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| **Project title:** Namibia Integrated Landscape Approach for enhancing Livelihoods and Environmental Governance to eradicate poverty (NILALEG) |
| **GEF Implementing Agency :** United Nations Development Programme |
| **Country:** Republic of Namibia | **Implementing Partner:** Ministry of Environment and Tourism | **Management Arrangements:** National Implementation Modality (NIM)  |
| **UNDP-GEF PIMS ID number:** 5640 | **GEF ID number:** 9426 |
| **Annex D              Terms of Reference for Project Steering Committee, Project Manager and other PMU positions** |

1. **Terms of Reference for the Project Steering Committee**

The Project Steering Committee (PSC) will serve as the project’s decision-making body. It will meet according to necessity, at least twice each year, to review project progress, approve project work plans and approve major project deliverables. The PSC is responsible for providing the strategic guidance and oversight to project implementation to ensure that it meets the requirements of the approved Project Document and achieves the stated outcomes. The PSC’s role will include:

* Approve annual project work plans and budgets, at the proposal of the Project Manager;
* Approve any major changes in project plans or programmes;
* Oversee monitoring, evaluation and reporting in line with GEF requirements;
* Ensure commitment of human resources to support project implementation, arbitrating any issues within the project;
* Negotiate solutions between the project and any parties beyond the scope of the project;
* Ensure that UNDP Social and Environmental Safeguards Policy is applied throughout project implementation; and, address related grievances as necessary.
* Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;
* Ensure coordination between various donor funded and government funded projects and programmes;
* Ensure coordination with various government agencies and their participation in project activities, including tracking co-financed activities;
* Address project issues as raised by the project manager;
* Agree on project manager’s tolerances as required, and provide ad hoc direction and advice for exceptional situations when the project manager’s tolerances are exceeded;
* Provide guidance on new project risks, and agree on possible countermeasures and management actions to address specific risks;
* Review the project progress, and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans;
* Appraise the annual project implementation report, including the quality assessment rating report; make recommendations for the workplan;
* Review a project Sustainability Plan drawn up by the Project Manager, including responsibilities, actions and costs postproject, and how these will be phased in.

These terms of reference will be finalized during the Project Inception Workshop. Note: It is proposed in the Project Document that the Project Steering Committee (PSC) be kept small and streamlined, and be complemented by a Joint Advisory Forum serving both NILALEG and the EIF-managed Ecosystem-Based Adaptation project.

1. **Terms of Reference for the Joint Advisory Forum**

A Joint Advisory Forum has been proposed by the Ministry of Environment and Tourism (MET), serving both NILALEG and the EIF-managed Ecosystem-Based Adaptation project. This forum will provide guidance to the PSC where necessary, and will also discuss topics of interest to forum members in relation to the projects, co-opting additional members whenever necessary for discussion of specialized topics. The Joint Advisory Forum is proposed to include representatives of all sectors, for example:

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

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

Where appropriate, the Joint Advisory Forum will provide technical advice and inputs relating to project implementation. The Forum may meet as often as is useful to the projects, and will be co-chaired by the Project Directors of the NILALGE and EBA projects, with support from the Project Managers. In addition to the core members of the Forum, technical experts may be invited in to discuss specific issues. Indicative Terms of Reference are as follows. These will be reviewed by the Project Steering Committee during project inception and may be extended as necessary.

* Review planned activities of both projects and ensure that they are technically sound and that, wherever possible, there is integration and synergy between the two projects during planning and implementation;
* Promote technical coordination between institutions, where such coordination is necessary and where opportunities for synergy and sharing of lessons exist;
* Provide technical advice and guidance on specific issues concerning integrated landscape management and ecosystem-based adaptation to climate change;
* Share information on project progress and lessons learned with related stakeholders at the national level;
* The JAF or a subset of its members may be requested to undertake specific project-related tasks, such as preparing or reviewing analytical reports, strategies and action plans, etc.;
* Other tasks as indicated by the Project Steering Committee.
1. **Terms of Reference for** **Project Director**

The Project Director (PD) is a senior staff member of the Implementing Partner, the Ministry of Environment and Tourism (MET), who will be accountable to the MET and UNDP for the achievement of objectives and results in the NILALEG project, and will ensure good cooperation with the Responsble Parties for Components 2 and 3, the Ministry of Agriculture, Water and Forestry (MAWF) and the Environmental Investment Fund (EIF). The PD will be part of the Project Steering Committee and answer to it. The PD will be financed through national government funds (co-financing), as part of their wider job description.

