relevant content</p> <p>Activity Action 1.4. Synthesize case studies</p> <p>Activity Action 1.5. Develop mechanism for maintenance of web-based knowledge platform</p> <p>Activity Action 1.6. Contribute to national and international community of practitioners</p> <p>Activity Action 1.7. Bi-annual conference event on CC</p> <p>Activity Action 1.8. Use toolkit for cross-learning</p> <p>Activity Action 1.9. Communicate findings of all Activity Results</p> <p>Activity Action 1.10. Raise awareness about CC risks and opportunities</p>	X	X	X	X	MET, PMU	AAP	Consulting Services; Webportal development	6,000
<b>TOTAL</b>									<b>1,175,040</b>

Year: 2011

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
<p><b>Output 1</b> <i>Dynamic, long-term planning mechanisms to cope with the inherent uncertainties of climate change introduced, with focus on managing flood risk</i></p> <p><i>Baseline:</i> I1: Existing country mechanisms do not incorporate climate change uncertainties I2: Namibia has not conducted climate change related long term planning exercises</p> <p><i>Indicators:</i> I1: Namibia has long-term planning mechanism to manage the uncertainties of climate change I2: Namibia has conducted long term planning exercises to manage climate change</p> <p><i>Targets 2011:</i> - At least 5 key institutions apply tools - at least 3 long-term planning exercises conducted and documented</p>	<p>1. Activity Result: <i>National stakeholders generate and apply critical information for improved and climate resilient decision-making</i></p> <p>Activity Action 1.1. Capacity inventory Activity Action 1.2. Risk studies (by various ministries) Activity Action 1.3. Capacity inventory outside Namibia Activity Action 1.4. Determine long-term adaptation needs Activity Action 1.5. Develop planning tools Activity Action 1.6. Design information packages Activity Action 1.7. Targeted awareness raising and training events Activity Action 1.8. Capacity development plan</p>	X	X	X		MET, with other line Ministries (i.e. MAWF, MHSS, MWT, MFMR)	AAP	Consulting services, Training	39,000
	<p>2. Activity Result: <i>Technical capacities for CC and CCA adaptive planning and management increased, with specific actions on contingency planning for flood and drought events</i></p> <p>Activity Action 2.1. Develop training packages Activity Action 2.2. Apply tools as part of outreach activities Activity Action 2.3. Implement training-of-trainers packages Activity Action 2.4. Support multi-stakeholder responses</p>	X	X	X		MET, with other line Ministries (i.e. MAWF, MHSS, MWT, MFMR)	AAP	Consulting Services; Training	36,000
	<p>3. Activity Result: <i>CCA related drought and flood risks assessed and contingency measures in place</i></p> <p>Activity Action 3.1. Develop risk assessment tools Activity Action 3.2. Mainstream information into decision-making Activity Action 3.3. Undertake gender vulnerability assessment Activity Action 3.4. Establish EWS and institutions/information centres Activity Action 3.5. Build institutional capacity of centres</p>	X	X	X		MET, with other line Ministries, Regional Councils, Municipalities	AAP	Consulting Services; Training; Equipment, Operational Expenses	42,000

<p><b>Output 2</b> Namibia leadership and institutional frameworks to manage climate change risks and opportunities strengthened , including a decentralised approach</p> <p><i>Baseline:</i></p> <p>I3: Country institutional frameworks not well adapted to manage climate change risks / opportunities</p> <p><i>Indicators:</i></p> <p>I3: Namibia has leadership and comprehensive institutional frameworks to manage climate change risks / opportunities</p>	<p>1. Activity Result: <i>Strengthened, and if necessary reformed, national and regional multi-stakeholder CC coordination platform</i></p> <p>Action 1.1 Undertake assessment of current NCCC  Action 1.2. Strengthen and potentially redesign a dedicated unit Support  Action 1.3. Undertake SWOT analysis  Action 1.4. Develop CC platform’s vision  Action 1.5. Operationalise “renewed” CC coordination entity with online/dynamic information sharing hub  Action 1.6. Develop relevant models for regional mechanisms for each of Namibia’s 13 political regions  Action 1.7. In consultation with stakeholders set-up regional platforms based within an existing organisation and support operations of these regional platforms  Action 1.8. Assist regional platforms to develop workplans  Action 1.9. Include M&amp;E plan, and lay foundation for long-term adaptive planning  Action 1.10 Mainstream HIV/Aids</p>	X	X	X		MET, with NCCC or related platform; multi-stakeholder	AAP	Staff salaries, travel, office equipment, consumables, conferences and capacity development, M&E	3,000
<p><i>Targets 2011:</i></p> <p>- New institutional frameworks operational</p>	<p>2. Activity Result: <i>Strengthened leadership and technical capacities of national government and service providers (e.g. CBNRM support organisations, conservancies, CBOs) at national, regional and local level to assist communities in addressing climate change risks and opportunities</i></p> <p>Action 2.1 Support staff capacity development within the CC unit  Action 2.2. Support MET, to a lesser extent MAWF and NPC’s CCA capacity  Action 2.3. Support MET, and to a lesser extent MAWF and NPC’s CCA capacity</p>	X	X	X		MET, PMU with stakeholders	AAP	Consulting Services, Operational Expenses	142,380



	<p>3.. Activity Result: <i>Youth action programme implemented that enhances overall community outreach on adaptation action – on a pilot basis</i></p> <p>Action 3.1. Develop youth development action  Action 3.2. Address gender aspects  Action 3.3. Implement youth action concept  Action 3.4. Hold Namibian CC Youth Conference  Action 3.5. Include M&amp;E plan for youth action programme; establish baseline of awareness  Action 3.6. Support scholarship  Action 3.7. Strengthen community outreach element</p>	X	X	X		PMU with partners, MEd	AAP	Consulting Services, Youth Action Budget; Youth Conference	90,000
<p><b>Output 3</b> <i>Climate-resilient policies and measures implemented in priority sectors (flooding and settlement/sanitation and health) and promoting community-based adaptation action</i></p> <p><i>Baseline:</i>  I4: Namibia has few or no climate-resilient policies or measures in place in priority sectors</p> <p><i>Indicators:</i>  I4: Namibia has in place climate-resilient policies and measures in priority sectors</p> <p><i>Targets 2010:</i>  - Lessons learnt from at least 4 pilot measures documented and plans for upscaling in place (integrated into longterm CCA adaptive planning context)</p>	<p>1. Activity Result: <i>National CCA framework for priority adaptation action at the national, regional and local level in place</i></p> <p>Activity Action 1.1. Assist in developing and implementing CC proof investment plans  Activity Action 1.2. Build on development of CCA policy framework  Activity Action 1.3. Focus on gender sensitive planning  Activity Action 1.4. Monitor newly established "Disaster Preparation Policy"  Activity Action 1.5. Undertake policy review  Activity Action 1.6. Develop tools to CC proof sectoral and national policies  Activity Action 1.7. Develop NDP 4 CCA mainstreaming guidelines</p>	X	X	X		Sector Ministries, under MET and PMU guidance	AAP	Consulting Services; Policy Consultations	78,000
	<p>2. Activity Result: <i>Mechanisms and approaches for nation-wide community planning and outreach for adaptation in place, including through regionalisation of CCA Toolkits (developed and tested in Omusati region)</i></p> <p>Activity Action 2.1. Develop regional community CCA Toolkits  Activity Action 2.2. Develop roll-out and dissemination plans for toolkits  Activity Action 2.3. Implementation of regional toolkits  Activity Action 2.4. Develop financing mechanism  Activity Action 2.5. Support implementation of CCA Strategies  Activity Action 2.6. Include M&amp;E plan  Activity Action 2.7. Engage service providers  Activity Action 2.8. Organise peer learning events</p>	X	X	X		MET/PMU MAWF, with other and regional partners	AAP	Toolkit development, production, and roll-out	168,000

	<p>3, Activity Result: <i>Capacity to effectively address selected sector issues developed (on a pilot basis - priorities floods and settlements &amp; sanitation and health)</i></p> <p>Activity Action 3.1. Developed pilot initiatives</p> <p>Activity Action 3.2. Floods &amp; settlements</p> <p>Activity Action 3.3. Sanitation and Health</p> <p>Activity Action 3.4. Include M&amp;E component</p>	X				MWT, MLR, MHSS, Regional Councils, Municipalities, private sector partners	AAP	Consulting Services, Travel, investments, Pilot	21,000
<p><b>Output 4</b> <i>Financing options to meet national adaptation costs expanded at the local and national levels, building on ongoing I &amp; FF work</i></p> <p><i>Baseline:</i></p> <p>I5: Countries relies exclusively on public budgets to meet adaptation costs</p> <p><i>Indicators</i></p> <p>I5: Namibia has a variety of financing options to meet national adaptation costs</p> <p><i>Targets 2011:</i></p> <p>- At least one alternative source of finance available</p>	<p>1. Activity Result: <i>Strengthened financial development framework on CC risks and opportunities established in Namibia</i></p> <p>Activity Action 1.1. Integrate results of policy research</p> <p>Activity Action 1.2. Develop financing strategy</p> <p>Activity Action 1.3. Establish authority to deal with financing and investment questions</p> <p>Activity Action 1.4. Facilitate inclusion of CCA financial needs into MTEF</p>					MoF, NPC, IFF project, MET	AAP		- Should be no cost in year 3
	<p>2. Activity Result: <i>Sustainable CBA financing in place for meaningful community actions throughout Namibia</i></p> <p>Activity Action 2.1 Review current CBA pilot initiative</p> <p>Activity Action 2.2 Link to CCA community toolkit</p> <p>Activity Action 2.3 Develop concept of longterm financing mechanism</p> <p>Activity Action 2.4 Risk and opportunities study</p> <p>Activity Action 2.5 Contribute financial resources</p>	X	X	X		MET, PMU, partners	AAP	CBA Grants	150,000

<p><b>Output 5:</b> Knowledge on adjusting national development processes to fully incorporate climate change risks and opportunities generated and shared across all levels</p> <p><i>Baseline:</i> I6: Namibia is working largely alone</p> <p><i>Indicators:</i> I6: Namibia is sharing knowledge on adjusting national development processes to fully incorporate climate risks/opportunities</p> <p><i>Targets 2011:</i> - Namibia actively contributes lessons learnt from Namibia project</p>	<p>Activity Result 1: Key stakeholders document, disseminate, and influence policy and programmatic responses for adaptation in priority sectors, nation-wide and internationally</p> <p>Activity Action 1.1. Develop an M &amp; E framework</p> <p>Activity Action 1.2. Document approaches on CCA</p> <p>Activity Action 1.3. Communication of information into policy relevant content</p> <p>Activity Action 1.4. Synthesize case studies</p> <p>Activity Action 1.5. Develop mechanism for maintenance of web-based knowledge platform</p> <p>Activity Action 1.6. Contribute to national and international community of practitioners</p> <p>Activity Action 1.7. Bi-annual conference event on CC</p> <p>Activity Action 1.8. Use toolkit for cross-learning</p> <p>Activity Action 1.9. Communicate findings of all Activity Results</p> <p>Activity Action 1.10. Raise awareness about CC risks and opportunities</p>	X	X	X		MET, PMU	AAP	Consulting Services; Webportal development	6,000
TOTAL									775,380

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## V. MANAGEMENT ARRANGEMENTS

The Project **execution is** by the Ministry of Environment and Tourism. Implementation oversight will be by UNDP.

