Scaling up community resilience to climate variability and climate change in Northern Namibia, with special focus on women and children (SCORE Project)

MINUTES OF THE FIRST PROJECT STEERING COMMITTEE

Ondangwa Protea Hotel
Ondangwa, Namibia

Date: Thursday, 30 July 2015
Time: 14.00 – 17.00

Chairperson: Mr. Teofilus Nghitila, Environmental Commissioner: MET
Secretary: Ms. Hermine Podelwitz, Intern: SCORE Project

1. Welcoming Remarks

The Environmental Commissioner Mr. T. Nghitila, in his capacity as the SCORE Project National Project Director (NPD), opened the first Steering Committee Meeting (PSC) of the project by welcoming the PSC members. After the welcoming remarks he outlined the importance of the project on improving livelihoods.

2. Attendance/Apologies

There were two apologies from two members and about members attended the meeting. The attendance list and the agenda are in the annexure of the report.

⇒ Ms. Sophia Kasheeta will be replaced by Ms. Mildred Kambinda

3. Adoption of the agenda

The agenda was adopted with no changes.

4. SCORE Project Steering Committee Terms of Reference

The Project Manager, Ms. U. Kaura took the members through the drafted terms of reference of the project steering committee. The terms of reference were quiet straight forward. It was agreed that the PSC have minimum two meetings per year, although the secretariat can call extraordinary as necessary. The PMU of the project will inform the members about the venue and time. They will provide them with the agenda and the follow up minutes. The cost of arriving at the venue is not on the project's expense.

If any of the members cannot attend the PSC meeting they should nominate someone with voting authority to attend the meeting on his/her behalf. The quorum at the meeting is agreed on two thirds of members. The TOR are attached in the annex.

⇒ Bi-annual PSC meetings to be held
⇒ Two-thirds attendance of the PSC members constitute a quorum

5. Update on the Project Management arrangements

- *Recruitment*
  According to the project manager, they received a longs list from UNDP of everyone who applied for the Regional Coordinator and Project Implementation Officer. Shortlisting will be done by the following week.

  The Environmental Commissioner noted that all interviews be done in the next two weeks and notice be given on how to appoint. The panel should consist of members from UNDP, MET, Regional Council from the region the Regional Coordinator will be based and MAWF. The PSC members suggested that the panel evaluate the candidates mainly on the experience and understanding, not just a bookworm. They also suggested that the language be a preference.

- *Administrative Issues*
  The PMU busy setting up a functional unit for procurement. The PSC members advised the PMU to keep overheads to a minimum. Each Regional Coordinator will oversee two regions, while the the coordinator for Omusati and Oshana, will also handle the Kunene Region.

⇒ Regional Councils to be invited as part of the SCORE Project interview panel

6. Summary of key inputs and recommendations from the SCORE Inception Workshop

The summary of the key inputs and recommendations were done on the last day of the workshop and presented to the PSC for recommendation and approval. The key recommendations were approved by the PSC, and are attached in the annex.

7. Presentation of the Year 1 Annual Workplan and budget

The budget for 2015 was revised since the project started late, and the Kunene region was added, hence there were more regions and less beneficiaries per region. The PMU will have to facilitate a Kunene baseline study to clearly identify the project beneficiaries. It was recommended that the PMU should try as far as possible to target 600 households per region, and try to collaborate and create synergies with the other institutions and ministries such as the Office of the Prime Minister.

To cut cost and reduce workload the project can employ 2nd and 3rd year students on internship. This will help both parties equally. As there is assistance with workload and the students gain experience. This internship will run on a 5-6 month basis, supervised by Polytechnic of Namibia and accommodation provided.

PMU should do research and get more information on which equipment is best for the implementation. Communities will dig the wells themselves and will be provided with equipment. Budget enough for all activities on the ground.

8. Incorporation of Kunene in Project

The suggestion from the inception workshop was to add the Kunene Region to the other project regions. The PMU is directed to begin the baseline study of Kunene as soon as possible. This was considered and supported by the PSC members.

9. Any other Business

The responsibility on the PMU is big. They need to steer the project to absorb money, yet also ensure that implementation takes place as it is planned with the communities. They should also be able to adjust as circumstances change.

Regional Coordinators should be the eyes and ears of the project. They should be fully involved and guided.

PMU needs to promote the awareness of the project. Make the project known to the communities out there.

Closing remarks

Hon. Councillor Jason Ndakunda closed the meeting by expressing his happiness with the commitment. He shared that the PSC has started off well. He encouraged the PSC to work hard. This will be a start to empower the communities, even though the project comes to an end.

The EC announced that the members will be informed of the next PSC meeting.

10. Appendix

10.1. Agenda

Time	Agenda	Responsible Person
08.30 – 09.00	Arrival and registration of PSC members	
09.15 – 09.30	1. Opening of the meeting: a. Welcome; b. Apologies; c. Adoption of the Agenda.	*Mr. Teofilus Nghitila, Environmental Commissioner: MET*
09.30 – 10.30	2. SCORE Project Steering Committee Terms of reference: a. Membership; b. Roles and Functions; c. Tasks; d. Frequency of meetings e. Formation of a quorum; f. Reporting g. Financial matters; h. Consideration of proposals; i. Passing of resolutions, etc	*Mr. Teofilus Nghitila, Environmental Commissioner: MET* *All*
10.30 – 11.00	**Tea/Coffee break**	
11.00 – 11.30	3. Update on the Project Management arrangements: a. Recruitment; b. Administrative issues.	*Ms. Uazamo Kaura, Project Manager: SCORE*
11.30 – 12.30	4. Summary of key input and recommendations from the SCORE Inception Workshop	*Ms. Uazamo Kaura, Project Manager: SCORE*
12.30 – 13.00	5. Monitoring and Evaluation of the SCORE project activities	*Mr. Nelson Zakaapi, Programme Associate: UNDP*
13.00 – 14.00	**Lunch**	
14.00 – 15.30	6. Presentation of the SCORE Annual Workplan and budget a. Discussion on the AWP; b. Prioritisation of key activities.	*Ms. Uazamo Kaura, Project Manager: SCORE* *All*
15.30 – 16.00	**Tea/coffee break**	
16.00 – 16.30	7. Approval of the Annual Workplan and budget	*All*