Duties and Responsibilities

* Serve as a member of the Project Steering Committee;
* Supervise compliance with objectives, activities, results, and all fundamental aspects of project execution as specified in the project document;
* Supervise compliance of project implementation with MET policies, procedures and ensure consistency with national plans and strategies;
* Facilitate coordination with other organizations and institutions that will conduct related integrated landscape management activities, same focal landscapes or same themes from elsewhere in Namibia;
* Participate in project evaluation, testing, and monitoring missions;
* Coordinate with national governmental representatives on legal and financial aspects of project activities;
* Coordinate and supervise government staff inputs to project implementation;
* Coordinate, oversee and report on government cofinancing inputs to project implementation.
1. **Terms of Reference for Project Management Unit**
2. **Project Manager**

Background

The Project Manager (PM) is a full-time position, and will be locally recruited following UNDP procedure, with input to the selection process from the NILALEG Project partners. The position will be appointed by the project implementing agencies and funded entirely from the Project. The PM will be responsible for the overall management of the Project, including the mobilisation of all project inputs, supervision over project staff, consultants and sub-contractors. The PM will report to the PD in close consultation with the assigned UNDP Programme Manager for all of the Project’s substantive and administrative issues. From the strategic point of view of the Project, the PM will report on a periodic basis to the Project Board, based on the PD’s instruction. Generally, the PM will support the PD who will be responsible for meeting government obligations under the Project, under the NIM execution modality. The PM will perform a liaison role with the government, UNDP and other UN agencies, CSOs and project partners, and maintain close collaboration with other donor agencies providing co-financing. The PM will work closely with the Landscape Consortia responsible for carrying out activities in the five focal landscapes.

Duties and Responsibilities

* Plan the activities of the project and monitor progress against the approved work-plan.
* Supervise and coordinate the production of project outputs, as per the project document in a timely and high quality fashion.
* Coordinate all project inputs and ensure that they are adhere to UNDP procedures for nationally executed projects.
* Supervise and coordinate the work of all project staff, consultants and sub-contractors ensuring timing and quality of outputs.
* Coordinate the recruitment and selection of project personnel, consultants and sub-contracts, including drafting terms of reference and work specifications and overseeing all contractors’ work.
* Manage requests for the provision of financial resources by UNDP, through advance of funds, direct payments, or reimbursement using the UNDP provided format.
* Prepare, revise and submit project work and financial plans, as required by Project teering Committee and UNDP.
* Monitor financial resources and accounting to ensure accuracy and reliability of financial reports, submitted on a quarterly basis.
* Manage and monitor the project risks initially identified and submit new risks to the project board for consideration and decision on possible actions if required; update the status of these risks by maintaining the project risks log.
* Liaise with UNDP, Project Steering Committee, relevant government agencies, and all project partners, including donor organisations and CSOs for effective coordination of all project activities.
* Facilitate administrative support to subcontractors and training activities supported by the Project.
* Oversee and ensure timely submission of the Inception Report, Project Implementation Report, Technical reports, quarterly financial reports, and other reports as may be required by UNDP, GEF and other oversight agencies.
* Disseminate project reports and respond to queries from concerned stakeholders.
* Report progress of project to the steering committees, and ensure the fulfilment of PSC directives.
* Oversee the exchange and sharing of experiences and lessons learned with relevant community based integrated conservation and development projects nationally and internationally.
* Assist community groups, municipalities, CSOs, staff, students and others with development of essential skills through training workshops and on the job training thereby increasing their institutional capabilities.
* Encourage staff, partners and consultants such that strategic, intentional and demonstrable efforts are made to actively include women in the project, including activity design and planning, budgeting, staff and consultant hiring, subcontracting, purchasing, formal community governance and advocacy, outreach to social organizations, training, participation in meetings; and access to program benefits.
* Assists and advises the Landscape Consortia responsible for activity implementation in the target sites.
* Carry regular, announced and unannounced inspections of all sites and the activities of the Landscape Consortia.