Detailed TORs for each entity are included in Annex 2 and 3.

### ***Day-to-day management***

The overall management responsibility of the project rests with the appointed *Project Manager* and his/her support team. Whereas the *Project Management Unit (PMU)* is primarily responsible for project planning, implementation, financial management and M&E (see detailed TOR in Annex 2), the composition of the team includes technical staff to ensure that critical technical aspects of the project will be adequately addressed (Technical Advisor and part-time Finance expert). One additional Administrator is part of the team. There is room to incorporate trainees and interns into the structure.

The PMU will be integrated with the existing CC Project within the Directorate of Environmental Affairs (DEA).

### ***Project oversight***

The Project Board has the highest project oversight function, with Senior Managers of the National Planning Commission (NPC), the Ministry of Environment of Tourism (MET) and UNDP guiding and appraising project implementation. The Project Manager reports to the Director of DEA, as delegated by the PS of MET.

### ***Technical, policy and programme guidance***

The multi-stakeholder National Climate Change Committee (NCCC), in its current and future design, takes over the technical steering functions of the project. It contributes to technical, policy and programmatic guidance of the project.

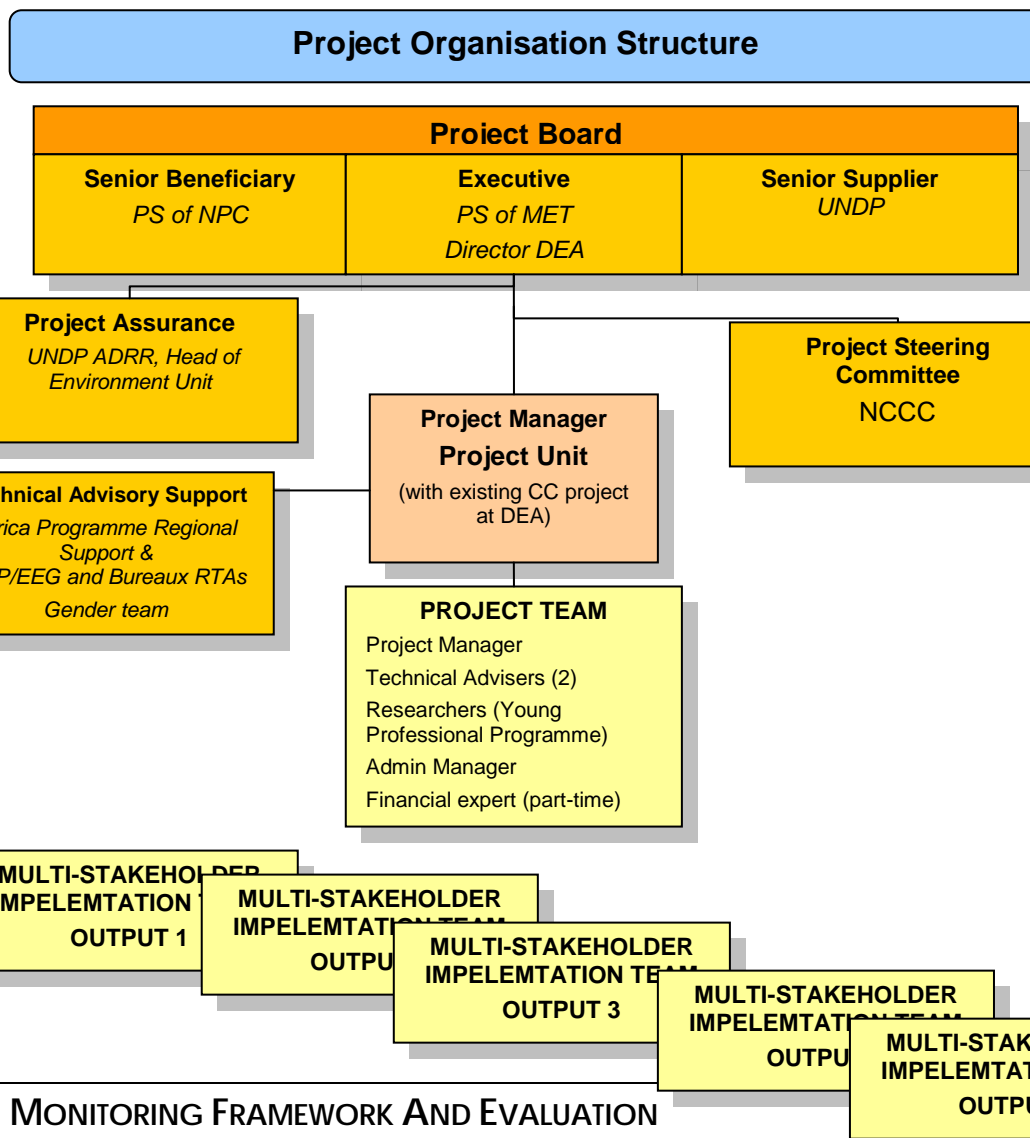
### ***Project assurance***

The UNDP country office, through its Head of the Environment Unit, is responsible for project assurance and ensures that financing, reporting and M&E are duly implemented. Project assurance includes periodic monitoring visits and “spot checks” concerning project implementation.

It is envisaged that an innovative and new CCA framework management arrangement will be established during the project duration. The resources availed to the PMU will be delegated to such an entity, once established. It is to be decided if such a dedicated “CCA Unit” would be hosted by MET or elsewhere.

### ***Implementation arrangements***

Housed at MET, the PMU will coordinate implementation arrangements. It is, however, noted that this framework programme will be implemented by a number of important partners, notably a range of line Ministries as multi-stakeholder implementation teams as per output. Contracts will be made with implementation partners and resources will be allocated for such work to partner institutions.



## VI. MONITORING FRAMEWORK AND EVALUATION

### Global/Regional-Level

This national project forms part of a selected number of national projects supported by UNDP under a targeted program of support, entitled "the Africa Adaptation Program". In this regard, monitoring will be undertaken within the broader context of learning and creating a platform for documenting and creating a platform for experience sharing.

### **National-Level**

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the Programme will be monitored at the national levels through the following:

#### Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below (to come).
- An Issue Log shall be activated in Atlas and updated by the Programme Manager/National Project Managers to facilitate tracking and response of potential problems or requests for change.
- Based on the initial risk analysis submitted, a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Report (PPR) shall be submitted by the Programme Manager to the Project Board and the National Project Managers to the National Project Boards through Project Assurance, using the standard report format available in the Executive Snapshot.
- A Project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project.

- A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events.

### **LEARNING AND KNOWLEDGE SHARING**

Results from the project will be disseminated within and beyond the project intervention zone through a number of existing information sharing networks and forums. In addition:

- i. The project will participate, as relevant and appropriate, in UNDP-GEF sponsored networks, organized for senior personnel working on projects that share common characteristics. The **Adaptation Learning Mechanism (ALM)** will function as key electronic platform to capture project learning and adaptation impacts generated by the project. The ALM lessons learned template (to be made available by RTA) will be adapted for use by the project. To support this goal, adaptation-related activities from the project will contribute knowledge to the ALM, such as the following:
  - Best practices in integrating adaptation into national and local development policy, and project design and implementation mechanisms.
  - Lessons learned on removing the most common barriers to adaptation, with special attention to the roles of local partners, international partners, UNDP, and GEF in designing and implementing projects
  - The conditions for success (or failure), including replication and scaling up.
- ii. 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 project implementation though lessons learned.
- iii. The project will identify, analyze, and share lessons learned that might be beneficial in the design and implementation of similar future projects. Identification and analysis of lessons learned is an ongoing process, and the need to communicate such lessons as one of the project's central contributions is a requirement to be delivered not less frequently than once every 12 months. UNDP-GEF shall provide a format and assist the project team in categorizing, documenting and reporting on lessons learned. To this end a percentage of project resources will need to be allocated for these activities.