16.30 – 16.45	8. Any Other Business		*All*
16.45 – 17.00	9. Close of the meeting and date for the next meeting		*Mr. Teofilus Nghitila, Environmental Commissioner: MET*

10.2. Attendance List

No.	NAME	ORGANISATION	JOB TITLE
1.	Jona A. Kasheeta	MURD	Director
2.	Armas N. Amuketo	Oshikoto Regional Council	Regional Councillor
3.	Elizabeth Mutota	Omusati Regional Council	Deputy Director: Finance
4.	Johannes K. Embula	Omusati Regional Council	CAO-Ogongo Constituency
5.	Elizabeth Ndivayele	Ministry of Fisheries and Marine Resources	Chief Biologist- Regional Head
6.	Sylvanus Naunyango	MAWF	CASO
7.	Johanna L. Amakali	MAWF-DAPEES	Agric. Scientific Officer
8.	Bryn Canniffe	MET- DEA	Technical Advisor
9.	Victoria Nashidengo	MITSD	Economist
10.	Martha Domingos	MOPE	Director: Legal Advisor
11.	Alex Meroro	Polytechnic	Lecturer
12.	Andreas Tweendeni	CES	Field Coordinator
13.	Sion Shifa	MET	Snr. Conservation Scientist
14.	Lydia Shipuata	MGECW	Chief Social Worker
15.	Phillipus Uusiku	Ohangwena Regional Council	Acting CRO
16.	Mildred Kambinda	MWAF	Acting Director/DAPEES
17.	Lesley Oaseb	MPESW	Senior Admin. Officer
18.	Jason Ndakunda	Ohangwena Regional Council	Councillor
19.	Veikko Imalwa	MAWF	Deputy Director
20.	Magdalena Nashongo	Oshana Regional Council	Control Admin.
21.	Hermine Podewiltz	MET- SCORE Project	Project Intern
22.	Robert Tobias	NNFU	Program Coordinator
23.	A.T. Makongwa	Kavango Regional Council	Director
24.	Margaret Angula	UNAM	Lecturer
25.	Mbeumuna Muhuka	Kunene regional Council	PA to Governor
26.	Neil Boyer	UNDP	DRR
27.	Teofilus Nghitila	MET	Environmental Commissioner
28.	Uazamo Kaura	MET-SCORE	Project Manager
29.	Nickey //Gaseb	SGP	National Coordinator

10.3. PSC Terms of Reference

TERMS OF REFERENCES (TOR)
FOR THE SCORE PROJECT STEERING COMMITTEE

A. Background to the SCORE Project

1. The Ministry of Environment and Tourism and the Ministry of Agriculture, Water and Forestry is implementing a five-year project entitled "*Scaling up community resilience to climate variability and climate change in Northern Namibia, with a special focus on women and children*" (SCORE Project) with funding resources from the Global Environmental Facility (GEF) through the United Nations Development Programme (UNDP).

2. The project aims to strengthen the adaptive capacity to climate change and reduce the vulnerability of 4000 households (80% of which are female-headed) and children in 75 schools, to droughts and floods in Northern Namibia by scaling up the most promising adaptation pilots from Namibia's Community-Based Adaptation programme (CBA) and a GEF/ Strategic Priority on Adaptation (SPA) project previously implemented. The three project outcomes are as follows:

(a) Smallholder adaptive capacity for climate resilient agricultural production practices strengthened;

(b) Reduced vulnerability to droughts and floods through the restoration of wells and enhancement of floodwater pools for food security;

(c) Mainstream climate change into national agricultural strategy/sector policy, including adjustments to budgets for replication and up-scaling.

B. SCORE Project Management Arrangements

3. The project will be nationally executed and chaired by the Ministry of Environment and Tourism (MET). This role shall be co-shared with the Ministry of Agriculture, Water and Forestry (MAWF) as its co-convener and the Ministry of Urban and Rural Development (MURD) as the host at the regional level. The project will be implemented over a period of 5 years (60 months) through the United Nations Development Programme.

4. Execution includes coordinating action on the ground, engaging partners and service providers, including those directly tasked with implementation, while also closely monitoring the project and reporting according to procedures outlined in the project document.

5. The administration of the project will be carried out by a Project Management Unit (PMU) under the overall guidance of the Project Steering Committee (PSC). The PMU will be led by the

National Project Director, who will be responsible for authorizing and signing project expenditures in line with the delegation of authority by the MET Permanent Secretary. The day-to-day management of the project will be undertaken by a National Project Manager (PM). The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Implementing Partners within the constraints laid down by the PSC. The Project Manager's prime responsibility is to ensure that the project produces the results, deliver outputs and provide reporting and monitoring as specified in the project document, to the required standard of quality and within the specified constraints of time and cost. The Project Manager will liaise and work closely with all partner institutions to link the project with complementary regional and national programs and initiatives.

6. Facilitation of the local and regional implementation of the project with the relevant regional and constituency level government structures will be done with various Regional Councils, Traditional Authorities, Non-Governmental Organisations, and others as attached to Annex I of this document.

C. SCORE Project Steering Committee Membership

7. A PSC will be constituted to serve as the project's coordination and decision-making body, overseeing the overall project implementation. The PSC will be chaired by the MET, in its role as the project 'executive'. The role of the 'executive' is to ensure that the project is focused on achieving its outputs and that the project adopts a cost-conscious approach. This role shall be co-shared with the MAWF as its co-convener and the MURD as the host at the regional level.