Required skills and expertise

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

Competencies

* Strong leadership, managerial and coordination skills, with a demonstrated ability to effectively coordinate the implementation of large multi-stakeholder projects, including financial and technical aspects.
* Ability to effectively manage technical and administrative teams, work with a wide range of stakeholders across various sectors and at all levels, to develop durable partnerships with collaborating agencies.
* Ability to administer budgets, train and work effectively with counterpart staff at all levels and with all groups involved in the project.
* Ability to coordinate and supervise multiple Landscape Consortia in their implementation of technical activities in partnership with a variety of subnational stakeholder groups, including community and government.
* Strong drafting, presentation and reporting skills.
* Strong communication skills, especially in timely and accurate responses to emails.
* Strong computer skills, in particular mastery of all applications of the MS Office package and internet search.
* Strong knowledge about the political and socio-economic context related to the Indonesian protected area system, biodiversity conservation and law enforcement at national and subnational levels.
* Excellent command of English and local languages.
1. **Project M&E, Capacity Development and Research Officer**

Under the overall supervision and guidance of the Project Manager, the Project M&E, Capacity Development and Research Officer will have the responsibility for project monitoring and evaluation. The Officer will work closely with the Communications, Gender and Advocacy Officer on knowledge management aspects of the project, and will provide support to the Technical Specialist #5 on Capacity Development, M&E and Impact Assessment.

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

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

Specific responsibilities on M&E will include:

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

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

* Masters degree, preferably in the field of environmental or natural resources management, development studies or related discipline;
* At least five years of relevant work experience preferably in a project management setting involving multi-lateral/ international funding agency. Previous experience with UN project will be a definite asset;
* Significant experience in collating, analyzing and writing up results for reporting purposes;
* Very good knowledge of results-based management and project cycle management, particularly with regards to M&E approach and methods. Formal training in RBM/ PCM will be a definite asset;
* Knowledge and working experience of the application of gender mainstreaming in international projects;
* Understanding of integrated landscape management, sustainable livelihoods and associated issues;
* Very good inter-personal skills;
* Proficiency in computer application and information technology.
* Excellent language skills in English (writing, speaking and reading) and in local languages.
1. **Project Communications, Gender and Safeguards Officer**

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

Specific responsibilities on Gender will include:

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

Specific responsibilities on Communications will include:

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

Specific responsibilities on Safeguards / Compliance will include:

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

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

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

Under the guidance and supervision of the Project Manager, the Project Administrative and Finance Officer will carry out both general administrative and logistical support to the NILALEG project, and financial accounting support to the project. The Project Administrative and Finance Officer will work in close cooperation with the Landscape Consortia and their finance officers, as well as finance staff in the Implementing Partner the Ministry of Environment and Tourism, where the PMU is housed, and finance staff in the Responsible Parties, the Ministry of Agriculture, Water and Forestry and the Environmental Investment Fund.

Specific responsibilities on project administration will include:

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

Specific responsibilities on project accounting will include:

* Keep records of project funds and expenditures, and ensure all project-related financial documentation are well maintained and readily available when required by the Project Manager;
* Review project expenditures and ensure that project funds are used in compliance with the Project Document and Government of Namibia financial rules and procedures;
* Validate and certify FACE forms before submission to UNDP;
* Provide necessary financial information as and when required for project management decisions;
* Provide necessary financial information during project audit(s);
* Review annual budgets and project expenditure reports, and notify the Project Manager if there are any discrepancies or issues;
* Consolidate financial progress reports submitted by the responsible parties for implementation of project activities;
* Liaise and follow up with the responsible parties for implementation of project activities in matters related to project funds and financial progress reports.

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

* A Bachelors degree or an advanced diploma in accounting/ financial management;
* At least five years of relevant work experience, preferably in a project management setting involving multi-lateral/ international funding agency. Previous experience with UN project will be a definite asset, as will experience on a project involving natural resource management and/or sustainable livelihoods;
* Proficiency in the use of computer software applications particularly MSWord, Excel and PowerPoint, as well as experience with setting up webinars and videoconferences;
* Excellent language skills in English (writing, speaking and reading) and in local languages.
* Very good inter-personal skills;
1. **Terms of Reference for Technical Specialists**

Terms of Reference for the five Technical Specialists should be based around the detailed analysis provided below, showing the full set of project Outputs and Activities. The table indicates with colour coding who bears primary and secondary responsibility for making this work happen, under the coordination of the Project Manager and the guidance of the project Steering Committee.

The analysis below sets out areas of primary and secondary responsibility for the five Technical Specialists (see Annex C for summaries of roles) and the five Landscape Consortia (see Annex C and Budget Notes in the Project Document for details):

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| --- | --- | --- | --- |
| TS #1 | Technical Specialist 1 | Land Use Planning, Remote Sensing and MEA Reporting | International Consultant |
| TS #2 | Technical Specialist 2 | Legal Drafting, Negotiation & Management Plans | National Consultant |
| TS #3 | Technical Specialist 3 | Agroforestry, Rangeland Management & Restoration | National Consultant |
| TS #4 | Technical Specialist 4 | Finance & Enterprise Development | National Consultant |
| TS #5 | Technical Specialist 5 | Capacity Development, M&E and Impact Assessment | International Consultant |
| LCs |  | Landscape Consortia |  |