### **Annually**

- *Annual Review Report.* An Annual Review Report shall be prepared by the Programme Manager and shared with the Project Board and the National Project Managers and shared with the National Project Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the Quarterly Progress Report (QPR) covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- *Annual Project Review.* Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. The national review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcome(s). The regional review is driven by the Project Board.
- Annual Performance Report (APR)/Project Implementation Review (PIR)
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### **Quality Management for Project Activity Results**

<b>OUTPUT 1:</b> <i>Dynamic, long-term planning mechanisms to cope with the inherent uncertainties of climate change introduced, with focus on managing flood risk (CC Planning Mechanisms introduced)</i>		
<b>Activity Result 1 (Atlas Activity ID)</b>	<i>National stakeholders generate and apply critical information for improved and climate resilient decision-making</i>	Start Date: End Date:
<b>Purpose</b>	<i>To improve climate resilient decision-making by national stakeholders</i>	
<b>Description</b>	<ul style="list-style-type: none"> <li>• Undertake inventory of existing national capacities i.e. in terms of climate risk/opportunity, management of adaptation options, and other information</li> <li>• Allocate resources to each affected ministry to conduct policy research on CC risk to each relevant</li> </ul>	

	<p>sector within its mandate (e.g., MET would commission analysis of national parks, wildlife, tourism) and adaptation options</p> <ul style="list-style-type: none"> <li>• Supplement with inventory of other such capacities in Africa and elsewhere in the World (tap on existing inventories e.g. from DFID process, WMO) to ensure cutting edge analysis</li> <li>• Determine long-term adaptation needs and way forward for appropriate policy framework, as appropriate</li> <li>• Based on reviews apply existing guidelines and/or develop well tailored planning tools for assessing climate change risks and adaptation options at different levels (e.g. communities, regional governance systems and service providers, national level policy and decision-makers) and integrate into routine policy-making, i.e. guidelines for CCA mainstreaming into NDP 4 (see Output 3)</li> <li>• Design relevant and well tailored information packages for decision makers and develop dissemination and outreach strategy</li> <li>• Provide targeted awareness raising and training events, potentially with international expertise, for relevant more technical target groups</li> <li>• Formulate a capacity development plan for nation-wide capacities (see above) and assist selected institutions with strengthening their information provider status</li> </ul>	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
<b>AR 1 Indicator 1:</b> Number of Namibian institutions providing/generating/processing relevant climate risk information for use application (Sustainability)	Inventory report Survey	First year of project EoP
<b>AR 1 Indicator 2:</b> Number of institutions using climate change risk assessments as part of the planning process (Coverage)	Survey	EoP

<b>OUTPUT 1: Dynamic, long-term planning mechanisms to cope with the inherent uncertainties of climate change introduced, with focus on managing flood risk (CC Planning Mechanisms introduced)</b>		
<b>Activity Result 2 (Atlas Activity ID)</b>	<i>Technical capacities for CC and CCA adaptive planning and management increased, based on already existing ones (e.g. Namibia Information System of NPC)</i>	<b>Start Date:</b> <b>End Date:</b>
<b>Purpose</b>	<i>To increase capacities for CC and CCA adaptive planning and management</i>	
<b>Description</b>	<ul style="list-style-type: none"> <li>• Develop specific training packages that interprets CC and CCA actions in the context of uncertainty, including tools for planning that cater for such uncertainty and integrate elements of adaptive planning and management for various stakeholder groups (local level resource managers, middle management, high level decision makers), incl. on project management</li> <li>• Apply tools as part of specific outreach activities (see e.g. output 3, communities and youth)</li> <li>• Implement training-of-trainers packages through suite of target group-specific training events</li> <li>• Support multi-stakeholder responses, and bring together Disaster Risk Management (humanitarian) and adaptation (development) practitioners to plan and implement joint measures</li> </ul>	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
<b>AR 2 Indicator 1:</b> Number of participants trained in adaptive planning and management (Sustainability)	Workshop report; Project Progress Reports	Each workshop event; annually
<b>AR 2 Indicator:</b> Number of contingency plans developed in context of project (Coverage)	Workshop report; Project Progress Reports	Each workshop event; annually

<b>OUTPUT 1: Dynamic, long-term planning mechanisms to cope with the inherent uncertainties of climate change introduced, with focus on managing flood risk (CC Planning Mechanisms introduced)</b>		
<b>Activity Result 3 (Atlas Activity ID)</b>	<i>CCA related drought and flood risks assessed and contingency measures in place</i>	<b>Start Date:</b> <b>End Date:</b>
<b>Purpose</b>	<i>To strengthen the leadership at national, regional and local level to assist communities in addressing climate change risks and opportunities in place CCA related drought and flood risk</i>	
<b>Description</b>	<ul style="list-style-type: none"> <li>• Develop GIS-based risk assessment tools, incl. a flood risk maps, for Namibia, based on already existing ones (e.ge. Namibia Information System of NPC)</li> <li>• Mainstream information basis into decision-making through a toolkit circulated to relevant institutions and promotion of the toolkit</li> <li>• Undertake specific gender vulnerability assessment, and address finding in future programming of flood responses</li> <li>• Establish relevant EWS and institutions/information centres in high risk areas and operationalise for incorporation into ongoing government services (e.g. information centres in Ongwediva, Katima Mulilo,</li> </ul>	

	<p>Mariental), with MAWF esp. DWA and DRMU at OPM, and regional authorities and municipalities</p> <ul style="list-style-type: none"> <li>Contribute to building institutional (infrastructure, financial, human resources) capacity of centre; ensure centres have sufficient infrastructural, financial and human resource capacity to carry on within ongoing government services</li> </ul>	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
<b>AR 3 Indicator 1:</b> Budget allocated to operate information centres (Sustainability)	Project Progress Reports	Annually; EoP
<b>AR 3 Indicator 2:</b> Number of information centres operational (Coverage)	Project Progress Reports	Annually; EoP

<b>OUTPUT 2: Namibia leadership and institutional frameworks to manage climate change risks and opportunities strengthened, including a decentralised approach (CC Lead Inst Frmwks strengthened)</b>		
<b>Activity Result 1 (Atlas Activity ID)</b>	<i>Strengthened, and if necessary reformed, national and regional multi-stakeholder CC coordination platform</i>	Start Date: End Date:
<b>Purpose</b>	To strengthen and reform NCCC / national multi-stakeholder CC coordination platform	
<b>Description</b>	<ul style="list-style-type: none"> <li>Undertake assessment of current NCCC; establish SWOT and develop strategy for best CC coordination platform based on lessons learnt</li> <li>Strengthen and potentially redesign a dedicated unit within Government to coordinate national climate change strategic activities and mainstream CC into national policy and planning frameworks</li> <li>Undertake SWOT analysis to strategize where such a unit be best situated, incl. considerations of the ongoing MET restructuring process and in consultations with government and other stakeholders</li> <li>Develop CC platform's vision, mandate, roles, responsibilities, as well as operational modalities, incl. sustainable financing mechanism, and membership based on Namibian CC risk and opportunities needs or establish relevant new entity</li> <li>Operationalise "renewed" CC coordination entity with online/dynamic information sharing hub (Output 5 AR 1) and regular (e.g. annual) CC/CCA forum instituted</li> <li>Develop relevant models for regional mechanisms for each of Namibia's 13 political regions, based on NCCC experiences and other existing regional networks and experiences including the Participatory Poverty Assessments and Community Conversations</li> <li>In consultation with stakeholders set-up regional platforms based within an existing organisation and support operations of these regional platforms</li> <li>Assist regional platforms to develop workplans with a strong focus on outreach and community action</li> <li>Include M&amp;E plan, and lay foundation for long-term adaptive planning/re-shaping of platform</li> <li>Mainstream HIV/Aids; develop model based on national level HEWG experience and pilot initiatives elsewhere</li> <li>-</li> </ul>	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
<b>AR 1 Indicator 1:</b> Dedicated national CCA coordination unit established within central government, that successfully facilitates coordination of national CCA framework (Impact)	Project Progress Reports	EoP
<b>AR 2 Indicator 2:</b> Effective multi-stakeholder CC coordination platform operational (Sustainability/Impact)	Project Progress Reports	EoP
<b>AR 3 Indicator 3:</b> Number of regional multi-stakeholder CC coordination platforms operational (Replicability/Coverage)	Project Progress Reports	EoP

<b>OUTPUT 2: Namibia leadership and institutional frameworks to manage climate change risks and opportunities strengthened, including a decentralised approach (CC Lead Inst Frmwks strengthened)</b>		
<b>Activity Result 2 (Atlas Activity ID)</b>	<i>Strengthened leadership and technical capacities of national government and service providers (e.g. CBNRM support organisations, conservancies, CBOs) at national, regional and local level to assist communities in addressing climate change risks and opportunities</i>	Start Date: End Date:



<b>Purpose</b>	<i>To strengthen the leadership at national, regional and local level to assist communities in addressing climate change risks and opportunities in place</i>	
<b>Description</b>	<ul style="list-style-type: none"> <li>- Support staff capacity development within the CC unit to effectively and professionally coordinate Namibia's CC and CCA needs, responses and new opportunities derived from the international carbon market</li> <li>- Specifically support MET, and to a lesser extent MAWF and NPC's, CCA capacity, incl. through training of staff, financial support to staffing with a view of integrating staff into government services at end of project; equipment of office</li> </ul>	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
<b>AR 2 Indicator 1: Number of Ministries and other institutions working actively within the CC framework (Coverage)</b>	Project Progress Reports	EoP

<b>OUTPUT 2: Namibian leadership and institutional frameworks to manage climate change risks and opportunities , including a decentralised approach (CC Lead Inst Frmwks strengthened)</b>		
<b>Activity Result 4 (Atlas Activity ID)</b>	<i>Youth action programme implemented that enhances overall community outreach on adaptation action – on a pilot basis</i>	Start Date: End Date:
<b>Purpose</b>	<i>To establish a youth action programme that enhances overall community outreach on adaptation action – on a pilot basis</i>	
<b>Description</b>	<ul style="list-style-type: none"> <li>• Develop concept of youth as a nucleus of development action and change agents throughout Namibia's society</li> <li>• Address gender aspects of youth in programming</li> <li>• Implement youth action concept on a pilot basis; establish as learning experience and document lessons learnt for potential up-scaling (link to Output 5)</li> <li>• Hold Namibian CC Youth Conference and other targeted youth activities</li> <li>• Include M&amp;E plan for youth action programme; establish baseline of awareness</li> <li>• Support scholarship or award for Greening the Campus (tangible on-campus demonstration projects) efforts linked to CC and CCA</li> <li>• Strengthen community outreach element e.g. through the Big Issue, Facebook, Twitter, Warehouse Theatre, Gazza, other youth-relevant platforms; <i>Link to output 3 AR 2</i></li> </ul>	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
<b>AR 3 Indicator 1: Number of CCA youth actions implemented per region (Coverage)</b>	Project Progress Reports	
<b>AR 3 Indicator 2: Change in % of youth that are/feel that they are knowledgeable about CC and CCA (Impact)</b>	Survey; workshop reports	
<b>AR 3 Indicator 3: Number of other people from the public informed through youth action programme (Impact)</b>	Survey	