8. The MET will identify stakeholders that will constitute the PSC, and request them to nominate individual persons that represent the stakeholder. The members of the PSC will be comprised of representatives of government departments and partners, including donors, interested and/or involved in the implementation of the project. Each institution is urged to provide a substantive and an alternate member.

9. The proposed SCORE Project PSC institutions are attached as Annex II of this document.

D. The role of SCORE Project Steering Committee

10. The role of the PSC will be to ensure that the project remains on course to deliver the desired outcomes of the required quality, and promotes the necessary synergies between the different components of the project with other Government initiatives, including programs funded by the GEF. Specifically, the PSC will be responsible for:

(a) Achieving co-ordination among the various government agencies;
(b) Guiding the program implementation process to ensure alignment with national and international policies, plans and strategies;
(c) Ensuring that activities are fully integrated with other developmental initiatives;
(d) Overseeing work of implementation units, monitoring progress and approving reports;
(e) Overseeing the financial management and production of financial reports;

(f) Monitoring the effectiveness of project implementation;

(g) Ensuring that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems with external bodies;

(h) Making management decisions for the project in particular when guidance is required by the Project Manager;

(i) Preparing regular report-backs for the representing Departments/Institutions.

E. SCORE Project decision-making process

11. To ensure MET's and MAWF's ultimate accountability for the project results, the PSC decisions will be made in accordance with the standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition.

12. To further enhance capacities and promote local ownership and future sustainability of results, efforts will be made to cater for capacity development, where appropriate and if feasible. In case consensus cannot be reached within the PSC, the final decision shall rest with the MET and MAWF in consultation with the UNDP as advised by the Project Manager. Ultimately, the MET will be accountable for decisions made on behalf of the project..

13. MAWF, UNDP and MET would constitute the Tender and Contracts Evaluations Approval Board Sub-Committee where required.

F. SCORE PSC Meetings

14. The PSC will meet at least on a half-yearly basis to discuss work plans and annual budgets, evaluate ongoing actions, and validate the annual project reports being prepared, and may hold additional meetings if necessary to enable the PSC to discharge its responsibilities.

15. The Chair, assisted by the PMU, shall prepare the draft agenda for each meeting as well as the minutes of the meeting capturing the summary of the proceedings and discussions at the meeting. The draft agenda for each meeting shall be transmitted to members of the PSC at least two weeks in advance of the meeting.

16. PSC members may propose additions or changes to the draft agenda, in writing, to the PMU within one week of receiving the draft agenda, and these additions or changes should be included in a revised draft agenda by the PMU in agreement with the Chair and transmitted to the members of the PSC.

17. The PSC shall, at the beginning of each meeting, adopt the meeting agenda. Any item included on the agenda for a meeting of the PSC of which consideration has not been completed at that meeting shall automatically be included on the provisional agenda for the next meeting, unless otherwise decided by the PSC.

18. The attendance of two-thirds of the PSC will constitute a quorum for the PSC.

G. Resignation and non-participation

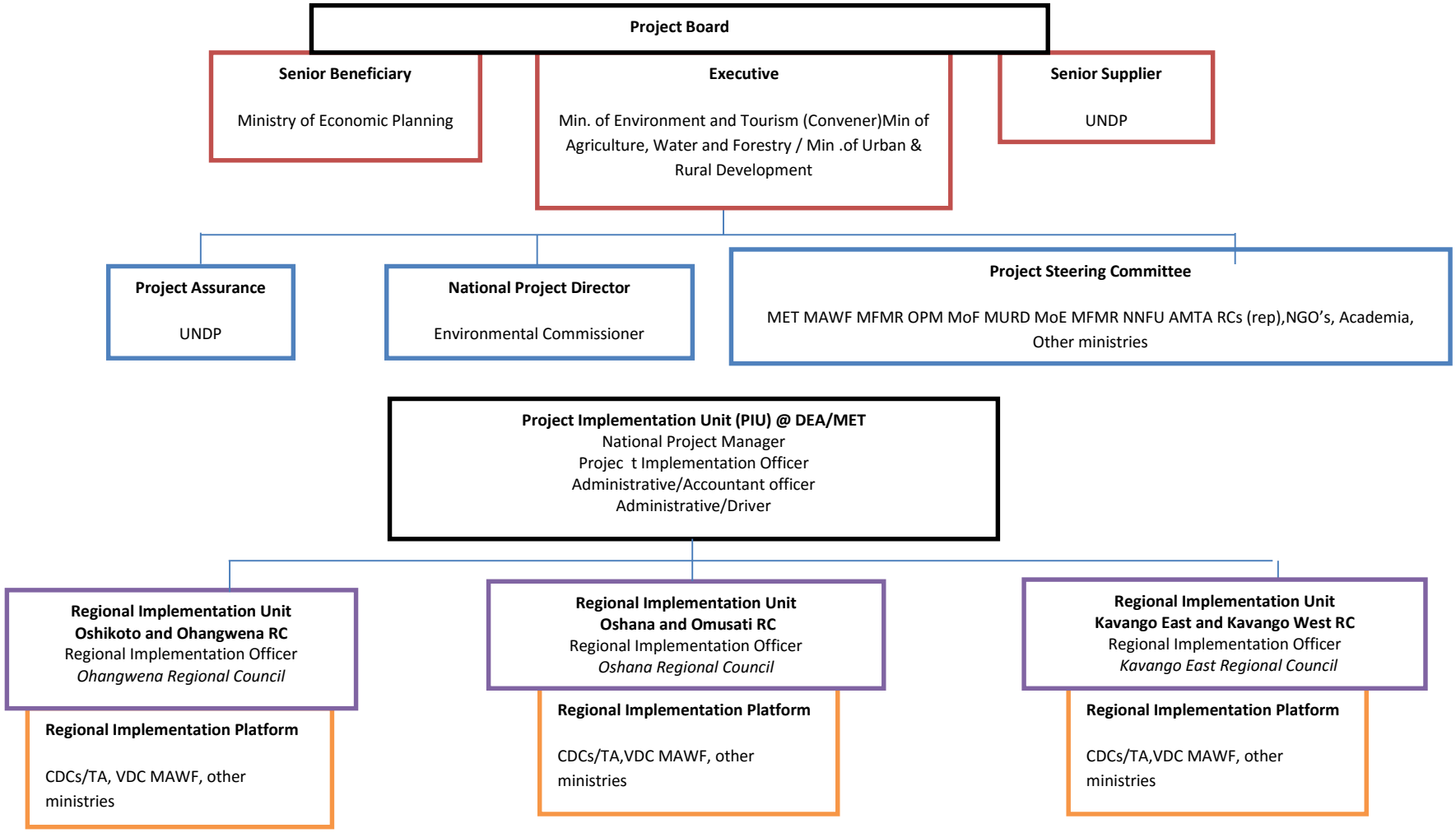
19. The MET, MAWF and MURD can recommend additions or omissions of membership from the PSC.