**Primary and Secondary Responsibilities of Technical Specialists**

*Key for Responsibilities*

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| --- | --- | --- | --- |
| TS #1 | Technical Specialist 1 | Land Use Planning, Remote Sensing and MEA Reporting | International Consultant |
| TS #2 | Technical Specialist 2 | Legal Drafting, Negotiation & Management Plans | National Consultant |
| TS #3 | Technical Specialist 3 | Agroforestry, Rangeland Management & Restoration | National Consultant |
| TS #4 | Technical Specialist 4 | Finance & Enterprise Development | National Consultant |
| TS #5 | Technical Specialist 5 | Capacity Development, M&E and Impact Assessment | International Consultant |
| LCs |  | Landscape Consortia |  |

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| **Project Components** | **Project Outputs** | **Activities for Discussion (Draft)** | **Geographical Focus** | **Primary (P) and Secondary (S) Responsibility** |
| **Component 1:** Strengthening institutional coordination and governance mechanisms for an integrated landscape management approach*Outcome 1: Functioning intra-governmental coordination to guide implementation and monitoring of global targets* | Output 1.1: **Intra-governmental coordination** improved to achieve targets for Land Degradation Neutrality, biodiversity conservation and climate risk management | 1.1.1 Undertake survey in set-up phase to assess government and key stakeholder capacity for integrated landscape management | National | TS #5 (P)  |
| 1.1.2 Hold annual national Integrated Landscape Management conferences with government (all spheres), research and civil society partners involved in monitoring and reporting to CBD, UNCCD and UNFCCC | TS #5 (P) |
| 1.1.3 Promote public dialogue on integrated landscape management for wealth creation, through Sustainable Development Advisory Council and other bodies | TS #5 (P) |
| 1.1.4 Hold biennial regional coordination and training events (regional councils, development coordination committees, farmers’ representatives, offices of line ministries, industry associations) | 5 Regions with C2 focal landscapes (Kunene, Omusati, Ohangwena, Kavango West, Zambezi) | TS #5 (P) |
| Output 1.2: National **system for monitoring progress towards spatial targets** in Multilateral Environmental Agreements (MEAs)  | 1.2.1 Undertake stock-take of current national spatial data generation, access to GIS and remote sensing, and capacity needs assessment for processing and analyzing data | National | TS#1 (P) |
| 1.2.2 Establish technical working group for MEA monitoring to review and agree on baselines, targets, indicators and means of measurement / monitoring, including long term monitoring plots, for:* Area under categories of carbon stocks (including review of Tier 2 & 3 emissions factors for AFOLU sectors) - NDC (UNFCCC)
* Area newly degraded or bush encroached - LDN Strategy (UNCCD)
* Area with grazing / farming productivity restored - ditto
* Area with biodiversity protected - NBSAP (CBD)
 | TS#1 (P) |
| 1.2.3 Build on existing land cover mapping, forest inventory, Agro-Ecological Zones, IRLUP data etc. to develop comprehensive baseline maps to be used as baseline for integrated MEA spatial monitoring and reporting system  | TS#1 (P) |
| 1.2.4 Access open source technologies and global standards for data and software, and establish integrated MEA monitoring system in appropriate line ministry or agency, incl. shared GIS-Internet Platform with information gathering protocol and functional database | TS#1 (P) |
| 1.2.5 Undertake training and coordination events with government and non-government stakeholders on Namibia’s new spatial monitoring and GIS Platform, including community monitors from 5 focal landscapes  | TS#1 (P)TS #2 (S) |
| 1.2.6 Conduct annual monitoring of progress towards agreed spatial targets for MEAs, publish data on trends in related thematic areas (incl. soil fertility, forest cover change, bush encroachment, crop yields, livestock productivity, etc.), with policy recommendations | TS#1 (P) |
| 1.2.7 Forge collaborations with Southern African Development Community and international agencies (government, research and multilateral) to supplement data access and expertise, and conduct learning exchanges with other countries | TS#1 (P) |
| Output 1.3 Strengthening of Namibia’s **State Forest** **network** through legal protection | 1.3.1 Undertake legal work needed to gazette three State Forests (Kanovlei, Hamoye and Caprivi) and develop advocacy & communications strategy with Department of Forests (MAWF) and MET  | National  | TS#2 (P) |
| 1.3.2 Develop management plan for two State Forests (Caprivi done), and develop communication, implementation and financing strategy with three Regional Councils  | 3 Regions with State Forests - Otjozondjupa, Kavango East and Zambezi  | TS#2 (P) |