<b>OUTPUT 3: Climate-resilient policies and measures implemented in priority sectors (flooding and settlement/sanitation and health) and promoting community-based adaptation action (CC Resilient Policies implemented)</b>		
<b>Activity Result 1 (Atlas Activity ID)</b>	<i>National CCA framework for priority adaptation action at the national, regional and local level in place</i>	Start Date: End Date:

<b>Purpose</b>	<i>To put in place a national CCA framework for priority adaptation action at the national, regional and local level in place</i>		
<b>Description</b>	<ul style="list-style-type: none"> <li>Following from the diagnostic work and options analysis in Output 1, assist in developing and implementing CC proof investment plans for large infrastructure developments; set appropriate incentives for continued investments</li> <li>Building on development of CCA policy framework under Namibia's SNC, add and integrate public participation (incl. local and regional level) element into fully blown CCA policy development phase under AAP</li> <li>Place specific focus on gender sensitive planning and implementation</li> <li>Monitor and support implementation of newly established "Disaster Preparation Policy"; CCA M&amp;E should be fitted to interventions supported under the DRR policy to generate adaptation learning</li> <li>Undertake comprehensive policy review, following the Dewdney (1994) example for desertification, identifying CC risks and opportunities in sectoral and national policies; link to output 1 AR 1, as relevant</li> <li>Develop and implement tools and instruments to CC proof sectoral and national policies, such as policy briefs, targeted policy support, toolkits for decision-makers, Parliamentary briefings, breakfast meetings, etc</li> <li>Develop NDP 4 CCA mainstreaming guidelines; link to Medium Term Expenditure Frameworks (MTEF) (Output 4 AR 1)</li> </ul>		
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>	
<b>AR 1 Indicator 1:</b> Long-term CCA planning framework in place and acted upon (Impact)	Project Progress Report		
<b>AR 1 Indicator 2:</b> Comprehensive policy review guides which policies need to be CC proofed, and how to (Impact)	Policy review report; Project Progress Report Survey		
<b>AR Indicator 3:</b> Policy-makers reached through CC related policy tools (including events) (Coverage)	Policy review report; Project Progress Report Survey		

<b>OUTPUT 3: Climate-resilient policies and measures implemented in priority sectors (flooding and settlement/sanitation and health) and promoting community-based adaptation action (CC Resilient Policies implemented)</b>			
<b>Activity Result 2 (Atlas Activity ID)</b>	<i>Mechanisms and approaches for nation-wide community planning and outreach for adaptation in place, including through regionalisation of CCA Toolkits (developed and tested in Omusati region)</i>		<b>Start Date:</b> <b>End Date:</b>
<b>Purpose</b>	<i>To put in place mechanisms and approaches for nation-wide community planning and outreach for adaptation, including through regionalisation of CCA Toolkits (developed and tested in Omusati region)</i>		
<b>Description</b>	<ul style="list-style-type: none"> <li>Develop regional community CCA Toolkits for up to 12 additional regions in Namibia, based on those produced by the UNDP GEF/SPA pilot project in Omusati region/Namibia, in a gender sensitive manner</li> <li>Develop roll-out and dissemination plans for toolkits and integrating local level knowledge and addressing local level information needs; link e.g. to Output 1 AR 1, and Output 2, AR 2</li> <li>Implementation of these regional toolkits through key service providers</li> <li>Develop sustainable financing mechanism (see also output 4), based on Community-based Adaptation (CBA) experience in Namibia</li> <li>Support implementation of CCA Strategies through financial and technical support</li> <li>Include M&amp;E plan for community outreach activities and incorporate in knowledge management component (Output 5)</li> <li>Engage additional service providers who will assist with toolkit application and CCA community outreach per se (e.g.CBNRM support organisations, conservancies, farmers union)</li> </ul>		
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>	
<b>AR2 Indicator 1:</b> Number of regional toolkits (Coverage/Replicability)	Project Progress Reports		
<b>AR2 Indicator 2:</b> Number of community CCA Strategies & Action Plans funded through CBA fund (Impact)	Project Progress Reports Surveys		

**OUTPUT 3: Climate-resilient policies and measures implemented in priority sectors (flooding and**

<i>settlement/sanitation and health) and promoting community-based adaptation action (CC Resilient Policies implemented)</i>		
<b>Activity Result 3 (Atlas Activity ID)</b>	<i>Capacity to effectively address selected sector issues developed (on a pilot basis - priorities floods and settlements &amp; sanitation and health)</i>	Start Date: End Date:
<b>Purpose</b>	<i>To enhance the capacity to effectively address selected sector issues developed (priorities floods and settlements &amp; sanitation and health)</i>	
<b>Description</b>	<ul style="list-style-type: none"> <li>• Developed at least two pilot initiatives piloting approaches to (i) floods and settlements &amp; (ii) sanitation and health, particularly addressing gender sensitivity</li> <li>• Floods &amp; settlements:</li> <li>• Sanitation and Health</li> <li>• Include M&amp;E component and up-scaling plan; link to Output 5</li> </ul>	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
<b>AR 3 Indicator 1:</b> <i>% increase of municipalities in flood risk areas that have CC proofed settlement policies in place (Impact)</i>	Survey	
<b>AR 3 Indicator 2:</b> <i>% change of investments into appropriate sanitation system (Impact)</i>	Survey	

<b>OUTPUT 4:</b> <i>Financing options to meet national adaptation costs expanded at the local and national level, building on ongoing I &amp; FF work (CC Financing options expanded)</i>		
<b>Activity Result 1 (Atlas Activity ID)</b>	<i>Strengthened financial development framework on CC risks and opportunities established in Namibia</i>	Start Date: End Date:
<b>Purpose</b>	<i>To strengthen financial development framework on CC risks and opportunities established in Namibia</i>	
<b>Description</b>	<ul style="list-style-type: none"> <li>• Integrate the results of policy research conducted under Output 1 Activity Result 1, together with other available research such as the Investment and Financial Flows (IFF) analysis into an assessment of the potential for fiscal and regulatory instruments to provide incentives for CCA</li> <li>• Develop financing strategy that takes into account the potential for the private sector (e.g., mining, farmers, tourism, fisheries) to finance adaptation, how national budgets would need to change; the expected income from international adaptation funds (in particular the Adaptation Fund) and revenues from environmental payment mechanisms such as carbon sequestration credits.</li> <li>• Establish competent authority to deal with financing and investment questions (e.g. Ministry of Finance, National Planning Commission, strong MET-based unit, e.g. economics unit)</li> <li>• Through application of NDP 4 CCA mainstreaming guidelines facilitate inclusion of CCA financial needs into MTEF (Output 3 AR 1); ensure leveraging of appropriate sector investments</li> </ul>	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
<b>AR 1 Indicator 1:</b> <i>Amount of financial resources allocated to dealing with CC risks and opportunities country-wide (Impact)</i>	IFF component	
<b>AR 1 Indicator 2:</b> <i>Number of innovative market-based, fiscal and financial instruments designed and tested taking into account gender issues and concerns of the marginalised (Sustainability/Coverage)</i>	Project Progress Reports Survey	

<b>OUTPUT 4:</b> <i>Financing options to meet national adaptation costs expanded at the local and national level, building on ongoing I &amp; FF work (CC Financing options expanded)</i>
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<b>Activity Result 2 (Atlas Activity ID)</b>	<i>Sustainable CBA financing in place for meaningful community-actions throughout Namibia</i>	Start Date: End Date:
<b>Purpose</b>	<i>To put in place sustainable CBA financing for meaningful community actions throughout Namibia</i>	
<b>Description</b>	<ul style="list-style-type: none"> <li>• Review current CBA pilot initiative in Namibia for sustainability of results of interventions through small-grants programme (esp. SGP)</li> <li>• Link to CCA community toolkits which aide communities in developing local level, community CCA strategies and action plans, and priority interventions</li> <li>• Develop concept of long-term financing mechanism incl. though endowment fund, and mainstreaming CC as key risk and opportunity to microfinance; assessment of options</li> <li>• Establish study on CC risk and opportunities to microfinance in Namibia</li> <li>• Contribute financial resources to piloting CBA type of support to communities implementing CCA toolkits</li> </ul>	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
<b>AR 2 Indicator 1:</b> <i>Amount of financial resources allocated to implementation of community CCA Strategies and Action Plans (through CBA) (Impact)</i>	Project Progress Reports	
<b>AR 2 Indicator 2:</b> <i>Number of community level projects that demonstrate tangible CCA benefits (Impact/Coverage)</i>	Survey	