20. If a member of the PSC resigns or is otherwise unable to participate in further meetings, MET will request the nominating institution to nominate another member to replace the said member.

21. If a member is unable to participate in two consecutive meetings of the PSC and is unable to perform the functions and tasks set out by the PSC, the Chair of the PSC will bring this matter to the attention of the nominating institution to seek clarification on the status of his/her membership.

Annex I

SCORE Project Management Arrangements



Annex II

Proposed PSC Members

Member Institutions	Suggested Representatives
Ministry of Environment and Tourism (Chair)	Permanent Secretary EC – GEF Focal Point
Ministry of Agriculture, Water and Forestry (Vice-Chair)	Directorate Agricultural Production, Extension and Engineering Services
Urban and Rural Development	Rural Development
United Nations Development Programme	DRR Energy and Environment Unit
Ministry Education, Arts and Culture	Directorate of Education
Project Management Unit	National Project Manager
Ministry Fisheries and Marine Resources	Aquaculture
Ministry Gender Equality and Child Welfare	Gender Welfare Child Welfare
Ministry Industrialization, Trade and SME Development	SME Development
Ministry Finance	Microfinance
Ministry of Economic Planning	Director level or above official dealing with Development Co-operation or M&E.
Chief Regional Officers of the regions where the project will be implemented	
Polytechnic of Namibia	School of Natural Resources
University of Namibia	Multi-Disciplinary Research and Consultancy Centre (MRCC) Ongongo College
Namibia National Farmer's Union	
Creative Entrepreneurs Solution	

10.4. Budget and Workplan

GEF Outcome/Atlas Activity	Responsible Party/ Implementing Agent	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Amount Year 4 (USD)	Amount Year 5 (USD)	Total (USD)	See Budget Note:
OUTCOME 1: Smallholder adaptive capacity for climate resilient agricultural production practices strengthened	**MET**	**62180** **04000**	**GEF (SCCF)**	71200	International Consultants	$20,000	$20,000	$20,000	$20,000	$20,000	**$100,000**	a
				71300	Local Consultants	$90,000	$90,000	$90,000	$90,000	$90,000	**$450,000**	1
				71800	Contractual Services	$40,000	$40,000	$40,000	$40,000	$40,000	**$200,000**	2
				71600	Travel	$6,000	6 000	$6,000	$6,000	$6,000	**$30,000**	3
				72300	Materials and Goods	$300,000	$400,000	$400,000	$100,000	$100,000	**$1,000,000**	4
				74100	Professional Services	$60,000	$24,000	$24,000	$12,000	$12,000	**$120,000**	5
					sub-total SCCF	**$516,000**	**$580,000**	**$268,000**	**$268,000**	**$268,000**	**$1,900,000**	

				71400	Contractual Services	$36,000	$36,000	$36,000	$36,000	$36,000	**$180,000**	6
			UNDP		**sub-total UNDP**	**$36,000**	**$36,000**	**$36,000**	**$36,000**	**$36,000**	**$180,000**	
					Total Outcome 1	**$552,000**	**$616,000**	**$304,000**	**$304,000**	**$304,000**	**$2,080,000**	
OUTCOME 2: Reduced vulnerability to droughts and floods through the restoration of wells and enhancement of floodwater pools for food security	**MET**	**xxx**	**GEF (SCCF)**	71200	International Consultants	$20,000	$20,000	$20,000	$20,000	$20,000	**$100000**	a
				71300	Local Consultants	$36,000	$36,000	$36,000	$36,000	$36,000	**$180,000**	7
				71400	Contractual Services	$20,000	$20,000	$25,000	$20,000	$20,000	**$105,000**	8
				71600	Travel	$6,000	$6,000	$6,000	$6,000	$6,000	**$30,000**	9
				72300	Materials and Goods	$27,000	$27,000	$18,000	$9,000	$9,000	**$90,000**	10
					sub-total SCCF	**$109,000**	**$109,000**	**$105,000**	**$91,000**	**$91,000**	**$505,000**	

