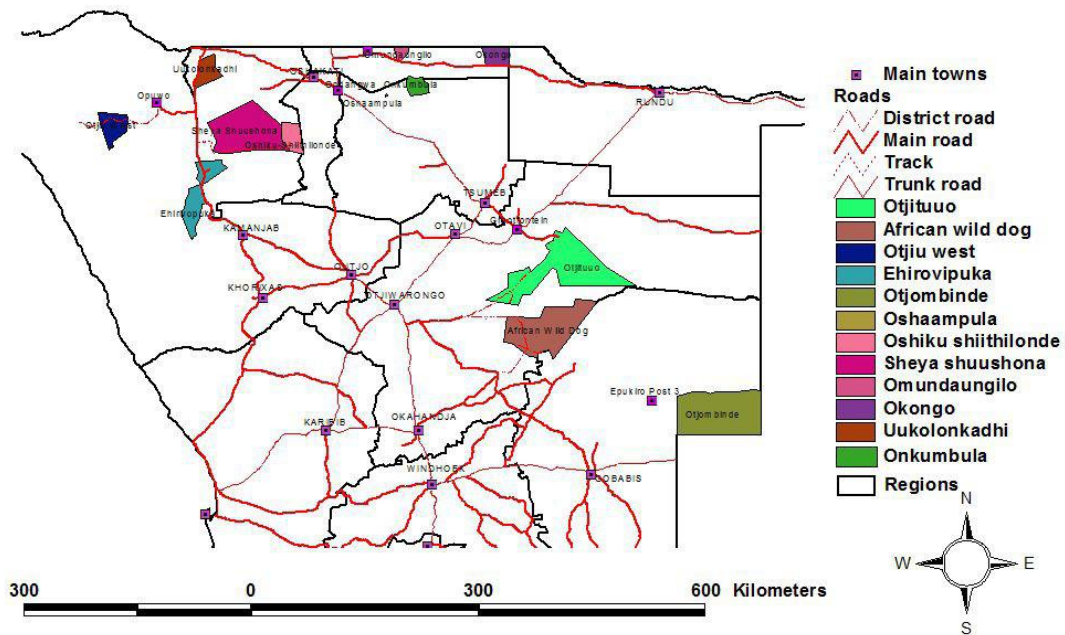


Sustainable Management of Namibia's Forested Lands (NAFOLA)

Final report: NAFOLA MTR

PIMS 4626

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NAFOLA: Community Forest Hotspots in the 7 Focal Regions



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Acronyms and Abbreviations

APR	Annual Project Report
AWP	Annual Work Plan
CBNRM	Community-Based Natural Resource Management
CF	Community Forest
CO	Country Office
DAPEES	Directorate of Agricultural Production, Extension and Engineering Services
DoF	Directorate of Forestry
EA	Executing Agency
EIF	Environmental Investment Fund
GEF	Global Environment Facility
IA	Implementing Agency
IDNRC	Integrated Rural Development and Nature Conservation
IW	Inception Workshop
M&E	Monitoring & Evaluation
MAWF	Ministry of Agriculture, Water and Forestry
MTR	Mid-term Review
NIM	National Implementation Modalities
NRM	Natural Resource Management
NTFP	Non-Timber Forest Products
OFF	Operational Focal Point
PIF	Project Identification Form
PIR	Project Implementation Report
PD	Project Director
PM	Project Manager
PMU	Project Management Unit
PPG	Project Preparation Grant
PSC	Project Steering Committee
PRAIS	Performance review and assessment of implementation system (of the UNCCD)
RCU	Regional Coordinating Unit
RP	Responsible Party
SGP	Small Grants Program
UNCCD	United Nations Convention to Combat Desertification
UNDP	United Nations Development Programme

1. Executive Summary

The Executive summary of the MTR key findings is presented in the standard MTR Ratings & Achievement Summary Table for NAFOLA.