<b>OUTPUT 5: Knowledge on adjusting national development processes to fully incorporate climate change risks and opportunities generated and shared across all levels (CC Knowldg on Adj Nat Dev shared)</b>		
<b>Activity Result 1 (Atlas Activity ID)</b>	<i>Key stakeholders document, disseminate, and influence policy and programmatic responses for adaptation in priority sectors, nation-wide and internationally</i>	Start Date: End Date:
<b>Purpose</b>	<i>For key stakeholders document, disseminate, and influence policy and programmatic responses for adaptation in priority sectors, nation-wide and internationally</i>	
<b>Description</b>	<ul style="list-style-type: none"> <li>• Develop an M &amp; E framework which includes the key CCA policy questions that will be investigated e.g., costs of expected CC impacts, benefits of CCA, etc.</li> <li>• Document case and pilot approaches on CCA systematically and in an accessible format, e.g., online portal (below), annual magazine (in Output 2 AR 2)</li> <li>• Focus on the communication of relevant research and study information into policy relevant content and language</li> <li>• Effectively synthesize case studies, and draw out lessons learnt and best practices for wider application, link to UNDP Adaptation Learning Mechanism (ALM)</li> <li>• Design, set up and develop mechanism for sustainable maintenance of web-based knowledge platform (web portal)</li> <li>• Contribute to national and international community of practitioners through peer reviewed paper contributions, attendance and presentation at meetings and conferences and other such platforms in Namibia, the region and internationally</li> <li>• Set up bi-annual conference event on CC in Namibia (different themes each year, e.g. linked initially to the youth conference)</li> <li>• Use toolkit for cross-learning</li> <li>• Communicate findings of all Activity Results via national coordinating process (see Output 2);</li> <li>• In relation to AR 1, raise awareness about CC risks and opportunities through other mechanisms described throughout</li> </ul>	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
<b>AR 1 Indicator 1:</b> <i>data on costs and benefits of adaptation (Impact/Coverage)</i>	Webportal reports	
<b>AR 1 Indicator 2:</b> <i>% change of frequency of CCA web portal usage (Impact/Coverage))</i>	APP mechanism	
<b>AR 1 Indicator 3:</b> <i>Number of Namibian lessons learnt and innovations replicated elsewhere in Africa (through AAP partner and adaptation learning network) (Replicability)</i>	Annual reports APP mechanism	

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## VII. LEGAL CONTEXT

This Project Document shall be the instrument referred to as such in Article I of the Standard Basic Assistance Agreement (SBAA) between the Government of Namibia and the United Nations Development Programme, signed on the 22nd of March, 1990. The host country implementing agency shall, for the purpose of the Standard Basic Assistance Agreement, refer to the Government Cooperating Agency described in that Agreement.

The UNDP Resident Representative in Namibia is authorised to effect in writing the following types of revision to this Project Document, provided that s/he has verified the agreement thereto by the UNDP-GEF Unit and is assured that the other signatories to the Project Document have no objection to the proposed changes:

- a) Revision of, or addition to, any of the annexes to the Project Document;
- b) Revisions which do not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the rearrangement of the inputs already agreed to or by cost increases due to inflation;
- c) Mandatory annual revisions which re-phase the delivery of agreed project inputs or increased expert or other costs due to inflation or to take into account agency expenditure flexibility; and
- d) Inclusion of additional annexes and attachments only as set out here in this Project Document.

The project shall be subject exclusively to the internal and external auditing procedures of UNDP.

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## VIII. ANNEXES

Annex 1: Risk log



<b>Project Title:</b>	<b>Award ID:</b>	<b>Date:</b>
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#	Description	Date Identified	Type	Impact & Probability (1-5)	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
	<u>Static/inflexible/non-responsive Govt management responses</u>		Operational		<p>1. Create political will for change by supporting line ministries to conduct their own policy research and require them to come together to discuss integrated policy making.</p> <p>2. Create ownership of CC in the Min of Finance, to drive line ministries to action.</p> <p>3. Develop public awareness and support for adaptation through work to raise awareness and gather local level knowledge on adaptation.</p>				
	<u>Government commitment and political will:</u> Lack of government commitment and political will to adequately address CC risks	February 2009	Political	P = 2 I = 4	Strong ownership component for various line Ministries, Regional Councils, and Municipalities; project components to be directly implemented by them; members of national and regional platforms; targeted high-level decision makers awareness raising actions included in project design				
3	<u>Project Management:</u> Technical capacities not	February 2009	Operational	P = 4	Include a Technical Advisor position in project design;				

	<i>adequate for managing complex and large project; both management and technical inputs at the same time</i>			<i>I = 5</i>	<i>MET has confirmed that 2 new positions shall be created within government structure to absorb PMU staff in the longterm; extensive training activities included in design</i>				
4.	<i><u>Unwillingness to share information in Govt</u></i>		<i>Operational</i>		<i>Create multiple execution leads in Govt and require that all these come together to discuss integrated policy with regards to adaptation in Namibia.</i>				
2	<i><u>External economic factors:</u> <i>Exchange rate fluctuations</i></i>	<i>February 2009</i>	<i>Financial</i>	<i>P = 4 I = 5</i>	<i>Contingency of US\$ 300,000 included in budget; detailed budgeting process during preparatory phase</i>				
3	<i><u>Government commitment and political will:</u> <i>Lack of government commitment and political will to adequately address CC risks</i></i>	<i>February 2009</i>	<i>Political</i>	<i>P = 2 I = 4</i>	<i>Strong ownership component for various line Ministries, Regional Councils, and Municipalities; project components to be directly implemented by them; members of national and regional platforms; targeted high-level decision makers awareness raising actions included in project design</i>				
4	<i><u>Natural Disasters – esp. flooding:</u> <i>May disrupt project work for other national priorities</i></i>	<i>April 2009</i>	<i>Environmental</i>	<i>P = 3 I = 3</i>	<i>Engage with issue as CCA related; focus on other project priorities</i>				
5	<i><u>HIV/Aids: Impacts on succession planning as well as success of building adaptive capacities</u></i>	<i>April 2009</i>	<i>Organisation/Other</i>	<i>P = 4 I = 3</i>	<i>Include succession planning in project implementation arrangements during inception phase</i>				



## Types of Risks

Environmental	Financial	Organizational	Political	Operational	Regulatory	Strategic	Other
Natural Disasters: storms, flooding, earthquakes	EXTERNAL economic factors: interest rates, exchange rate fluctuation, inflation	Institutional Arrangements	Corruption	Complex Design (size: larger/multi-country project; technical complexity; innovativeness, multiple funding sources)	New unexpected regulations, policies	Partnerships failing to deliver	Other risks that do not fit in an of the other categories
Pollution incidents	INTERNAL:	Institutional/ Execution Capacity	Government Commitment	Project Management	Critical policies or legislation fails to pass or progress in the legislative process	Strategic Vision, Planning and Communication	Might refer to socioeconomic factors such as: population pressures; encroachment – illegal invasions; poaching/illegal hunting or fishing
Social and Cultural	Co-financing difficulties	Implementation arrangements	Political Will	Human Error/Incompetence		Leadership and Management	Poor response to gender equity efforts
Security/Safety	Use of financing mechanisms	Country Office Capacity (specific elements limiting CO capacity)	Political Instability	Infrastructure Failure		Programme Alignment	
Economic	Funding (Financial Resources)	Governance	Change in Government	Safety being compromised		Competition	
	Reserve Adequacy	Culture, Code of Conduct and Ethics	Armed Conflict and Instability	Poor monitoring and evaluation		Stakeholder Relations	
	Currency	Accountability and Compensation	Adverse Public opinion/media intervention	Delivery		Reputation	
	Receivables	Succession Planning and Talent Management		Programme Management		UN Coordination	
	Accounting/Financial Reporting	Human resources Processes and Procedures		Process Efficiency		UN Reform	
	Budget Allocation and Management			Internal Controls			
	Cash Management/Reconciliation			Internal and External Fraud			
	Pricing/Cost Recovery			Compliance and Legal			
				Procurement			
				Technology			
				Physical Assets			

## **Annex 2: Key Terms of Reference for Project Staff**

- a. Project Manager**
- b. Technical Advisor**
- c. Finance Expert (part-time)**
- d. Project Administrator**

### **a. Project Manager**

- Plan the activities of the project and monitor progress against the initial quality criteria.
- Mobilize goods and services to initiative activities, including drafting TORs and work specifications;
- Monitor events as determined in the Project Monitoring Schedule Plan, and update the plan as required;
- Manage requests for the provision of financial resources by UNDP, using advance of funds, direct payments, or reimbursement using the FACE (Fund Authorization and Certificate of Expenditures);
- Monitor financial resources and accounting to ensure accuracy and reliability of financial reports;
- Responsible for preparing and submitting financial reports to UNDP on a quarterly basis;
- Manage and monitor the project risks initially identified, 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;
- Be responsible for managing issues and requests for change by maintaining an Issues Log;
- Prepare the Project Progress Report (progress against planned activities, update on Risks and Issues, expenditures) and submit the report to the Project Board and Project Assurance;
- Prepare the Annual Review Report, and submit the report to the Project Board and the Outcome Board;
- Annual Performance Report (APR)/Project Implementation Review (PIR)
- Prepare the AWP for the following year, as well as Quarterly Plans if required;
- Update the Atlas Project Management module if external access is made available.

### **b. Technical Advisors (2)**

- Provide technical expertise and guidance to all project components, and support the PM in the coordination of the implementation of planned activities under the AAP project as stipulated in the project document/work plan
- Specifically responsible for the technical input into the development of outcomes 1, 2 and 3; includes caring out critical project activities with the project team and/or with the support of international specialists and national experts as appropriate
- Ensure that technical contracts meet the highest standards; provide input into development of Terms of Reference for sub-contracts, assist with selection process, recommend best candidates and approaches, provide technical peer function to sub-contractors; provide training and backstopping were necessary
- Provide technical inputs into the work of the NCCC and other relevant institutions under the AAP framework
- Give input into the development of technical training packages for all target groups and provide peer review function; in certain cases carry out selected training events
- Serve in a mentoring and back stopping function to project staff, as relevant
- Contribute to the work of the Knowledge Management (outcome 5) and serve in peer review function;
- Assist the PM in the development of a effective project M&E plan; jointly design and implement M&E activities;
- Advise on key policy and legal issues pertaining to the project, e.g. revolving around the longterm planning of a CCA strategy (mainly outcome 3); engage on and contribute to policy dialogues on all levels, including the national level
- Undertake regular reporting in line with project management guidelines.

