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**DRAFT report of the Mid-Term Review of the MET Project**

**“Strengthening the capacity of the protected area system to address new management challenges (PASS Namibia)”**

September 2016

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Tharcisse Ukizintambara

## Acronyms

APU	Anti-Poaching Unit
BMM	Bwabwata Mamili Mudumu National Parks
CBNRM	Community-Based Natural Resource Management
CITES	Convention on International Trade in Endangered Species
DAFHR	Directorate of Administration, Finance and Human Resources
DEA	Directorate of Environmental Affairs
DNRMM	Department of Natural Resource Management
DoF	Directorate of Forestry
DRSPM	Directorate of Regional Services and Park Management
EIF	Environmental Investment Fund
ENP	Etosha National Park
e-PAC	external Project Appraisal Committee
GEF	Global Environmental Facility
GPTF	Game Product Trust Fund
GRN	Government of Namibia
HQ	Headquarters
ICEMA	Integrated Community-based Ecosystem Management
IRDNC	Integrated Rural Development and Nature Conservation
IUCN	International Union for Conservation of Nature
LE	Law Enforcement
LFA	Logical Framework Analysis
M&E	Monitoring and Evaluation
MAWF	Ministry of Agriculture Water and Forestry
MET	Ministry of Environment and Tourism
METT	Management Effectiveness Tracking Tools
MoD	Ministry of Defence
MoF	Ministry of Finance
MTR	Mid-Term Review
NAMPOL	Namibian Police
NAMPLACE	Namibia Protected Landscape Conservation Areas
NDF	National Defence Force
NDP	National Development Plan
NGO	Non-Government Organization
NNF	Namibia Nature Foundation
NPC	National Planning Commission
NWR	Namibia Wildlife Resorts
PAS	Protected Area System
PASS	Protected Areas Systems Strengthening Project
PIF	Project Identification Form
PS	Permanent Secretary
PSC	Project Steering Committee
SOP	Standard Operating Procedures
SPAN	Strengthening Protected Area Network
SRF	Strategic Results Framework
SRT	Save the Rhino Trust
ToR	Terms of Reference
TRAFFIC	The Wildlife Trade Monitoring Network
UNDP	United Nations Development Programme
UNPAF	United Nations Partnership Framework
USD	United States Dollar
WCCR	Windhoek Country Club and Resort

## i. Executive summary

### i.1. Background to the evaluation

This report presents the results of the mid-term PASS project review that was conducted between August and September 2016. The review was done according to the Global Environmental Facility (GEF)'s rules and procedures and is an integral part of the project cycle. The United National Development Programme Country Office (UNDP, CO) in Namibia, on behalf of the Ministry of Environment and Tourism (MET, Project Executing Agency), commissioned the evaluation. The achievements of the project against its original objectives, and the effectiveness, efficiency, relevancy, impact and sustainability of the project were assessed. Furthermore, the review of identified factors that have facilitated or impeded the achievement of the project targets.

The main focus of this evaluation was to come up with recommendations and to share lessons learned in order to assist in defining clear future direction of the project implementation during the remaining period of approximately 2 years. The evaluation was conducted in a participatory manner, and over 40 people were involved in the assessment of the achievements and shortcomings, and the formulation of the way forward. Beneficiaries at intervention sites and key stakeholders including the Project Steering Committee (PSC), Project Management Unit (PMU) and project partners were consulted through face-to-face interviews, a debriefing held on 7<sup>th</sup> September 2016 and via email or telephone communication. Further, project related documents were studied.

### i.2. Project concept

The project is entitled "Strengthening the capacity of the protected area system to address new management challenges" or Protected Area System Strengthening (PASS Namibia, in short). The project's main objective is *to strengthen and sustainably finance the Protected Areas System (PAS) through improving current systems for revenue generation, introduction of innovative revenue generation mechanism and cost effective enforcement through application of enforcement economics model in Namibia.*

This goal is being achieved through the implementation of 3 broad components: (1) Improving systems for revenue generation and implementing new and innovative revenue generation mechanisms, (2) Cost effective enforcement through testing and implementing principles of enforcement economics and (3) Implementation of integrated fire management strategy.