					Total Outcome 2	**$109,000**	**$109,000**	**$100,000**	**$91,000**	**$91,000**	**$500,000**	
OUTCOME 3: Mainstream climate change into national agricultural strategy/sector policy, including adjustments to budgets for replication and up-scaling	**MET**	**xxx**	**GEF (SCCF)**	71200	International Consultants	$10,000	$10,000	$10,000	$10,000	$10,000	**$50,000**	a
				71300	Local Consultants	$54,000	$54,000	$54,000	$54,000	$54,000	**$270,000**	11
				71400	Contractual Services	$20,000	$20,000	$20,000	$20,000	$20,000	**$100,000**	12
				71600	Travel	$1,000	$1,000	$2,000	$3,000	$3,000	**$10,000**	13
				75700	Workshops	$4,800	$4,800	$4,800	$4,800	$28,800	**$48,000**	14
				75100	Professional Services	$4,400	$4,400	$4,400	$4,400	$4,400	**$22,000**	15
					sub-total SCCF	**$94,200**	**$94,200**	**$95,200**	**$96,200**	**$120,200**	**$500,000**	
					Total Outcome 3	**$94,200**	**$94,200**	**$95,200**	**$96,200**	**$120,200**	**$500,000**	
				72200	Equipment and Furniture	$12,000	$2,000	$2,000	$2,000	$2,000	**$20,000**	16
				72500	Supplies	$3,000	$3,000	$3,000	$3,000	$3,000	**$20,000**	17
				74100	Professional Services	$13,000	$3,000	$3,000	$3,000	$53,000	**$110,000**	18
					sub-total SCCF	**$28,000**	$3,000	$43,000	$3,000	$53,000	**$115,000**	
			UNDP	71300	Local Consultants	$24,000	$24,000	$24,000	$24,000	$24,000	**$120,000**	19
				71600	Travel	$20,000	$20,000	$20,000	$20,000	$20,000	**$100,000**	20
				74500	Miscellaneous	$20,000	$20,000	$20,000	$20,000	$20,000	**$100,000**	21

					sub-total UNDP	$64,000	$64,000	$64,000	$64,000	$64,000	$320,000	
					Total PMU	$92,000	$72,000	$107,000	$72,000	$122,000	$465,000	
				PROJECT TOTAL		$847,200	$891,200	$611,200	$563,200	$637,200	$3,550,000	

Budget notes	Description of cost item
a	Cost of International Expertize required to advance and deliver on the outcomes 1, 2 and 3.
1	Core staff (Project Manager ($5,000), Regional Coordinators ($3,000) (*3) and Procurement and Finance Officer ($2,000); incl. salary per month over the course of the 5 project line – distributed in 50% over the course of the years; full-time based at MET (DEA) in Windhoek, Namibia
2	Contractual services for CES to conduct most of the activities under Outcome 1 such as 1.2 “Community self-help groups”, 1.6 “Assisting the 2000 households with fresh vegetable production & micro-drip irrigation”
3	The funds are allocated for PMU travels, DSA costs to the region and movement between the various regions, partially for MAWF’s DEES Officers when providing with activities in Outcome 1
4	Funds have been budgeted for implements for all technical activities on site; mostly under Output 1.4 - providing access to ploughing implements and service to 600 households per project zone to prepare land well before planting season, setting up micro seed distribution banks locally through SHGs (linked to MAWF co-financing); 1.5 – micro irrigation systems for vegetable production, soil and water improvement services and 1.6 – tree seedlings e.g. sorghum, sunflower, legumes etc, plastic buckets for watering young trees
5	Sub-contracts to conduct the Mentorship and Advisory Programme of support services to the project beneficiaries; Conduct training of 200 (33 per region) farm field school leaders for 2 week (10 days);Development of farmer training curricula, inclusive of production and printing of the curricula materials, briefs etc; Conduct a 1 meeting with micro-financing institutions to scope out Output 1.7

6	Funding from UNDP allocated for on demand support services – such as establishing the baseline for the Project Results Framework as explained in Outcome 1
7	Core staff (Project Manager ($5,000), Regional Coordinators ($3,000) (*3) and Procurement and Finance Officer ($2,000); incl. salary per month over the course of the 5 project line – distributed in 20 % over the course of the years; full-time based at MET (DEA) in Windhoek, Namibia
8	Contract to NGOs/Companies to implement various aspects of for Output 2.1 and 2.2; a) identify project zones that are flood prone, b) materials for restoration of 8000 traditional wells in the six project zones linked to the co-financing from the "Food/Cash for work programme", beneficiaries will also assist in this regard with guidance from the NGO, training on the proper use and maintenance of irrigation systems; c) conduct training workshops through established institutional structures (Outcome 1) e.g. SHGs, FFSs and mentorship programme;
9	Local travels for site visits, e.g. MRLGHRD and MFMR Officers for inputs and advise to RIUs and beneficiaries for Outputs 2.1 to 2.3 – these two institutions will take the leaders and work in close collaboration to undertake these activities
10	Funds for setting up the micro-irrigation systems, establishing fish farms in suitable project zone where Oshana's exist e.g. Kavango and for all other need materials and goods.
11	Core staff (Project Manager ($5,000), Regional Coordinators ($3,000) (*3) and Procurement and Finance Officer ($2,000); incl. salary per month over the course of the 5 project line – distributed in 30% over the course of the years; full-time based at MET (DEA) in Windhoek, Namibia
12	**Funding for Output 3.1** Sub-contracting to UNAM to conduct an Impact Assessment for assessing the main factors causing vulnerability; determine indicators that best measure adaptation progress smallholder farming community; assess effectiveness of two adaptation measures in vulnerability; assess extent of replicability of the interventions to the smallholder farming communities in Namibia; quantify potential macro-impact of vulnerability reduction e.g. national level food security; and recommend for policies and measures to promote replicability
13	Local travel and DSA costs for PMU and RIU for workshops and consultation, @ operations (incl. vehicle km), technical support teams such as MET DEA, MAWF DEES

14	Funds allocated for consultation workshops with (30 participants, (5) per region in the six project zones to discuss how to mainstream climate change into policies) and dialogues, as well as the (1) finale project workshop – mostly under Output 3.4 and 3.5
15	Sub-contracting to NNFU to develop advocacy messages in policy forum and run a campaign
16	Expense for office equipments such as computer hardware, photocopier, printer, desks and chairs
17	Office consumables such as printing paper, pens, file folders, post-it notes, computer disks which are regularly used up and need to be bought often telecommunication costs etc
18	Funding allocated for Inception meeting and report ($10000), Auditing ($3000 per annum), Midterm review ($40000) in Year 3 and Terminal Evaluation ($50 000) in Year 5 (See M&E work plan and budget)
19	Funding from UNDP budget for Local Consultant (Procurement and Finance Officer) salary ($2,000); incl. salary per month over the course of the 5 project line – lump sum distributed per month over the course of the years; full-time based at MET (DEA) in Windhoek, Namibia
20	The funds are allocated for Project staff related travels, DSA costs to the region and movement between the various regions.
21	Funding from UNDP for contingency and miscellaneous costs such as the volatile USD exchange rate and other associated bank transfers but not limited to these costs.