### **c. Finance Expert**

- On a part-time arrangement, provide technical expertise and guidance to AAP outcome 4, and support the PM in the coordination of the implementation of planned activities under this outcome as

- stipulated in the project document/work plan.
- Specifically link to the ongoing Investment and CC Financial Flows (I&FF) project, which should be executed in close collaboration with the AAP project; cross-liaise/work as necessary
  - Ensure that technical contracts under outcome 4 meet the highest standards; provide input into development of Terms of Reference for sub-contracts, assist with selection process, recommend best candidates and approaches, provide technical peer function to sub-contractors; provide training and backstopping where necessary
  - Provide technical inputs into the work of the NCCC and other relevant institutions under the AAP framework pertaining to outcome 4
  - Give input into the development of technical training packages for all target groups and provide peer review function; in certain cases carry out selected training events, as relevant
  - Serve in a mentoring and back stopping function to project staff, as relevant
  - Contribute to the work of the Knowledge Management (outcome 5) and serve in peer review function;
  - Assist the PM in the development of an effective project M&E plan; jointly design and implement M&E activities on outcome 4;
  - Advise on key policy and legal issues pertaining to outcome 4; engage on and contribute to policy dialogues on all levels, including the national level
  - Contribute to lessons learnt generation
  - Undertake regular reporting in line with project management guidelines.

#### **d. Project Administrator**

- Set up and maintain project files
- Collect project related information data
- Update plans
- Administer Project Board meetings
- Administer project revision control
- Establish document control procedures
- Compile, copy and distribute all project reports
- Assist in the financial management tasks under the responsibility of the Project Manager
- Provide support in the use of Atlas for monitoring and reporting
- Review technical reports
- Monitor technical activities carried out by responsible parties

## Annex 3: Key Roles and Responsibilities

### Project Board

- 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 and agree on possible countermeasures/management actions to address specific risks;
- Agree on Project Manager's tolerances as required;
- Review the Project Progress Report and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans.
- Review Combined Delivery Reports (CDR) prior to certification by the Implementing Partner;
- Appraise the Project Annual Review Report, make recommendations for the next AWP, and inform the Outcome Board about the results of the review.
- Provide ad-hoc direction and advice for exception situations when project manager's tolerances are exceeded;
- Assess and decide on project changes through revisions;

**Senior Supplier:** Usually a **UNDP representative** is the Senior Supplier, representing the interests of the parties concerned which provide funding and/or technical expertise to the project. He/she will provide guidance regarding technical feasibility and support to the project.

**Executive:** Represents project ownership and chairs the Project Board. Usually, this is the relevant government nominated official (usually Secretary of a relevant Ministry and directly involved in project execution).

**Direct Beneficiaries:** Representatives of other Agencies Involved with Project Implementation

### Project Assurance

- Ensure that funds are made available to the project;
- Ensure that risks and issues are properly managed, and that the logs in Atlas are regularly updated;
- Ensure that critical project information is monitored and updated in Atlas, using the Activity Quality Assessment page in particular;
- Ensure that Project Progress Reports are prepared and submitted on time, and according to standards in terms of format and content quality;
- Ensure that financial reports are submitted to UNDP on time, and that CDRs are prepared and submitted to the Project Board;
- Perform oversight activities, such as periodic monitoring visits and "spot checks".
- Ensure that the Project Data Quality Dashboard remains "green"

**UNDP Programme Manager** (UNDP Resident Representative or delegated authority):

- Approve and sign the Annual Work Plan for the following year;
- Approve budget for the first year in Atlas.

**Implementing Partner** (authorised personnel with delegated authority):

- Approve and sign the Annual Work Plan (AWP) for the following year;
- Approve and sign the Combined Delivery Report (CDR) at the end of the year.

Sign the Financial Report (FR) or the Funding Authorization and Certificate of Expenditures (FACE)

## Annex 4: Capacity Assessment: Results of capacity assessment of implementing Partner

### A. Ministry of Environment and Tourism

Project Title	Building the foundation for a national approach to CCA in Namibia		
Name of the Institution	<b>Ministry of Environment and Tourism, Directorate of Environmental Affairs</b>		
Date of assessment	<b>25 March 2009</b>		
INDICATOR	AREAS FOR ASSESSMENT	APPLICABLE DOCUMENTS/TOOLS	COMMENTS
<b>PART I – REFERENCES AND PRELIMINARY CHECKS</b>			
<b>1.1 History and Compliance with International Resolutions/Standards</b>			
1.1.1 History	The Ministry of Environment and Tourism was created at Independence in 1990. Various Ministry Directorates are being restructured continuously.	Annual Reports (see the Ministry of Environment and Tourism annual reports available upon request. Media Kit (N/A) Website: www.met.gov.na	
1.1.2 United Nations Security Council 1267	Is the institution listed in any reference list? N/A	United Nations Security Council 1267 Committee's list of terrorists and terrorist financiers N/A	This is a government Ministry and therefore this is not applicable.
1.1.3 Certification	Is the institution already certified through international standards? N/A	ISO, Project Management standard, other standards N/A	N/A
<b>PART II. ASSESSING NATIONAL INSTITUTION CAPACITY FOR PROJECT MANAGEMENT</b>			
<b>2.1 Managerial Capacity</b>			
Ability to plan, monitor and coordinate activities			
Planning, Monitoring & Evaluation	Does the institution produce clear, internally consistent proposals and intervention frameworks, including detailed workplans?  The Ministry of Environment and Tourism has its five Strategic Plans and compile annual workplan.  Does the institution hold regular programme or project review meetings?  There are regular ministerial meetings to review activities and strategic meetings twice a year. The Ministry of Environment and Tourism produces regular annual	Well-designed project and programme documents Action Plans/Work plans Log frame or equivalent Project reports Evaluation reports Indicators available in project plans Lessons-Learned reports N/A	

	<p>report which is submitted to Parliament every year.</p> <p>Are there measurable outputs/deliverables in the defined project plans?</p> <p><b>The Ministry of Environment and Tourism sets clearly defined indicators and targets every year.</b></p> <p>Was the institution previously exposed to UNDP RBM approach/methodology or equivalent in other donor agencies? <b>N/A</b></p>		
2.1.2 Reporting and performance track record	<p>Does the institution monitor progress against well defined indicator and targets, and evaluate its programme/project achievements?</p> <p><b>The Ministry of Environment and Tourism sets clearly defined indicators and targets every year.</b></p> <p>Does the institution report to its stakeholders on a regular basis?</p> <p><b>Yes, through it annual mandatory progress report which is submitted to Parliament and is available to the wide public.</b></p>	<p>Reports to donors and other stakeholders</p> <p><b>The Ministry of Environment and Tourism has been a recipient of donors' funding since its inception and has a track record of complying with specific donor reporting requirements.</b></p> <p>Reporting system <b>N/A</b></p>	
<b>2.2 Technical Capacity</b>			
2.2.1 Specialization	<p>Does the institution have the technical skills required?</p> <p><b>The Directorate of Environmental Affairs has combined specialised staff members supported by consultants ranging from economists to ecologists.</b></p> <p>Does the institution have the knowledge needed?</p> <p><b>The Ministry of Environment and Tourism is the authority mandated to oversee the management of natural resources base in Namibia.</b></p> <p>Does the institution keep informed about the latest techniques/competencies/policies/trends</p>	<p>Publications on activities, specific issues, analytical articles, policies</p> <p>Reports from participation in international, regional, national or local meetings and conferences</p> <p>Tools and methodologies</p> <p>Evaluations and assessments</p>	N/A

	<p>in its area of expertise?</p> <p><b>The Ministry of Environment and Tourism is responsible for policy development, formulation and implementation as regard to environmental management.</b></p> <p>Does the institution have the skills and competencies that complement those of UNDP?</p> <p><b>The Ministry of Environment and Tourism has been collaborating well with the UNDP on a number of projects funded by the GEF (approximately over 23 projects so far)</b></p>		
2.2.2 Ability to monitor the technical aspects of the project.	<p>Does the institution have access to relevant information/resources and experience?</p> <p><b>The Ministry of Environment and Tourism has access to all environmental data available in the country and has built up a portfolio of its cadre of expertise in the sector. The Directorate of Scientific Services is specifically created to take charge of this responsibility.</b></p> <p>Does the institution have useful contacts and networks?</p> <p><b>Yes, the Ministry of Environment and Tourism has worked with a number of stakeholders including donors, Non-governmental organization, community-based support organizations, multilateral organizations, etc. it has a good track record of networking.</b></p> <p>Does the institution know how to get baseline data, develop indicators?</p> <p><b>Yes,</b></p> <p>Does it apply effective approaches to reach its targets (i.e participatory methods)?</p> <p><b>Yes, the MET is very</b></p>	<p>Evaluations and Assessments</p> <p>Methodologies/training materials</p> <p>Use of toolkits, indicators and benchmarks/capacity-development tools</p> <p>Databases</p> <p>N/A</p>	N/A most of the assessment

	experienced in community consultations, especially through its Community Based natural resource management programme.		
2.2.3 Human Resources	<p>Does the institution staff possess adequate expertise and experience?</p> <p><b>The Ministry of Environment and Tourism has over 638 staff complement of various specializations. In particular the DEA has 23 posts government funded and a pool of consultants working on a number of donor funded projects.</b></p> <p>Does the institution use local capacities (financial/human/other resources)?</p> <p><b>Yes, the Ministry of Environment and Tourism makes use of local consultants for specialized services.</b></p> <p>What is the institution capacity to coordinate between its main office and decentralized entities/branches (if relevant)?</p> <p><b>N/A</b></p> <p>Have staff been trained on project management methodology? <b>Yes, several courses on project management have been offered and Directors are managers responsible for running a number of Ministry programmes.</b></p>	<p>Profile of staff, including expertise and professional experience</p> <p>Staff turnover</p> <p>Chart of assignments of roles and functions</p> <p>Reports on technical experience from national or international agencies for operations and capacity-building</p> <p>Individual certification on project management such as PRINCE2</p> <p><b>Yes, Most project Directors in the MET have undergone PRINCE2</b></p>	
<b>PART III. ASSESSING NATIONAL INSTITUTION CAPACITY FOR ADMINISTRATIVE AND FINANCIAL MANAGEMENT</b>			
<b>3.1 Administrative capacity</b> <i>Ability to provide adequate logistical support and infrastructure</i>			
3.1.1 Ability to manage and maintain infrastructure and equipment	<p>Does the institution possess logistical infrastructure and equipment?</p> <p><b>Yes,</b></p> <p>Can the institution manage and maintain equipment?</p>	<p>Adequate logistical infrastructure: office facilities and space, basic equipment, utilities</p> <p>Office, regional and HQ.</p> <p>Computer capability and library materials</p> <p><b>A rich resource center of the MET.</b></p>	