The four-year project did not start on 1<sup>st</sup> January 2014 as scheduled. In February 2014, an external project appraisal committee consultation (e-PAC) meeting was organized and the signing of the project document took place in April 2014. After the signing, the project went through a slow start until the organization of an inception workshop in June 2014 and the recruitment of PMU between July and November 2014. The PMU conducted a baseline assessment in November 2014 but substantial activities were implemented in 2015 and 2016. Up to now, the project has disbursed 66% of the total GEF grant of 4,000,000US\$ and more than half of the additional in-kind or cash co-financing from the Government of Namibia (GRN) and UNDP.

## ii.2. Overall assessment of the project

The relevancy of PASS project for Namibia and the region, its implementation efficiency and effectiveness, its impact and sustainability were assessed. Overall, the project mid-term achievements are **satisfactory** with minor shortcoming (S) (see Table 1 for details).

### (a) Relevancy:

In Namibia, the PASS project is clearly **relevant** and is in line with the National Development Plan (NDP), most specifically, the Outcome 7 that “Namibia is the most competitive tourism destination in sub-Saharan Africa by 2017”. At the regional and global levels, the project fits within the GEF Strategic Objective 1 of the biological focal area (BD-1) whose focus is to “Improve Sustainability of Protected Area Systems” and respective outcomes of “Improved management effectiveness of existing and new protected area” and “Increased revenue for protected area systems to meet total expenditures required for management”.

### (b) Efficiency and effectiveness: **Satisfactory** (S)

At mid-term, despite a late start and delay in the approval of the fire management strategy, the project has made significant progress in implementing planned activities and on budget. About 2,658,942.65 US\$ (66%) of the budget has been disbursed to:

- Employ highly qualified project management unit (PMU) and consultants
- Purchase equipment based on three competitive procurement proposals
- Set up an automated revenue collection system in Etosha National Park (ENP) (95% operational).
- Build a Law Enforcement Centre in Waterberg National Park (95% completed).
- Set up patrol camps and stations that are equipped with sanitary facilities and a communication system (on-going)
- Provide necessary equipment and training in law enforcement, information technology (IT), first aid and fire management (on-going), etc.

However, bureaucracy, especially when more than one government agencies are involved has delayed the progress of several outputs.

### (c) Impact: **Significant**

From the field mission and discussion with stakeholders, it is evident that the project is making a **significant** impact by:

- Improving the capacity of staff at park entry and exit
- Training and providing high-tech equipment to law enforcement and anti-poaching units
- Improving facilities and working conditions for PAs staff that are working tirelessly to curb the number of elephants and rhinos poached and incidences of bushfires.

### (d) Sustainability: **Likely**

The project is based on a solid foundation, built on lessons learnt from previous GEF-funded initiatives in Namibia such as the Integrated Community-based Ecosystem Management (ICEMA), the Namibia Protected Landscape Conservation

Areas (NAMPLACE) and the Strengthening the Protected Area Network (SPAN) Projects.

The GRN is also committed to the activities of the PASS project. For the out-rolling of the park entry automated system, the GRN has allocated to the project 2,000,000 million Namibian Dollars (NAD) annually since 2013 as co-finances. The project is therefore likely to service over 10 additional PAs within the next 2 years. The out-roll cost to the remaining 20 PAs has been estimated at about 1 million US\$. Beside the automated system, MET will ensure that routine maintenance and law enforcement activities are sustained beyond the project's lifespan. GRN has also approved the allocation of additional funds to boost law enforcement activities in and around its PAs.

### **ii.3. Overall lessons learned and recommendations**

#### **Importance of starting the project on time**

The implementation of the PASS project activities registered a delay of 6-month. Problems attributed to such delay include: currency fluctuation, context change, personnel turnover, shortened implementation time, etc. that might have a negative impact to project delivery. Project stakeholders should find out how to minimize project start up delays.

#### **Importance of logframe revision and adequate inception workshop**

The PASS project document was endorsed with missing baseline, targets and indicators. This shortcoming impeded the day-to-day monitoring and evaluation (M&E), which is vital to GEF projects' implementation. UNDP/GEF should ensure that the project documents are finalised before signing them and that the PMU are recruited before organizing the inception workshop. The PMU should participate in the inception workshop and in making changes to the logframe or implementation arrangements to have a good understanding of the project situation.