MTR Ratings & Achievement Summary Table for NAFOLA

Measure	MTR Rating	Achievement Description
Project Strategy	N/A	
Progress Towards Results	Objective Achievement Rating: MS (4)	<ul style="list-style-type: none"> Gazettement of the target CFs is underway; uptake of relevant SFM technologies for improved SLM and SFM remains to produce intended results and impacts on a significant scale.
	Component 1 Achievement Rating: MS (4)	<ul style="list-style-type: none"> Very labour and effort intensive gazettement processes have been successfully conducted in all target CFs, which is a major achievement. The relevant documentation has been submitted for legal and political clearance. However, the approval process is long, and follow-on support to CFs – the main business of NAFOLA – is largely pending until the formal legalisation of the CFs and their management structures. While some good capacity development activities have taken place, these are not codified and processed in ways that they become integral part of a national CCF capacity support approach. Management plans for the individual CFs are formulated, but not yet supported by NAFOLA. Detailed ILUPs planned for selected CFs have not been developed. While the project has engaged in some policy dialogues and work, relevant policy issues are not innovatively and creatively advanced. Decisive leadership is needed to ensure that Namibia's CBNRM approaches, including on CFs, have a future.
	Component 2 Achievement Rating: MU (3)	<ul style="list-style-type: none"> Seven outputs with significant performance targets have been formulated under component 2 of the NAFOLA project. At MTR most project end targets seem far from being achieved. M&E data is scarce and no compelling systems have been developed. While some interesting and appealing pilot/ demonstration projects have been implemented in selected CFs to address the outputs, the results of them are of mixed success. In the absence of a clear knowledge management and learning approach it is hard to gauge the real achievements. Critical lessons learnt for further upscaling and possibly continuation of the pilots are lacking, or have not been fully analysed. Some investments, such as the building of a carpentry workshop, purchasing machinery for the "bush to fodder" project and a large auction kraal in two CFs, as well as the investments into supporting a Government programme on Conservation Agriculture in Omaheke region, have been quite significant in terms of project costs. Some of these investments have not been completed as yet, and the price escalation of the kraal poses a significant project risk. The kraal was costed at 6.3 Mio NAD, however NAFOLA already paid 8,051,779.11 NAD (633,000 USD) for the investment to date, with at least another 3 Mio NAD required to finalise the investment. Out of a GEF grant of 4,446 Mio USD the cost of the kraal alone is 15% of the overall project budget. Further analysis and planning are needed to ensure the made investments will make positive contributions towards achieving the project objective. There is a lot of potential to improve on the achievements during the "2nd half" of the project – and results will possibly become demonstrable by end of project. However, some focused re-planning is needed to capitalise achievements by project end.

Project Implementation & Adaptive Management	MU (3)	<ul style="list-style-type: none"> • While the project has been implemented timely and relevant reporting has been undertaken, there are some critical areas under the seven assessment components which severely impair efficient and effective project implementation and adaptive management at this point. • In terms of management arrangements and work planning, certain weaknesses were identified during the MTR, and a set of recommendations are made to ameliorate the current situation. A stronger oversight engagement by UNDP is one of the remedial actions recommended. • Up to mid-term project spending amount to approx. USD 2,637,866, with USD 1,808,134 remaining – which are about 40% of the project funds. As many capital investments were made during the “1st project half”, it is asserted that still some good implementation results may be generated within the limits of the remaining resources. • Project M&E systems must be improved. While some technical inputs have been developed such as a rangeland condition monitoring programme, to feed into such a system, to date no formal tracking of results takes place. Important baselines which were to be set during project inception, are not available or accessible at time of the MTR. • Stakeholder engagement is positive under the NAFOLA project, especially on the site level, but also in terms of integration within the DoF and overall MAWF. However, due to the limited knowledge management, and related weaknesses in terms reporting and communication, this engagement is not fully capitalized on. • A major shift in project management is needed to ensure that already existing learning and results are documented, analysed and shared by NAFOLA.
Sustainability	ML (3)	<ul style="list-style-type: none"> • If all (or most) CFs can be fully legalised and gazetted, this will have lasting effects. If NAFOLA, during its remaining project time, is able to support individual CFs in achieving some successful implementation of their management plans and some compelling pilot projects – preferably establishing sustainable value chains – some lasting impacts can be achieved. However, in how far Government will be able to successfully support CBNRM approaches including CFs in Namibia in the future, remains largely depend on political priorities and budget allocations.

Project information table

Project Title	Sustainable Management of Namibia's Forested Lands (NAFOLA)		
UNDP Project ID (PIMS #)	4626	PIF Approval Date:	TBD
GEF Project ID (PMIS#)	4832	CEO Endorsement Date:	October 2014
Atlas Business Unit, Award # Proj. ID:	TBD	Project Document (ProDoc) Signature Date (date project begin):	December 2014
Country(ies):	Namibia	Date project manager hired:	March 2015
Region	Africa	Inception meeting date:	April 2015
Focal Area:	LD	MTR completion date	July 2017
Trust Fund (Indicate GEF TF, LDCF, SCCF, NPIF):	TF	Planned closing date	December 2019
Executing Agency/ Implementing Agency	Ministry of Agriculture, Water and Forestry (MAWF)	If revised, proposed operational closing date	
Other executing partners	Directorate of Forestry; 13 Community Forest Management Groups		
Project Financing	<i>At CEO endorsement (US\$)</i>	<i>At Midterm Review (US\$)</i>	
[1] GEF financing	4,446,000	2,637,866 (NAD 33,500,904)	
[2] UNDP contribution	500,000	TBD	
[3] Government	17,500,000	TBD	
[4] Other partners: GIZ	4,500,000	TBD	
[5] Total co-financing [2+3+4]	22,500,000	TBD	
PROJECT TOTAL COST [1+5]	26,946,000	TBD	

2. Introduction

A standard UNDP GEF MTR was undertaken during June/July 2017. The MTR followed the standard UNDP and GEF guidance and standards set out in documents such as:

- UNDP, 2014. Guidance for Conducting Midterm Reviews of UNDP-supported, GEF-financed Projects

Further the following was considered:

- The 2012 Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-financed Projects;
- The 2009 revised UNDP Handbook on Planning, Monitoring and Evaluating for Development Results, which provides UNDP programming units with practical guidance and tools to strengthen results-oriented planning, monitoring, and evaluation in UNDP;
- The GEF Monitoring and Evaluation Policy (revised version approved by the GEF Council in November 2010). This policy mandates the strengthening of the evaluation role of the GEF Operational Focal Points.