10.5. Project Implementation Plan

Output	Activities	2015						2016												2017												2018												2019												2020											
		7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12
OUTCOME 1: *Smallholder adaptive capacity for climate resilient agricultural production practices strengthened*																																																																			
Output 1.1: Smallholder advisory and mentorship programme that promotes drought resilient land management and crop production practices established to scale up good practice for 4,000 smallholder farmers	1.1.1. Design and develop a mentorship programme																																																														
	1.1.2. Select participants for the advisory and mentorship programme																																																														
	1.1.3. Produce mentorship materials																																																														
	1.1.4. Implement a mentorship programme																																																														
Output 1.2: Community self-help groups formed in the project zones to promote implementation and replication of climate-smart methods	1.2.1. Form self-help groups																																																														
	1.2.2. Train the most active and suitable members of each self-help group																																																														
Output 1.3: At least 300 trained farmers' field school leaders and coordinators in drought resilient land management practices serving 4,000 households	1.3.1. Identify and train farmers' field school leaders																																																														
	1.3.2. Development of farmer training curricula based on the technologies to be scaled up																																																														
Output 1.4: 4,000 smallholders plant their land in time to catch the first rains	1.4.1. Provide access to ploughing services to 600 households per region																																																														
	1.4.2. Improve seed distribution																																																														
	1.4.3. Disseminate seasonal forecast and early warning information																																																														
Output 1.5: Fresh vegetables' production through soil improvement and micro-drip irrigation practiced by 2,000 households, including 35% orphan-led households	1.5.1. Create an understanding of the benefits and challenges entailed by the production of fresh vegetables																																																													
	1.5.2. Adopt the drip and bucket irrigation system for vegetable gardens																																																														
	1.5.3. Scale up soil improvement interventions that minimize soil erosion and water-related ecosystem services																																																														
Output 1.6: Crop diversification away from traditional crop production for 75% of households	1.6.1. Promote the use of plastic buckets for the watering of newly planted trees																																																													
	1.6.2. Scale up sunflower production																																																													
	1.6.3. Scale up sorghum production																																																													
Output 1.7: Savings and loan schemes are tested among smallholder farmers to promote replication and the scale up of adaptive practices and technologies	1.7.1 Engage a micro-finance expert to develop a long-term microfinance strategy for the project																																																													
	1.7.2 Review and evaluate the existing CES (CLUSA) supported savings groups																																																														
	1.7.3 Introduce a savings approach to SHGs																																																														
	1.7.4 Facilitate access to microloan schemes																																																														
Output 1.8: Market linkages established for dryland products working with the private sector	1.8.1. Develop a project plan that establishes which value chains should be specifically pursued through the SCCF financed intervention																																																													
	1.8.2. Facilitate market access and improve marketing expertise																																																													
	1.8.3. Facilitate training in grading, cleaning and packaging of products																																																													
Output 1.9: Documentation of best practices	1.9.1. Set up local level monitoring, farmer's action research and formal evidence-based impact monitoring systems for all project interventions and innovations																																																													
	1.9.2. Link to MAWF/DART agriculture research and other relevant research entities																																																													
	1.9.3. Provide for research knowledge to be integrated into relevant policy processes (see Outcome 3).																																																													
OUTCOME 2: *Reduced vulnerability to droughts and floods through the restoration of wells and enhancement of floodwater pools for food security*																																																														
Output 2.1: Flood and drought control measures provided to smallholder farmers in flood-prone areas	2.1.1. Identify those project zones that are prone to floods and scope out flood and drought control measures																																																													
	2.1.2. Restoration of traditional wells and enhancement of inland ephemeral floodwater pools for households in the project zone																																																													
	2.1.3. Trained communities on the management of harvested water and multipurpose use the water for livestock, irrigation, fresh vegetable production or inland aquaculture																																																													
Output 2.2: Climate-smart Irrigation practiced	2.2.1. Set up irrigation systems in project zones																																																													
	2.2.2. Introduce relevant Conservation Agriculture practices to complement irrigation																																																													
	2.2.3. Train farmers on the proper use and maintenance of irrigation systems																																																													
	2.2.4. Set up a local level resource monitoring programme which applies farmers' action research																																																													
Output 2.3: Climate-smart fish farming practiced	2.3.1. Establish fish ranching in project zones																																																												
	2.3.2. Provide farmers with much needed inputs and fingerlings16 for start-ups																																																												
	2.3.3. Develop a market access strategy for each aquaculture investment																																																												
	3.1.1. A participatory monitoring and evaluation process is set up (linked to Outputs below)																																																												
	3.1.2. Establish treatment groups and control groups																																																												