#### **Training of project staff in GRN and UNDP/GEF management procedures**

Several outputs have not been implemented due to lengthy government procedures especially when a decision has to involve multiple government agencies. Additionally, the PMU has no direct access to UNDP/GEF support system. The discussion with the RTC to secure a second CEO endorsement of the updated SRF has not been concluded yet. The use of UNDP scorecard and the METT is not coherently understood. It is imperative that the PMU get in-depth induction focused on the project risk management related to government bureaucracy and UNDP/GEF project management modalities. Periodic training or revision workshops would be useful. Furthermore, UNDP CO staff should keep adequate oversight and support to the PMU. In case of staff change, there should be ample time for a proper project handover and induction.

#### **Scope and focus of the project**

The PASS project is clearly ambitious as it is designed to deal with revenue generation, cost effective law enforcement and fire management strategies in all the 21 PAs of Namibia. The project is also expected to work with a number of the government institutions, the community, concessions, conservancies, local and

international NGOs and local and international intelligence and law enforcement agencies. This is a daunting task for a 4-year project that was initially designed to focus its activities mainly on new PAs. To be cost effective and make a lasting impact the project should restrict its activities to a reasonable geographic coverage.

### **Project management**

The PMU is made of highly qualified personnel including a newly recruited IT technician who maintains the ENP automated system. Beside their expertise in project management and the knowledge of conservation issues in Namibia, they commission baseline and feasibility studies to professional consultants. To fulfil cost effectiveness, the PMU also involves existing forums to reduce cost and build on existing expertise and improve coverage. This approach increases the project performance and accountability. PASS should secure full control of the automated system from the contractor. More NGOs, Conservancies, Embassies etc. should be invited to participate and support the project at different levels but most importantly in law enforcement sector to which the project devotes over 80% of its time and resources.

### **Project sustainability**

At MET, measures are in place to ensure the sustainability of the PASS project. The co-finances and the creation of financial, anti-poaching and law enforcement units have been proposed. Owing to the urgency in law enforcement activities, many stakeholders are satisfied by swift interventions of the PASS project and wish that a similar project be immediately initiated to coincide with the termination of current one. This should be part of the project exit strategy.

### **Project result dissemination**

Owing to the appropriate timing and the importance of the project in piloting the automated of permits at park entries and exits and in implementing law enforcement activities, awareness materials and lessons learned from the project should be broadly disseminated. This output should be added to the project logframe and its indicators should include a number of radio and TV programmes (in different languages), newspaper, and technical and high impact journal articles to be produced.

### **Project lifespan**

Although the project is on track and on budget, a late start of 6 month has put too much pressure on the PMU. Considering the remaining activities and the budget, a 3-month extension until the 31 March 2018 is recommended. This additional quarter will allow project staff to work on the exit strategies of the project including impact assessment, proposal design for a follow-up project, reporting and publications.



## 1. Introduction

### 1.1. Purpose of the evaluation and issues addressed

The ToR of the MTR presented in Annex 1, states that the objectives of this review is *to assess the achievement of project results, and to draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming*. The MTR consultant was appointed by the UNDP. The evaluation consisted of a series of interviews with key stakeholders, a visit to intervention sites and a perusal of available studies and reports. The visit to the parks in the north and north east of the country took place between 18<sup>th</sup> and 24<sup>th</sup> of August 2016. Preliminary findings were presented at a debriefing on September 7 at UNDP Country Office in Windhoek, Namibia and feedback from this meeting was received on September 19<sup>th</sup>. Comments on this draft report from stakeholders will be incorporated in the final report with ‘audit trail’ detailing how they have been addressed.

In accordance with the UNDP/GEF M&E policies and procedures, all full and medium-sized projects, such as the PASS project, require a MTR halfway in the project’s cycle.

The issues the MTR addressed include:

- Evaluation of the project document and potential problems related to project design
- Assessment of the project progress towards achieving the objective since its inception
- Identification of key implementation strengths and bottlenecks or barriers which have led to sound or slow progress in the project implementation
- Identification of potential mitigation measures that would improve the PASS project implementation and execution
- Development of tangible recommendations that would guide project implementation after mid-term
- Provision of lessons learned, including lessons that might improve future design and implementation of new UNDP/GEF projects.