| Output 1.4 In-service training **of agriculture and forestry** officials and CBOs at national and regional levels, to carry out extension for integrated landscape management  | 1.4.1 Hold MET/MAWF-led national consultation event on extension for integrated landscape management  | National | TS #3 (P) |
| 1.4.2 Develop in-service training course on extension for integrated landscape management, and deliver pilot (including selected participants from Comp 2 demonstration sites) | 9 northern regions (8 NCA regions plus Otjozondupa) – serviced in three centres | TS #3 (P) – develop courseTS #5 (S) – deliver pilot  |
| 1.4.3 Conduct a series of Community Forest management training sessions in the 9 Northern Regions on sustainable management and revenue generation, reviewing and updating management plans for implementation | 9 northern regions | TS #3 (P)5 LC (S) |
| 1.4.4 Coordinate intentions of DAPEES to create regional resource centres with efforts of Regional Councils and NNFU to stimulate regional rural development and MLRs regional offices (to form Regional Farmers’ Academies, as described in 3.1.6) | 5 Regions with C2 focal landscapes (Kunene, Omusati, Ohangwena, Kavango West, Zambezi) | TS #5 (P)TS #3 (S) |
| Output 1.5: Inspection and **enforcement capacity to uphold environmental legislation** and prevent illegal forest clearing, poaching, grazing, settlement, mining or infrastructure development | 1.5.1 Undertake review of natural resource legislation to harmonize and address gaps for effective management and restoration (Forest Act, Environmental Management Act, laws governing conservancies)  | National | TS#2 (P) |
| 1.5.2 Conduct capacity needs assessment for inspection and enforcement capacity on environmental legislation  | TS #5 (P) |
| 1.5.3 Hold MET/MAWF-led national consultation and training events on inspection and enforcement capacity on environmental legislation, to agree on costed action plan | TS#2 (P)TS #3 (S) |
| 1.5.4 Conduct reviews of existing IRLUPs as basis for scaling up participatory planning and management in landscapes, and make recommendations  | Those of 9 Northern Regions with IRLUPs | TS #1 (P)TS #5 (S) |
| **Component 2:** Implementation of the integrated landscape management approach in focal landscapes *Outcome 2: Enhanced sustainable land and forest management, biodiversity conservation and livelihoods in focal landscapes* | Output 2.1: Establishment and capacity development of **multi-stakeholder coordination structures** in five focal landscapes of approx. 20,000 ha each, applying **Integrated Regional Land Use Plans** to zone areas for sustainable harvesting, restoration etc. to contribute to specific LDN, NDC and NBSAP and poverty reduction targets | 2.1.1 Undertake full field survey of focal landscapes in set-up phase to gather baseline socio-economic and environmental data to guide monitoring and impact studies | 5 Focal Landscapes | Survey consultancy (P) |
| 2.1.2 Engage all stakeholders in each focal landscape in an ongoing coordination structure for project activities, and strengthen participating structures, including women, youth and marginalized groups | 5 LCs (P) |
| 2.1.3 Training of facilitators from NGOs, local government, community and business structures on participatory land use planning, mapping, zoning and management | 5 LCs (P)TS #5 (S) |
| 2.1.4 Undertake participatory land use planning through coordination structures and agree on management guidelines for protection, sustainable use, restoration and sustainable farming in specific areas | 5 LCs (P)TS #2 (S) |
| 2.1.5 Develop spatially explicit management plans and protocols for each site where community activities will be undertaken, with procurement plans for infrastructure and equipment needed | 5 LCs (P)TS #3 (S)TS #2 (S) - template |
| 2.1.6 Work with stakeholders on monitoring implementation of the land use and management plans , conduct training and equip community monitors, in collaboration with research and development agencies | 5 LCs (P)TS #2 (S) |
| Output 2.2: Agreement at national and regional levels to demarcate **Regional Forest Reserve** of at least 10,000 ha and establish infrastructure for sustainable management and restoration | 2.2.1 Undertake MAWF-led consultations with Regional Councils, traditional authorities and communities on demarcating and gazetting a Regional Forest Reserve, based on cost-benefit analysis | Kavango West and elsewhere if appropriate  | TS#2 (P)LC in KWest (S) |
| 2.2.2 Undertake legal work needed to gazette Regional Forest Reserve, develop management plan and strategies for communication, implementation, financing and monitoring | TS#2 (P)LC in KWest (S) |