		Proper equipment for area of specialization inventory to track property and cost	
3.1.2 Ability to procure goods services and works on a transparent and competitive basis.	<p>Does the institution have the ability to procure goods, services and works on a transparent and competitive basis?</p> <p>Does the institution have standard contracts or access to legal counsel to ensure that contracts meet performance standards, protect UNDP and the institution's interests and are enforceable?</p> <p><b>Yes, The Ministry of Environment and Tourism like any other government Ministry receives its legal advice from the Attorney General office.</b></p> <p>Does the institution have the authority to enter into contracts?</p> <p><b>Yes, it is created through the Constitution and thus has legal mandates.</b></p>	<p>Standard contracts</p> <p>Examples of how procurement is done</p> <p>Written procedures for identifying the appropriate vendor, obtaining the best price, and issuing commitments</p>	
3.1.3 Ability to recruit and manage the best-qualified personnel on a transparent and competitive basis.	<p>Is the institution able to staff the project and enter into contract with personnel?</p> <p><b>Yes, it is created through the Constitution and thus has legal mandates.</b></p> <p>Does the institution use written job descriptions for consultants or experts?</p>	<p>Standard contracts</p> <p>Job descriptions</p>	N/A
<b>3.2 Financial Capacity</b> <i>Ability to ensure appropriate management of funds</i>			
3.2.1 Financial management and funding resources	<p>Is there a regular budget cycle?</p> <p><b>Yes, Starting April 01 and end March 31</b></p> <p>Does the institution produce programme and project budgets?</p> <p>What is the maximum amount of money the institution has managed?</p> <p>Does the institution ensure physical security of advances, cash and records?</p> <p>Does the institution disburse</p>	<p>Operating budgets and financial reports</p> <p>List of core and non-core donors and years of funding</p> <p>Written procedures ensuring clear records for payable, receivables, stock and inventory</p> <p>Reporting system that tracks all commitments and expenditures against budgets by line</p>	<p><b>N/A, as clearly a normal function of the ministry.</b></p>

	<p>funds in a timely and effective manner?</p> <p>Does the institution have procedures on authority, responsibility, monitoring and accountability of handling funds?</p> <p>Does the institution have a record of financial stability and reliability?</p>		
3.2.2. Accounting System	<p>Does the institution keep good, accurate and informative accounts?</p> <p><b>Yes, the Ministry of Environment and Tourism is regularly audited by the Auditor General office as any other Government Ministry, and scrutinized by the Parliamentary Committee on Public Account.</b></p> <p>Does the institution have the ability to ensure proper financial recording and reporting?</p> <p><b>Yes, see the above. The MET has a division responsible for Financial administration.</b></p>	<p>A bank account or bank statements</p> <p>Audited financial statements</p> <p>Good, accurate and informative accounting system</p> <p>Written procedures for processing payments to control the risks through segregation of duties, and transaction recording and reporting</p>	N/A
3.2.3. Knowledge of UNDP financial system	<p>Does the institution have staff familiar with Atlas through External Access?</p> <p><b>Yes, see the explanation provided in the preceding section.</b></p>	<p><b>Where necessary administration of project finance is outsourced through contract.</b></p> <p>External access provided</p>	

## B. Ministry of Agriculture, Water and Forestry

Project Title	Building the foundation for a national approach to CCA in Namibia		
Name of the Institution	Ministry of Agriculture, Water and Forestry		
Date of assessment	20 May 2009		
INDICATOR	AREAS FOR ASSESSMENT	APPLICABLE DOCUMENTS/TOOLS	COMMENTS
<b>PART I – REFERENCES AND PRELIMINARY CHECKS</b>			
<b>1.1 History and Compliance with International Resolutions/Standards</b>			
1.1.1 History	Date of creation and length in existence Has the institution gone through a recent re-organization/re-structuring?	Annual Reports Media Kit Website	The Ministry in existence since Independence in 1990 Annual reports available and accessible Yes, restructuring partially done, responding to decentralization of services to local level and also to improve services Website available and operational
1.1.2 United Nations Security Council 1267	Is the institution listed in any reference list?	United Nations Security Council 1267 Committee's list of terrorists and terrorist financiers	<b>No</b>
1.1.3 Certification	Is the institution already certified through international standards?	ISO, Project Management standard, other standards	Public Service (Government Institution)
<b>PART II. ASSESSING NATIONAL INSTITUTION CAPACITY FOR PROJECT MANAGEMENT</b>			
<b>2.1 Managerial Capacity</b> Ability to plan, monitor and coordinate activities			
Planning, Monitoring & Evaluation	Does the institution produce clear, internally consistent proposals and intervention frameworks, including detailed work plans? Does the institution hold regular programme or project review meetings? Are there measurable outputs/deliverables in the defined project plans? Was the institution previously exposed to UNDP RBM approach/methodology or equivalent in other donor agencies?	Well-designed project and programme documents Action Plans/Work plans Log frame or equivalent Project reports Evaluation reports Indicators available in project plans Lessons-Learned reports	Directorate of Planning responsible for planning Ministerial Project proposals Individual Directorates in the Ministry also plan some Projects Annual work plans available with individual Directorates Yes, quarterly Ministerial/Directorate meetings Yes, Log Frames and Work Plans with Indicators available Yes, EU, GTZ and IFAD approaches and methodologies used in previous projects
2.1.2 Reporting and performance track record	Does the institution monitor progress against well defined indicator and targets, and evaluate its programme/project achievements? Does the institution report to its stakeholders on a regular basis?	Reports to donors and other stakeholders Reporting system	Yes, Monthly, Quarterly and annual reports available Yes, Project committee meetings (steering and Stakeholders)  Yes, on Quarterly basis
<b>2.2 Technical Capacity</b>			
2.2.1 Specialization	Does the institution have the	Publications on	Technical skills available in other

	<p>technical skills required? Does the institution have the knowledge needed? Does the institution keep informed about the latest techniques/competencies/policies/trends in its area of expertise? Does the institution have the skills and competencies that complement those of UNDP?</p>	<p>activities, specific issues, analytical articles, policies Reports from participation in international, regional, national or local meetings and conferences Tools and methodologies Evaluations and assessments</p>	<p>fields, but not qualified personnel in the Ministry in the Climate Change area Technical skills available in other fields, but no knowledge in Climate Change No information on latest information on latest techniques, the ground level not informed No skills in Climate Change. We rely on the UNDP expertise working with CCA project</p>
2.2.2 Ability to monitor the technical aspects of the project.	<p>Does the institution have access to relevant information/resources and experience? Does the institution have useful contacts and networks? Does the institution know how to get baseline data, develop indicators? Does it apply effective approaches to reach its targets (i.e. participatory methods)?</p>	<p>Evaluations and Assessments Methodologies/training materials Use of toolkits, indicators and benchmarks/capacity-development tools Databases</p>	<p>Yes, Access to websites information Yes, reliable network through telephones, faxes e-mail and internet lines available No, Training in Data Interpretation needed Yes, FSRE approach used. Project ideas are demand driven, bottom-up</p>
2.2.3 Human Resources	<p>Does the institution staff possess adequate expertise and experience? Does the institution use local capacities (financial/human/other resources)? What is the institution capacity to coordinate between its main office and decentralized entities/branches (if relevant)? Have staff been trained on project management methodology?</p>	<p>Profile of staff, including expertise and professional experience Staff turnover Chart of assignments of roles and functions Reports on technical experience from national or international agencies for operations and capacity-building Individual certification on project management such as PRINCE2</p>	<p>Expertise available in other fields, but not in issues related to Climate Change There is high staff turn-over in the Ministry. Financial resources of the Ministry limited Capacity available. Directors at central level. Deputy Directors at Divisional levels. CAEOs at Regional levels and Agriculture Technicians at Constituency level. Information exchange in both directions. Yes. A few staff members received short term trainings on project management</p>
<b>PART III. ASSESSING NATIONAL INSTITUTION CAPACITY FOR ADMINISTRATIVE AND FINANCIAL MANAGEMENT</b>			
<b>3.1 Administrative capacity</b> <i>Ability to provide adequate logistical support and infrastructure</i>			
3.1.1 Ability to manage and maintain infrastructure and equipment	<p>Does the institution possess logistical infrastructure and equipment? Can the institution manage and maintain equipment?</p>	<p>Adequate logistical infrastructure: office facilities and space, basic equipment, utilities Computer capability and library materials Proper equipment for area of specialization</p>	<p>Yes, ADCs available. Basic rain gauges and computers available. Computer skills on rainfall data processing and crop modelling not available. Yes, the budgetary provision available to manage and maintains equipment</p>