The results of this MTR come from the analyse and review of project documents, interview with stakeholders (i.e. PSC, PMU, MET, NAMPOL and UNDP staff etc.) and field observations at the intervention sites in the Greater Waterberg Complex (Waterberg Plateau Park), the Northeast Region (Bwabwata National Park) and the Northwest Region (Etosha National Park and Kunene Concession) respectively.

### 1.2. Project development and environmental policy context

Namibia is well known for its species richness, habitat diversity and biological distinctiveness. Unfortunately, the extinction risk of indigenous plant and animal species from Namibia has risen during the recent years due to climate change and various forms of and sophistication in anthropogenic activities including illegal collecting (e.g. poaching) and habitat destruction (e.g. bush fires) across most of vast landscapes. This situation is exacerbated by a dependence on natural resources due to a high inequality that characterizes the Namibian population in terms of patterns in

population distribution, access to health care, income and human capacity and gender equity.

In order to protect its unique biological diversity, the Government of the Republic of Namibia has established a system of 21 state-managed Protected Areas (PAs). The existence of a strong Community-Based Natural Resource Management (CBNRM) programme delivered through registered communal conservancies complements these efforts. To date, 44% of Namibia's land area is under conservation management. The government is spending billions of Namibian dollars to conserve its wildlife and ecosystems. These developments respond to the Namibian development plan (desired outcome 7) which stipulates that 'Namibia is the most competitive tourism destination in sub-Saharan Africa by 2017. Namibia is also benefiting from investments from the Global Environmental Facility (GEF) and other development partners whose support has resulted in the expansion and improved management effectiveness of the protected area system.

Due to this recent expansion of the PA estate and the plan to become a tourist hub in sub-Saharan Africa, the available funding is not sufficient for the management of PAs in terms of wildlife conservation and putting necessary infrastructure in place to receive a large number of visitors. There are also emerging management challenges such as the increasing threat of poaching of key species such as elephants and rhinoceros and fire outbreaks. Specific interventions are needed to reinforce wildlife and ecosystem protection. In addition, weaknesses in revenue collection at various entry points need to be urgently addressed.

It is in this context that the PASS project, a project of the Ministry of Environment and Tourism (MET), co-funded by the Global Environmental Facility (GEF) through the United Nations Development Programme (UNDP), was executed to ensure that the protected area system (PAS) of Namibia is strengthened and financed sustainably through three complementary components and associated outputs which are in line with the GEF strategic objective and the Namibian Government national management plan in the biological sector.

### **1.3. Problems that the project seeks to address**

The fundamental problems that the project is aimed at are: (a) inadequate revenue generation mechanisms and unexploited revenue opportunities, (b) inefficient enforcement and (c) inefficient fire management. At the time the project was designed (2010), it was recognized that these were the major gaps and limitations to the successful implementation of PAs management in Namibia.

Despite the impressive size of the Namibian PAS, biodiversity continues to be lost. However, there is a huge potential for protected areas to be transformed into a tight, cohesive, and effective network, providing an effective buffer against threats to biodiversity. The PAS, however, is facing new management challenges. PAS is now larger due to new proclamations – increasing the financing needs. Poaching in neighbouring countries, particularly South Africa, poses a serious threat to Namibia's rhino species. Likewise, elephants are poached for ivory mostly in the Kavango area where large held of elephants and high density or rural human population are found.

These threats are further compounded by a general lack of awareness in the populace of the value and significance of the key species of Namibia and the need to effectively conserve them. Recent fire outbreaks have also devastated parts of ENP and some private and communal conservancy areas. Important flora and fauna were lost including rhinos and elephants. The impacts can be felt through a loss of threatened habitats and associated species and the incremental loss of the economic benefits gathered from biodiversity. The PASS project aims at tackling these problems by strengthening protected area management systems.

#### 1.4. Objectives and anticipated results

The project objective as defined in the project logframe is to: *strengthen and sustainably finance the PAs through improved current systems for revenue systems for revenue generation, introduction of innovative revenue generation mechanisms; and cost effective enforcement through application of the enforcement of Economics Model.*

The project aims at achieving the following three broad outcomes:

- **An optimized and accountable revenue collection system with appropriate capacities in place and functioning**

This outcome involves activities such as setting up a PAs finance planning unit at MET, a better cash reconciliation process and guest tracking systems, strengthening the system of licensing fee and revenue collection and the exploration of other sources of revenue.