| 2.2.3 Develop capacity of new structure/s for co-management and oversight of RFR, including sustainable harvesting, permitting and benefit sharing, nature-based enterprises, biodiversity inventory and monitoring, integrated fire management, reforestation and assisted natural regeneration | LC in KWest (P)TS#2 (S) |
| 2.2.4 Local youth employment scheme to help construct infrastructure in/near new Regional Forest e.g. fencing, gates, signage, ranger posts, plant nurseries with water facilities, and liaise with Regional Council on co-investment in roads, tourism infrastructure etc. | LC in KWest (P)TS#2 (S) |
| Output 2.3: Implementation of existing Forest Policy in focal landscapes through **sustainable forest management** plans for new Community Forest/s across at least 3,000 ha, agreements for sustainable extraction of timber and NTFPs | 2.3.1 Undertake Community Forest Management Structure-led consultations to develop a plan for restoration, sustainable management and revenue generation, and develop capacity for implementation, including women, youth and marginalized groups | (Focal Landscapes with Community Forests)   | 5 LCs (P)TS #3 (S) |
| 2.3.2 Local youth employment scheme to construct demo sites and infrastructure for agroforestry, fodder production and sustainable harvesting, e.g. tree nursery with rainwater harvesting | 5 LCs (P)TS #3 (S) |
| 2.3.3 Operate Forest Field Academy in Community Forests to develop capacity for and undertake sustainable forest livelihoods – agroforestry, fodder production, sustainable harvesting etc. | 5 LCs (P)TS #3 (S) |
| 2.3.4 Work with stakeholders on monitoring and enforcement protocols, conduct training and equip community monitors, with local schools, research & development agencies | 5 LCs (P)TS #5 (S) |
| Output 2.4 **Restoration** **of forest and savannah** over at least 10,000 hectares, zoned to meet LDN and NDC targets | 2.4.1 Work with traditional authorities, farmers’ organizations and CBOs to develop and monitor a plan for restoring savannah for grazing or forest for mixed agroforestry | (Focal Landscapes suitable for Restoration)*May involve:*Communal grazing landsCommunity / regional forestsSSCF land    | 5 LCs (P)TS #3 (S) |
| 2.4.2 Develop management plans and protocols for each restoration site, procure infrastructure and equipment needed, and mobilize workforce incl. women, youth and marginalized groups drawn from local area | 5 LCs (P)TS #3 (S) |
| 2.4.3 Undertake savannah restoration activities, and work with farmers on sustainable rangeland management as sites recover, including bush control, seed multiplication, developing forage grasses and legumes, cultivating pastures and drought-tolerant fodder shrubs, planned grazing, erosion control, and improved livestock management  | 5 LCs (P)TS #3 (S) |
| 2.4.4 Undertake forest restoration activities, planting useful species with differing growth rates for rotational harvesting, and practice SFM including fire management, forest thinning, sustainable harvesting of timber & NTFPs | 5 LCs (P)TS #3 (S) |
| 2.4.5 Train and equip Regional Council / community monitors for ongoing monitoring and enforcement of restoration sites and protocols, fire management etc. | 5 LCs (P)TS #3 (S)TS #5 (S) |
| Output 2.5: Extension support to promote **agroforestry and sustainable crop/rangeland management**,across at least 15,000 ha | 2.5.1 Work with DAPEES (state extension), farmers' organization, businesses and CBOs to develop, implement and monitor a plan for agroforestry and sustainable crop/rangeland management, in line with the detailed land use plan (see 2.1.2) | (Focal Landscapes suitable for Farming)   | 5 LCs (P)TS #3 (S) |
| 2.5.2 Establish demonstration sites for agroforestry, sustainable crop / rangeland management and conduct capacity development with farming households on communal land and small scale commercial farmers | 5 LCs (P)TS #3 (S) |
| 2.5.3 Construct one major piece of infrastructure per landscape in support of agroforestry / fodder production / sustainable rangeland management, e.g. borehole, check dam, fodder crop seedling nursery | 5 LCs (P)TS #3 (S) |
| Output 2.6: **Nature-based enterprise development** through PPPs and community-based enterprises, including tourism, value-addition and processing of natural products | 2.6.1 Work with CBOs, businesses and farmers’ associations to develop a plan for one major nature-based enterprise per focal landscape – e.g. essential oil distillery, fruit canning plant, eco-tourism lodge, thatch-grass treatment operation, furniture making workshop etc. | 5 Focal Landscapes*May involve:*ConservanciesCommunal LandCommunity/Regional Forests  | 5 LCs (P)TS #4 (S) |
| 2.6.2 Undertake a value chain analysis and market study for each enterprise, develop a public-private partnership and bring in investors & entrepreneurs; establish a community cooperative and support to supply chain (incl. input supplies, production and marketing) | TS #4 (P) |