		inventory to track property and cost	
3.1.2 Ability to procure goods services and works on a transparent and competitive basis.	<p>Does the institution have the ability to procure goods, services and works on a transparent and competitive basis?</p> <p>Does the institution have standard contracts or access to legal counsel to ensure that contracts meet performance standards, protect UNDP and the institution's interests and are enforceable?</p> <p>Does the institution have the authority to enter into contracts?</p>	<p>Standard contracts</p> <p>Examples of how procurement is done</p> <p>Written procedures for identifying the appropriate vendor, obtaining the best price, and issuing commitments</p>	<p>Yes, tender system used for procurements. Three quotations required (lowest bidder selected) when a tender system is not applicable. Mini-tender board and economizing committee in place</p> <p>Yes, the Ministry has both standards set and legal counsel available with the Attorney General Office</p> <p>Yes, the institution can enter into contract as per requirement</p>
3.1.3 Ability to recruit and manage the best-qualified personnel on a transparent and competitive basis.	<p>Is the institution able to staff the project and enter into contract with personnel?</p> <p>Does the institution use written job descriptions for consultants or experts?</p>	<p>Standard contracts</p> <p>Job descriptions</p>	<p>Yes. Through media and print advertisements locally and internationally. Recruitment through interview panels. Contracts with the Ministry entered into.</p> <p>Yes, written job descriptions available</p>
<p><b>3.2 Financial Capacity</b>  <i>Ability to ensure appropriate management of funds</i></p>			
3.2.1 Financial management and funding resources	<p>Is there a regular budget cycle?</p> <p>Does the institution produce programme and project budgets?</p> <p>What is the maximum amount of money the institution has managed?</p> <p>Does the institution ensure physical security of advances, cash and records?</p> <p>Does the institution disburse funds in a timely and effective manner?</p> <p>Does the institution have procedures on authority, responsibility, monitoring and accountability of handling funds?</p> <p>Does the institution have a record of financial stability and reliability?</p>	<p>Operating budgets and financial reports</p> <p>List of core and non-core donors and years of funding</p> <p>Written procedures ensuring clear records for payable, receivables, stock and inventory</p> <p>Reporting system that tracks all commitments and expenditures against budgets by line</p>	<p>Yes, a rolling program budget system used</p> <p>Yes, program and project programs produced</p> <p>The ministry is allocated N\$ 2blns per annum</p> <p>Yes, not-negotiable cheques and order forms used</p> <p>Yes, the funds disbursement is released monthly</p> <p>Yes, clear delegation of power and fund distribution managers appointed. Internal auditors in place</p> <p>Yes, available in the ministry annual financial reports</p>
3.2.2. Accounting System	<p>Does the institution keep good, accurate and informative accounts?</p> <p>Does the institution have the ability to ensure proper financial recording and</p>	<p>A bank account or bank statements</p> <p>Audited financial statements</p> <p>Good, accurate and</p>	<p>Yes, the financial records of ministerial account available and known by all receivers of revenue</p> <p>Yes, the financial records of</p>

	reporting?	informative accounting system Written procedures for processing payments to control the risks through segregation of duties, and transaction recording and reporting	ministerial account available and known by all receivers of revenue. Records available in the ministry annual financial reports
3.2.3. Knowledge of UNDP financial system	Does the institution have staff familiar with Atlas through External Access?	External access provided	Yes, Staff members in the Directorate of Planning are familiar with

## Annex 5: Some CCA responses already underway in Namibia

*(From Zeidler, 2008. Namibian National Issues Report On Land Use, Land-Use Change and Forestry (LULUCF) (Adaptation), commissioned by UNDP in preparation of a national workshop on Investments and Financial Flows (IFF), Namibia September 2008)*

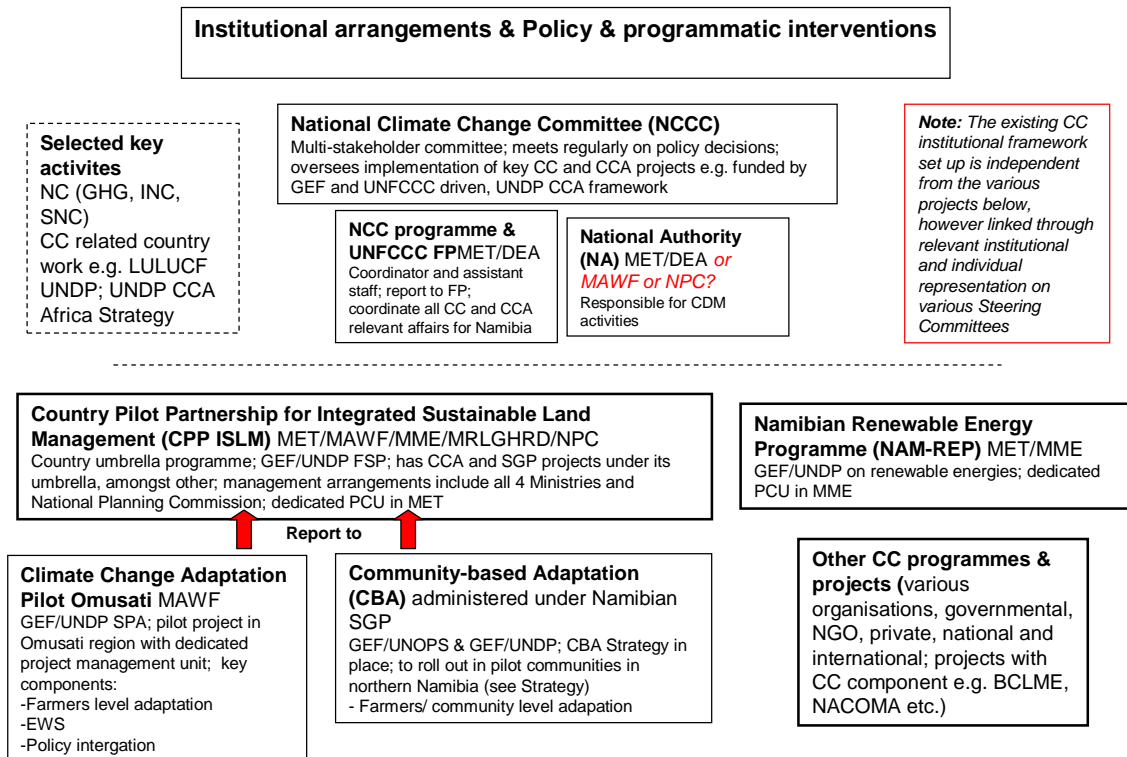
### Ongoing CCA responses

Namibia is already implementing a great deal of CCA related policy responses, and before brainstorming in more detail potential LULUCF relevant options, some of the key achievements and ongoing activities are briefly cited.

- Namibia has established a designated National Climate Change Committee, housed at MET
- Within DEA a special Climate Change Programme has been running since the early 1990'ties, with a CC Coordinator and ad hoc additional staff
- CCA has been included as one of the environment sector priorities under NDP 3; although CCA is not yet fully mainstreamed into NDP 3, the NDP 3 CCA programme should aim to achieve this for the next 5 year planning period
- The MET Strategic Plan (SP) spells out priority CCA activities, aimed, amongst other at providing opportunity for supporting a national framework of action on CCA and CCA mainstreaming
- Namibia has completed reporting requirements under the UNFCCC and since last year is conducting relevant background studies for the completion of Namibia's Second National Communication (SNC).
- Namibia has received funding for several pilot projects on CCA from UNDP/GEF
  - SPA: a pilot project in Omusati region that aims as developing and promoting coping mechanism amongst small scale farmers e.g. through the improvement and promotion of indigenous and drought resistant crops and livestock breeds; the establishment and improvement of Early Warning Systems, linking local, regional, national and super-national modern and traditional systems; the generation and dissemination of CCA relevant information amongst key stakeholder groups in Omusati region
  - CBA: Community-based Adaptation fund under the Small Grants Programme (SGP), which provides small grants to local communities for testing CCA innovations
- Namibia further receives CCA support through UNDP, i.e. through the workshop we are attending today (National CC awareness raising and capacity development workshop), and a four years programme of up to US\$ 4 Mio that would support the Government in establishing a national framework to successfully deal with CCA in the future, sponsored by the Government of Japan.
- The GTZ is currently undertaking a scoping study that identifies how the German support to the NR sector in Namibia can mainstream CCA considerations throughout the existing support programme and which CCA priorities of the Government should be supported.
- A number of NR sector programmes, such as the BCLME, NACOMA and various water sector research programmes have undertaken CC risk assessments (e.g. Cuvelai Drainage project); various researchers and development partners, incl. IIED and the Tyndall Institute, have carried out research on CC in Namibia, including on adaptation as well as costing of the impacts. No studies that would assess the cost of adaptation versus the benefits thereof have been conducted to date, according to my knowledge.
- Numerous other projects and government policies promote the overall adaptation policy options outlined above i.e. on improving governance, and empowering communities.

## Existing CCA institutional framework

### National CC and CCA action framework Namibia



**Figure 1:** Current CCA related project and institutional arrangements in Namibia. It is recommended to align the IF&F flows assessment with the ongoing umbrella programme that aims to develop a national long-term approach and strategy on CCA. The UNDP/Japan fund support will roll out in 2009 and is for a 3 to 4 year period. Implementation arrangements and aligned workplans should be developed to enhance synergy and longterm sustainability.





## Natse Otweya! CCA Toolkit

Namibia's first climate change adaptation toolkit targeted to the local level, Natse Otweya!, was released in November 2008. Sub-titled, Dealing with Climate Change, A community information toolkit on adaptation, this resource package was developed for farmers in Omusati Region, north-central Namibia. The toolkit is the first resource for farmers in the Omusati region to learn about what climate change is, what the expected impacts are for Namibia and the region in particular, and more importantly it provides some preliminary ideas on options for adaptations that farmers can apply to start dealing with the threats.

The toolkit is designed in the form of a resource book that is made available directly to local farmers and to extension personnel, especially in the Ministry of Agriculture, Water and Forestry. Extension staff and farmers are encouraged to use the material in working sessions with farmers and to start dealing with climate change issues in a collaborative manner. It is richly illustrated, and also available in poster format.



The content of the information toolkit has been developed based on consultations with farmers in the 12 constituencies in Omusati, undertaken in August/September 2008. During the consultations, the concept of climate change and adaptation was discussed and the farmers voiced a need for more information on what challenges are to be expected and what can be done to meet them.

The toolkit acts as a starting point for developing targeted information and resource materials for farmers in the region, and a suite of follow-up materials will be developed over the coming years. At this stage it is important to generate a basic understanding of what climate change is, how it will affect our lives, and to equip us with the first ideas or "tools" to do something about it.

The commissioning project, Climate Change Adaptation (CCA) project in Omusati Region of the Ministry of Agriculture, Water and Forestry (MAWF), is a sub-project under Namibia's Country Pilot Partnership for Sustainable Land Management (CPP for SLM)