- **PAS sustainability enhanced through improved capacity for detection monitoring and cost effective enforcement**

The logframe allows activities such as having boots on the ground (paramilitary, patrol, APU to detect and prosecute wildlife crimes), intelligence system with formal networks, strengthened communication with other law enforcement agencies in neighbouring countries, investigating and prosecuting units, surveillance system, equipment for anti-poaching patrols, legal proceedings and prosecution penalties, trainings on scene of crime procedures to target gaps in law enforcement and track poacher, and awareness activities with the community and rewards as disincentives for poaching.

- **PAS sustainability enhanced through improved capacity for detection monitoring and cost effective fire management**

This outcome is designed to prepare, approve and implement the fire management strategy and the PA standard operating procedures, support a paradigm shift from reactive fire fighting to an integrated fire management system, producing training manuals on fire management and site specific fire mitigation procedures including early burning methods or patch fires especially in the northeast (i.e. Bwabwata National Park). Establishing fire management forums and conducting annual fire management workshops with conservancies, communities and fire brigades are also among planned activities to achieve this outcome.

## 2. Major findings

In accordance with the UNDP/GEF guidelines, this section of the report reviews the extent to which the project concept, design and implementation are appropriate and whether project activities have happened on schedule and on budget since its inception.

### 2.1. Project design and review history

The PASS project document contains a considerable amount of useful information but lack of tangible baseline, which are usually fundamental in project planning and monitoring tools. This is particularly evident in the incomplete logical framework (logframe) that does not include quantifiable indicators. The project was also designed to encompass an ambitious coverage, which covers all PAs of Namibia including some conservancies and concessions.

PASS, a Ministry of Environment and Tourism (MET), funded by the Global Environmental Facility (GEF) through the United Nations Development Programme (UNDP), was planned to began on 1 January 2014 and end on 31 December 2017. On 7 February 2014, the external project appraisal committee consultation (e-PAC) meeting reviewed the project at Windhoek Country Club and Resort (WCCR) on 7 February 2014. The e-PAC meeting was chaired by Mr. Neil Boyer (UNDP Deputy Resident Representative) and co-chaired by Mr. Colgar Sikopo (Director of Regional Services and Park Management under MET and also the National Project Director of PASS). The e-PAC major amendments on the project document and recommendations were that:

- The inception workshop must update and validate the result framework, add critical stakeholders (DoT, MoF, LAC, etc.) that were omitted in the project document, proposed the location of the law enforcement centre at Waterberg Plateau Park
- The PASS project should assist MET in establishing a network of partner institutions to promote cooperation, coordination and synergy.
- The MET (Directorate of Scientific Services, Directorate of Planning and Technical Services, Directorate of Tourism), MAWF (Directorate of Forestry), MoF, Legal Assistance Centre should be added to the PSC
- A deputy project manager (DPM) from MET should be added to the PMU to serve as a link between the project and MET for sustainability beyond the project life cycle
- The DPM had to set up the project offices until the PM comes on board. To reduce project management costs, various Namibian Portfolio Projects co-funded by GEF (current CPD and NPD 4 periods) needed to share certain positions (M&E Officer, Communication and Outreach Officer, and Finance and Accounting and Administration (FAA) Officer with PASS in order to enhance efficiency. A single PM should be allocated to each project so each can be accountable to its objectives.

On 16 June 2014, an inception workshop was held at WCCR to officially mark the beginning of the project. During the inception workshop, the project management unit and stakeholders reviewed e-PAC recommendations and validated the project deliverables, activities, expected outcomes and implementation modalities including

revision of the logframe, budget and work plan. The recommendations of the IW were that:

- The DPM position is nullified since other MET staff will have direct responsibility towards the project starting from the NPD and also park Wardens at intervention sites will be working with FCs on a daily basis.
- The shared FAA position suggested by e-PAC be reinstated to individual project because it may have operational limitations that could affect the project delivery
- The 2 part-time Law Enforcement and Finance Technical experts be merged in one Technical Expert or Technical Advisor and specified the roles and responsibilities and reporting lines of different implementers
- That the stations for FCs remain at Mahango and Otjovasandu as recommended by e-PAC. However, PSC can change locations to allow effective implementation of PASS.