| 2.6.3 Construct and equip the necessary infrastructure for each nature-based enterprise, with sustainability plan including servicing and maintenance of equipment  | 5 LCs (P)TS #4 (S) |
| 2.6.4 Provide hands-on support to set up and run one nature-based enterprise per focal landscape – including technical training, business planning, micro-credit and market access | 5 LCs (P)TS #4 (S) |
|  | Output 2.7 **Small grants facility** for integrated landscape management activities by CBOs (farmer associations / community groups / women’s groups / community forest structures / conservancies)  | 2.7.1 Establish small grant facility within EIF with Standard OperatingProcedures including criteria, procedures and training manual | 5 Focal Landscapes | 5 LCs (P) |
| 2.7.2 Award at least 20 grants of up to $50,000 (4 per landscape) to CBOs community groups for agroforestry and sustainable crop/rangeland management, and/or nature-based enterprises | 5 LCs (P)TS #3 (S)TS #4 (S) |
| 2.7.3 Award at least 10 follow-up grants of up to $50,000 to recipients who spend first grant rapidly and effectively and request follow-up | 5 LCs (P)TS #3 (S)TS #4 (S) |
| **Component 3.** Sustainable financing for implementation and upscaling of the integrated landscape management approach *Outcome 3. Enhanced access to finance, technical assistance and market information to pilot and scale up the integrated landscape management approach and sustainable enterprises* | Output 3.1: **Scale-up of Integrated Landscape Management** approach and nature-based enterprises through sustainable finance mechanisms | 3.1.1 Undertake survey in set-up phase of current and potential funding sources (public & private, domestic & international) for sustainable natural resource management | National | TS #4 (P) |
| 3.1.2 Hold EIF-led conference to explore potential for public-private partnerships to maximise economic potential of State and Regional Forests and scale up nature-based enterprises  | TS #4 (P) |
| 3.1.3 Support EIF to help communities across Namibia access grants and loans for integrated landscape management and sustainable nature-based businesses, develop criteria and assist in project development | TS #4 (P) |
| 3.1.4 Cooperate with commercial banking sector to develop a pipeline, improve risk analysis, and provide technical assistance for extending credit to small-scale farmers for integrated landscape management activities | TS #4 (P) |
| 3.1.5 Support DAPEES (state extension) to develop strategy to expand demonstration sites into Regional Farmers’ Academies as resource and capacity building centres with expertise in ecology, livestock and farming and support community monitors and community-based agricultural resource persons with training, implementation etc. REGIONAL | 5 Regions with C2 focal landscapes (Kunene, Omusati, Ohangwena, Kavango West, Zambezi) | TS #4 (P)TS #3 (S) |
| 3.1.6 Undertake feasibility study for and, if positive, support establishment of Community Forest Management Fund within EIF, to make payments to communities successfully restoring and sustainably managing their forest  | National | TS #4 (P) |
| Output 3.2: Scale-up of a **public works programme for landscape restoration,** piloting charcoal-making from bush control on state-owned farms, with three pilot areas of 1,000 ha each | 3.2.1 Pilot ecologically sustainable methodology for bush control and aftercare on 3 resettlement farm sites of 1,000 ha each in Otjozondjupa, with well trained and managed workforce through National Youth Service partnership | National and Otjozondjupa Region | TS #3 (P) |
| 3.2.2 Conduct feasibility study and detailed budgeting to expand National Youth Service for bush control to the whole Farm Unit Resettlement Scheme (FURS) and small scale commercial farmers, with centralized charcoal-making | TS #4 (P) |
| 3.2.3 Investigate potential for income generation from sale of charcoal and by-products from cleared encroacher bush on resettlement farms and state-owned experimental farms, research and extension stations, as a source of state revenue for integrated landscape management, through consultations with MoF, Treasury and MITSMED | TS #4 (P) |
| 3.2.4 Construct and equip the pilot plant producing and selling graded charcoal, tar and biochar, and support with training, maintenance, marketing and access to loan finance | 5 LCsTS #4 (S) |
| Output 3.3: Targeted Scenario Analysis to **value ecosystem services**, making the case for investment by comparing a Business as Usual scenario vs Integrated Landscape Management scenario | 3.3.1 Conduct a Targeted Scenario Analysis in a region with major threats to rangeland sustainability – compare key indicators in scenarios with and without implementation of a new disease-free strategy and trading system that would enable northern communal pastoralists to join the free beef trade of Namibia | 2 regions selected from the 9 northern regions | TSA consultancy (P)TS # 3 (S)TS #4 (S) |