10.6. Workshop Recommendations

Output	Activities	Amendments/ Recommendations
OUTCOME 1: *Smallholder adaptive capacity for climate resilient agricultural production practices strengthened*		
Output 1.1: Smallholder advisory and mentorship programme that promotes drought resilient land management and crop production practices established to scale up good practice for 4,000 smallholder farmers	1.1.1. Design and develop a mentorship programme	Mentorship programmes to be tailor-made per region as each region is affected by different circumstances and challenges; Combine with Activity 1.1.3
	1.1.2. Select participants for the advisory and mentorship programme	Development of criteria for the selection of beneficiaries (define target group i.e. existing champion farmers, upcoming farmers or first timers) Involve community leaders (TAs, RCs and Farmers Unions) in the selection of beneficiaries. Use existing leadership groups, structures and mechanisms to hit the ground running
	1.1.3. Produce mentorship materials	Involve DAPEES and tertiary institutions in the development of the materials Look at existing materials and compile these into one manual. Combine with Activity 1.1.1
	1.1.4. Implement a mentorship programme	Include an awareness component so that other farmers who are not project beneficiaries would also be reached by the awareness materials
Output 1.2: Community self-help groups formed in the project zones to promote implementation and replication of climate-smart methods	1.2.1. Form self-help groups	Clarify or develop criteria for the selection of SHG Empower existing SHG groups.
	1.2.2. Train the most active and suitable members of each self-help group	
Output 1.3: At least 300 trained farmers' field school leaders and coordinators in drought resilient land management practices serving 4,000 households	1.3.1. Identify and train farmers' field school leaders	Clear criteria for selection of the farmer field school leaders Explore the possibility of the same (all) farmers to be involved in all 3 groups (mentorship programmes, self-help groups and farmer field school).
	1.3.2. Development of farmer training curricula	Harmonize with activity 1.1.3 on the development of mentorship materials.

	based on the technologies to be scaled up	Involve experienced farmers in the development of the curricula, and use a demand-driven bottom-up approach Conduct needs analysis on what training is needed. Develop two training manuals: one for Training-of-Trainers and one for training the farmers.
Output 1.4: 4,000 smallholders plant their land in time to catch the first rains	1.4.1. Provide access to ploughing services to 600 households per region	Clarify the type of ploughing services to be in line with climate smart agriculture and not linked to disc ploughing. Assess implements and tools (including tractors) available to cover 600 households i.e. if they are sufficient; Pursue synergies and collaboration with existing programmes such as the Dryland Crop Production Programme if insufficient equipment is available. Provide training and/or guidelines for private tractor owners on how to operate. Project support staff to work and collaborate closely with other support staff, and learn from NCAP in to efficiently work with 600 households and compromise quality. -Maps should be given to the land preparation facilitators.
	1.4.2. Improve seed distribution	Concentrate on improving the production of seeds within Namibia rather than simply importing; Seeds to be made available to Lead Farmers during training in a timely manner; Support the development and finalization of the National Seed Policy.
	1.4.3. Disseminate seasonal forecast and early warning information	EWS first priority for this output.
Output 1.5: Fresh vegetables' production through soil improvement and micro-drip irrigation practiced by 2,000 households, including 35% orphan-led households	1.5.1. Create an understanding of the benefits and challenges entailed by the production of fresh vegetables	Include some indicators or target measures.
	1.5.2. Adopt the drip and bucket irrigation system for vegetable gardens	Train farmers on how to maintain drip irrigation equipment so that they last longer; Emphases that drip irrigation is not a one

		size fits all technology and should be applied “where appropriate”.
	1.5.3. Scale up soil improvement interventions that minimize soil erosion and water-related ecosystem services	Reorder as it is not strongly linked to the output 1.5, which talks of fresh vegetable production.
Output 1.6: Crop diversification away from traditional crop production for 75% of households	1.6.1. Promote the use of plastic buckets for the watering of newly planted trees	Provide clarity on the type of trees i.e. indigenous trees as this will determine the amount of water needed.Reorder 1.6.1 to 1.5 as it is not dealing with traditional crop production. It may fit better under output 1.5;Explore the use of plastic containers instead of buckets due to cost effectiveness.
	1.6.2. Scale up sunflower production	
	1.6.3. Scale up sorghum production	Consider sorghum production for Kunene; Consider Cactus (omafauwena) production and rice production as possibilities for diversification Options for diversification should be region specific.
Output 1.7: Savings and loan schemes are tested among smallholder farmers to promote replication and the scale up of adaptive practices and technologies	1.7.1 Engage a micro-finance expert to develop a long-term microfinance strategy for the project	Explore the rolling out a system from where farmers can get loans for crop production inputs (learn lessons from NNFU); Consider training of communities on their roles and responsibilities on community banking.
	1.7.2 Review and evaluate the existing CES (CLUSA) supported savings groups	
	1.7.3 Introduce a savings approach to SHGs	Add link to access to seeds and other inputs not only SHG.
	1.7.4 Facilitate access to microloan schemes	

Output 1.8: Market linkages established for dryland products working with the private sector	1.8.1. Develop a project plan that establishes which value chains should be specifically pursued through the SCCF financed intervention	Link up with AMTA before developing the plan as AMTA was responsible for linking rural farmers to the formal market and for sustainability purposes. Consider focusing on the income from the marketing of indigenous plants such as eembeke (*Ximenia americana*) and marula; Scale-up support to communities to venture into the marketing of local products.
	1.8.2. Facilitate market access and improve marketing expertise	
	1.8.3. Facilitate training in grading, cleaning and packaging of products	To be done through AMTA.
Output 1.9: Documentation of best practices	1.9.1. Set up local level monitoring, farmer's action research and formal evidence-based impact monitoring systems for all project interventions and innovations	To take place throughout the project implementation phase
	1.9.2. Link to MAWF/DART agriculture research and other relevant research entities	
	1.9.3. Provide for research knowledge to be integrated into relevant policy processes (see Outcome 3).	