The effective starting date of the project was July 2014 with only the PM on board. TA joined in August, AA in October and FCs in November, 2014 when the PMU was complete. Field coordinators are based Otjovasandu and Rundu and they cover protected areas in the Northwest and Northeast regions respectively. PM, TA & AA are based at MET HQ in Windhoek. The entire PMU visited the sites between November 12-26, 2014 accompanied by the UNDP and GEF focal persons to complete the baseline information that was missing in the logframe of the project in relation to the three project components.

From mid August to the end of September 2016 this mid-term review was commissioned to assess project performance at half span based of the information from the project document, inception report, baseline report, quarterly reports and quarterly PSC meeting minutes, the evaluation analysed the audit reports, work plans, feasibility study reports and the draft of the fire management strategy, interviews and field observations.

## **2.2. Project management and implementation mechanisms (efficiency)**

### **2.2.1. Project management structure**

MET has been responsible for setting up the project structure, recruiting projects managers and executing project activities guided by the PSC. MET also contracts additional service providers (Consultants) to carry out specific project activities such as baseline and feasibility studies. MET coordinates the activities of the project, ensures project delivery and sustainability including long-term and nation wide scaling up of successful piloting approaches as part of the project exit strategy. The UNDP ensures the delivery of the project in collaboration with RTC in Ethiopia (Figure 1 shows the organizational structure of the project).

At the project management level, the highly qualified project management team has taken on the tasks of the project in a very proactive manner. Despite the late start of the project, the PMU has made considerable improvement to the project document in collaboration and consultation with MET, UNDP and RTC in Addis Ababa. Due to the fact that the project was designed 6 years ago, the database used in setting up the project cannot be traced. Also, there are some sections of the project document that were out-dated and required a new baseline

assessment. Most of activities required needs and feasibility assessments to be undertaken, such plans and assessments helped the PMU in ensuring that all project issues are considered and that appropriate priorities are identified. Project tasks were undertaken in a logical order, and based on SRF, monitoring and evaluation was conducted appropriately, timely (when possible) and on budget.

The PMU demonstrated efficiency in project procurement, financial management. The PMU was capable of carrying out effectively most tasks in components 1 & 2. Mid-targets of output 1.1 and 3.1. were not achieved due bureaucracy and staff turnover. Other current tasks that have not been completed yet (e.g. the score card and NAMETT assessment) will be done by the end of the 2016 fourth quarter.

Since the project was signed in April 2014 (3 month from its original starting date of 1<sup>st</sup> January 2014, it could be extended up the 31 March 2018 to complete its 4 year duration. PMU has secured the budget from the first year including tax refunds that could be used during the project closing period.