| 3.3.2 Conduct a Targeted Scenario Analysis in a region with major threats to forest sustainability – compare key indicators in scenarios with and without forest protection (could be implementation of a Regional Forest Reserve with ecotourism operations) | TSA consultancy (P)TS # 3 (S)TS #4 (S) |
| **Component 4.** Knowledge management, monitoring and evaluation, gender and impact assessment*Outcome 4. Project results are tracked, and impact of interventions evaluated, with learning captured and shared* | Output 4.1 Partner with tertiary and research institution/s for longitudinal **studies on project impact** (beyond outcome level) | 4.1.1 Conduct baseline survey of available published and grey literature relevant for integrated landscape management in Namibia | National and 5 focal landscapes | TS #5 (P) |
| 4.1.2 Conduct longitudinal impact study 1: Impact of restoration on ecology (groundwater recharge, vegetation productivity, carbon sequestration) and livelihoods in focal landscapes | TS #3 (P) |
| 4.1.3 Conduct longitudinal impact study 2: Impact of sustainable farming interventions on soil fertility, water availability, livestock/crop yields | TS #3 (P) |
| 4.1.4 Conduct longitudinal impact study 3: Impact of nature-based enterprises on ecology and livelihoods | TS #4 (P) |
| 4.1.5 Conduct longitudinal impact study 4: Degree of protection achieved and impact of Regional Forest Reserve on biodiversity, and carbon sequestration, with long-term monitoring plots | TS #3 (P) |
| 4.1.6 Conduct longitudinal impact study 5: Impact of bush control and charcoal operations on ecology and livelihoods | TS #4 (P)TS #3 (P) |
| Output 4.2 Implement **gender action plan** and gender impact study | 4.2.1 Implement gender action plan to ensure that gender equality and women’s empowerment mainstreamed throughout project | National | TS #5 (P) |
| 4.2.2 Undertake gender impact study to assess extent to which gender equality and women’s empowerment mainstreamed in activities in focal landscapes | 5 LCs (P)TS #5 (S) |
| Output 4.3 **Knowledge sharing** for replication of best practice locally, nationally and internationally  | 4.3.1 Conduct learning exchange visits between communities involved in focal landscape activities, involving women, youth and marginalized communities | 5 focal landscapes | TS #5 (P)5 LCs (S) |
| 4.3.2 Conduct learning exchange visits between Community Forest management structures  | 9 Northern Regions | TS #5 (P)5 LCs (S) |
| 4.3.3 Hold annual Landscape Management Dialogue events, hosted by Regional Councils, with all government, research and civil society partners sharing lessons and visiting the field for demonstrations  | National  | TS #5 (P)TS #3 (S)5 LCs (S) |
| 4.3.4 Facilitate conference with SADC countries on best practice for restoration of dry broadleaf forest and savannah grazing and scaling up and financing integrated landscape management  | International | TS #5 (P) |
| Output 4.4 Undertake public **awareness, communications** and knowledge management for project  | 4.4.1 Develop and implement communications strategy through public service advertising, radio programming and SMS service in local languages throughout northern communal areas | National | Comms consultancy (P)5 LCs(S)TS #5 (S) |
| 4.4.2 Develop and implement local strategy for community consultation, engagement, reportback and awareness in focal landscapes, incl. demo sites and long-term monitoring plots  | National, 5 focal landscapes | TS #5 (P)TS #3 (S)5 LCs (S) |
| 4.4.3 Capture lessons learnt in focal landscapes on community engagement, women’s empowerment, integrated landscape management and poverty reduction through nature-based enterprises | Comms consultancy (P)5 LCs(S)TS #5 (S) |
| 4.4.4 Establish a project library containing all training materials brochures and articles published to project end and identify institutional home in each region | 9 northern regions | Comms consultancy (P)TS #3 (S)TS #5 (S) |
| Output 4.5 Conduct project **monitoring and evaluation** and sustainability plan, for achievement of all project outcomes  | 4.5.1 Monitor achievement of project outputs and outcomes, track expenditure and complete annual performance reports | National | TS #5 (P)TS # 1 (S)TS # 3 (S)5 LCs (S) |
| 4.5.2 Facilitate an independent Mid Term Evaluation and Terminal Evaluation of the project | TS #5 (P) |
| 4.5.3 Develop a project Sustainability Plan, emphasizing government and stakeholder capacity for long-term implementation of ILM approach | TS #5 (P) |