OUTCOME 2: *Reduced vulnerability to droughts and floods through the restoration of wells and enhancement of floodwater pools for food security*

Output 2.1: Flood and drought control measures provided to smallholder farmers in flood-prone areas	2.1.1. Identify those project zones that are prone to floods and scope out flood and drought control measures	Study existing baseline surveys if available: Africa Adaptation Project mapping of drought vulnerability in Namibia Consult the survey for the sites, in partnership with the community; Consult a technical group under the MAWF-DWA-Hydrology. If baseline information is not available, hold consultations with: regional councils, constituency councillors, traditional authorities and relevant stakeholders to identify project zones. The identified prone areas should also be verified with local stakeholders.
	2.1.2. Restoration of traditional wells and enhancement of inland ephemeral floodwater pools for households in the project zone	Use local people and indigenous knowledge in the restoration of wells, Food for Work can be an incentive measure to increase participation Enhancement of ephemeral water pools and digging of ponds in flood zones would also bring in fish and provide food for the community during the rainy season; Consider using these areas for crop diversification such as rice. Identification of wells to take into consideration of sanitation, as well as provisions in the Integrated Water Resources Management Plan and revised Sanitation Policy. Use the MCA document that assessed water infrastructure needs as a possible baseline document. Conduct training before restoration / construction is undertaken.
	2.1.3. Trained communities on the management of harvested water and multipurpose use the water for livestock, irrigation, fresh vegetable production or inland aquaculture	

Output 2.2: Climate-smart Irrigation practiced	2.2.1. Set up irrigation systems in project zones	Remove the term "interested" communities from the explanatory note Closely linked to 2.1.3 and efforts should be made to promote drip irrigation from harvested rainwater. Identify the sites where irrigation systems will be and the target groups; Consult DAPEES on the established procedures for setting-up irrigation systems; Consider the introduction of some of these techniques into the Green Scheme and Dryland Crop Cultivation Programme as an entry point for mainstreaming climate smart agriculture.
	2.2.2. Introduce relevant Conservation Agriculture practices to complement irrigation	Support existing MAWF programmes under this activity, particularly the Comprehensive Conservation Agriculture Programme and including in-field rainwater harvesting.
	2.2.3. Train farmers on the proper use and maintenance of irrigation systems	Train farmers on the maintenance of the drip irrigation systems e.g. use of filters Train tractor drivers basic mechanic training Involve students from vocational centres; Engage Agribusdev technology centres on how to repair and maintain equipment as most servicing was currently done in Otjiwarongo.
	2.2.4. Set up a local level resource monitoring programme which applies farmers' action research	Activity can be first introduced and implemented at the training of farmers as the first entry point. Basic applied farmer's research to be carried out with extension services officials and Lead farmers e.g. at on-farm demonstration sites, and at Lead farmer's farms and replicated with other trainees. Clarify types of research being targeted
Output 2.3: Climate-smart fish farming practiced	2.3.1. Establish fish ranching in project zones	Work with MFMR and support existing fish farms rather than establish new ones. Alternatively, MFMR should identify the fish farm sites in close consultation with communities. Create awareness of aquaculture farming among communities, followed by training for community members.
	2.3.2. Provide farmers with much needed inputs and fingerlings16 for start-ups	Remove "and fingerlings" as "Needed inputs" is sufficient.

	2.3.3. Develop a market access strategy for each aquaculture investment	Engage the Namibia Fish Consumption Trust on this activity; Compile document on "lessons learned" on community aquaculture farms
OUTCOME 3: *Mainstream climate change into national agricultural strategy/sector policy, including adjustments to budgets for replication and up-scaling*		
Output 3.1 Impact assessment carried out	3.1.1. A participatory monitoring and evaluation process is set up (linked to Outputs below)	To be undertaken throughout the project.
	3.1.2. Establish treatment groups and control groups	Clarify as to who will do the intervention, and remove "intervention" from the explanatory note
	3.1.3. A questionnaire is developed	Clarify the who, what on the development of the questionnaire; Change 'Questionnaire' to "Project evaluation material" to encompass all related activities .
	3.1.4. The pilot questionnaire is tested	
	3.1.5. Sampling and baseline data collection	Change total sample population to 600
	3.1.6. Preparation of policy implications directly linked to Outputs 3.4 and 3.5	Replicate through communication and awareness raising for other farmers. Specify policies, line ministries consider policy gaps and duplication
Output 3.2: Results-based management (RBM) plan for climate-smart agriculture developed and monitored by the main stakeholder groups and led by the Regional Councils	3.2.1. Regional platforms (RIPs or their equivalents), led by RCs, develop RBM plans with stakeholders in a participatory manner	Work through the existing committees: Regional Development Coordination Committees, take into consideration the capacity and budget of regional councils
	3.2.2. Plans are being implemented and progress is being tracked	Reporting systems should be pronounced and be specific e.g. How the evaluation will be done – quarterly or annually Importance of information sharing as the absence of feedback to stakeholders is a serious risk to project success.

Output 3.3: NNFU advocacy messages developed and delivered in policy to promote scale-up of climate-smart agricultural methods	3.3.1. Undertake a study to better understand behavioural change context especially amongst vulnerable groups and to develop a targeted advocacy campaign	Clarification on the role of a communication expert. DAPEES was responsible advice and communication of new technologies, the expert should thus liaise closely with DAPEES
	3.3.2. Facilitate the developing of advocacy messages and campaigns and their implementation	Replication through communication and awareness raising for other farmers for the extrapolation of benefits. Make provision for child headed households as a target group.
Output 3.4: Regional Councils, line ministries and other partners (Regional platforms - RIPs or their equivalents - led by RCs) include climate-smart agricultural methods, water harvesting, storage and other relevant climate resilience building practices, approaches, techniques and technologies in their annual plans and budgets	3.4.1. Plan the methods of developing and influencing strategy. This would be based on already established procedures and processes such as in MAWF (see AA above) and regional and national development planning processes	
	3.4.2. Facilitate consultations/dialogues	
Output 3.5: Policy recommendations and a replication plan are developed for continuation of good practice, presented at the project closure workshop and integrated into cross-sectoral and national development planning	3.5.1 Identify key policy opportunities for project interventions and integration of lessons learnt	Mainstreaming of project interventions into MAWF policies, projects and programmes should be evaluated and full consultation should take place
	3.5.2 Integrate lessons from the mid-term evaluation of SCORE project into NDP 5 planning	
	3.5.3 Consider the lessons drawn from the SCORE project for the MAWF programme proposal and for integration into MAWF operations and budget	

	3.5.4 Mainstream learning into other relevant sector instruments, including microfinance, disaster risk management, preparedness and others	