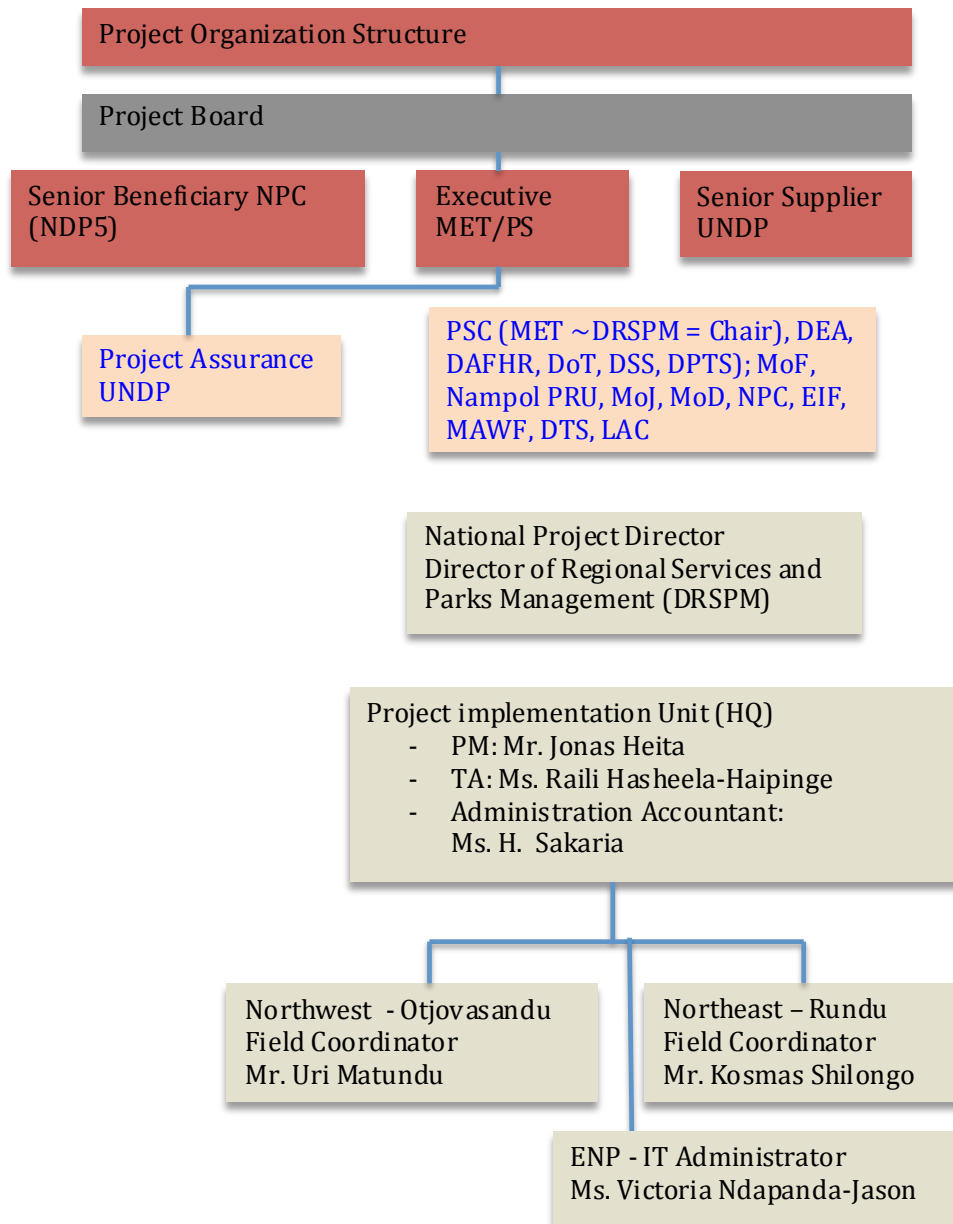


Fig. 1. Project organizational and management structure

### 2.2.2. Financial management

Did review did not analyse the budget and expenditures in details but a closer look at the budget found that as of end of June 2016, the project had spent 2,658,942.65 US\$. The remaining 1,342,057.35 US\$ will be used during the second half of 2016, the whole of 2017 and the proposed 3-month project extension (if approved). This balance is equivalent of 34% of the total budget. The large amount of the grant was spent during the 1<sup>st</sup> and 2 years of project implementation when major equipment was purchased and the main part of the LE Centre constructed.

### 2.2.3. Country ownership

The project document and overall project outcomes are characterized by a very strong adherence to and integration into the Namibian NDP, which imply a very



strong country ownership. Namibia has ratified several environmental conventions relevant to this project including CBD, CITES, RAMSAR and World Heritage Conventions. The country also prioritizes wildlife conservation and has underwritten it in its constitution, vision 2030, NDP, NBSAP placing a high priority on strengthening PA network. The project also addresses targets 1 (awareness of wildlife crimes), target 3 (incentive measures), target 11 (Protected Areas) and 12 (threatened species) of the Aichi Protocol that the Government has ratified. It is also evident that the GRN has taken the PASS project as its own through the allocation of substantial co-finances into the project activities.

### **2.2.3. Stakeholder participation**

Initial project design foresees strong stakeholder participation. It was observed that at local level, stakeholder participation is strong (conservancies, community forums and concessions) mainly because they directly benefit from the project. However, at national level, many stakeholders including national and international NGOs (TRAFFIC) are not fully involved in the project activities yet as it was proposed in the project document. At the regional and international levels, it is impossible to evaluate the exchange of intelligence between countries because specialised units keep this information as top secret. However, according to NAMPOL, there are some communication difficulties with certain countries (e.g. China) through the Interpol. However, some embassies have joined the government efforts in fighting wildlife crimes including the escalation in rhino and elephant poaching (e.g. Germany Embassy). In future projects, such contributors could be included in the PSC.

### **2.1. Major achievements and project effectiveness evaluation**

Project achievements against the mid-term targets and effectiveness evaluation are summarized below (table 1).