Additionally, guidance for gender sensitive MTR analysis was applied, following the UNDP Gender Equality Strategy 2014-2017.

While the MTR has been conducted independently, it was co-planned with the UNDP Country Office in Namibia, the Project team and the Executing Agency (the Ministry of Agriculture Water and Forestry, MAWF). Further, the Steering Committee provided relevant guidance, and a debriefing meeting took place after the one-week mission to Namibia. Any additional feedback and suggestions received from partner including the project beneficiaries were considered in the review.

Overview of the midterm review approach

The purpose, objective, and scope of the review

The purpose of the MTR is to assess early signs of project success or failure, with the goal of identifying, if necessary, mitigative interventions

This entails the following objectives:

1. Assess **progress** towards achievements of the project objectives and outcomes (results) as specified in the Project Document
2. Monitor **implementation** and **adaptive management** to improve outcomes
3. Early identification of **risks to sustainability**
4. To identify **supportive recommendations** for project success

The scope of the MTR entails a document review, as well as stakeholder consultations and site visits of a selected sub-set of project sites. Out of 13¹ community forest areas (CFs²) focus of the project intervention, three (3) sites/CFs were inspected.

¹¹¹ The Project document speaks of 13 CFs, while one CF, Otjimbinde, was sub-divided into three CF's due to size and congruence with existing conservancy boundaries and committees. The names of the three resulting CFs are: Otjimbinde, Omuramba Ua Mbinda and Eiseb Block. It is also noted that at NAFOLA inception, four of these were already formally gazetted, consequently 11 CFs remained ungazetted at varying stages of the steps in the gazettement process.

² Community forest areas are referred to throughout the text as CFs – however, it is acknowledged that at time of the MTR not all of these have been formally gazetted as yet. While the gazettement documents have been prepared through the support of the NAFOLA project, the new CFs have not yet been formally declared.

The MTR approach

An initial review of relevant project documents has been conducted. The full list of documents reviewed is provided in Annex 9. As such all GEF documents such as the PIF, PAD, TT PIR/APR and project reports were reviewed, as well as specific project outputs prepared. A reconstructed Theory of Change (TOC) has been developed for the project based on the initial design, and been discussed and verified with project partners.

The consultative part of the MTR was conducted mostly through individual and group interviews, based on a semi-structured interview schedule. Discussions with key informants were adjusted according to which role they play in the project, and which component and outputs are particularly relevant to them. Interviews were stringed to identify if the TOC is adequate and if the project is delivering supportive results. Based on the findings, the TOC was updated to provide decisive guidance for further implementation. Further, all assessment areas/ review criteria for the MTR (see below) were inquired about and evidence of performance sought. Notably, specific focus was placed on probing some performance and governance issues uncovered during the MTR as potential risk areas.

The principles and criteria used for selection of interviewees and field site visits

Interviewees were selected based on their participation and role in the project to date. A sub-set of project sites was selected, based on the level of investments in these areas to date, and promising the greatest learning potential. Geographical location in “cohorts” was an additional selection criterion to facilitate travel.

Those CFs that could not be personally visited during the mission were reported on by the PMU and relevant Project Liaison Officers (PLOs) to reflect progress of implementation. However, no formal feedback from local community members and CF representatives could be sought systematically for all project sites.

Three CFs were visited in Otjonzondjupa and Omaheke regions, respectively (see marked-up in yellow in Table 1).

A list of people consulted is included in Annex 8.

Limitations of the MTR

The greatest limitation is that not all sites can be visited during the MTR. However, a flexible and innovative approach will be taken to allow all CF's and partner institutions in the various target regions to provide feedback on the NAFOLA project.

3. Project description and Background context

Community Forests are one form of Community-based Natural Resources Management (CBNRM) prominent in Namibia. Namibia is the most arid country in sub-Saharan Africa. Despite the relatively low population number of only just above 2 Mio people, the country is prone to overuse and land degradation, including forest degradation. Only 5% of Namibia are considered dry-sub-humid, and forests in Namibia are mostly fine-leaved savannah species, with only just the north-eastern part of Namibia being characterised by a broad-leaved savannah ecosystem.

The NAFOLA project is being implemented in seven north-western and central regions in Namibia which are to be arid to semi-arid.

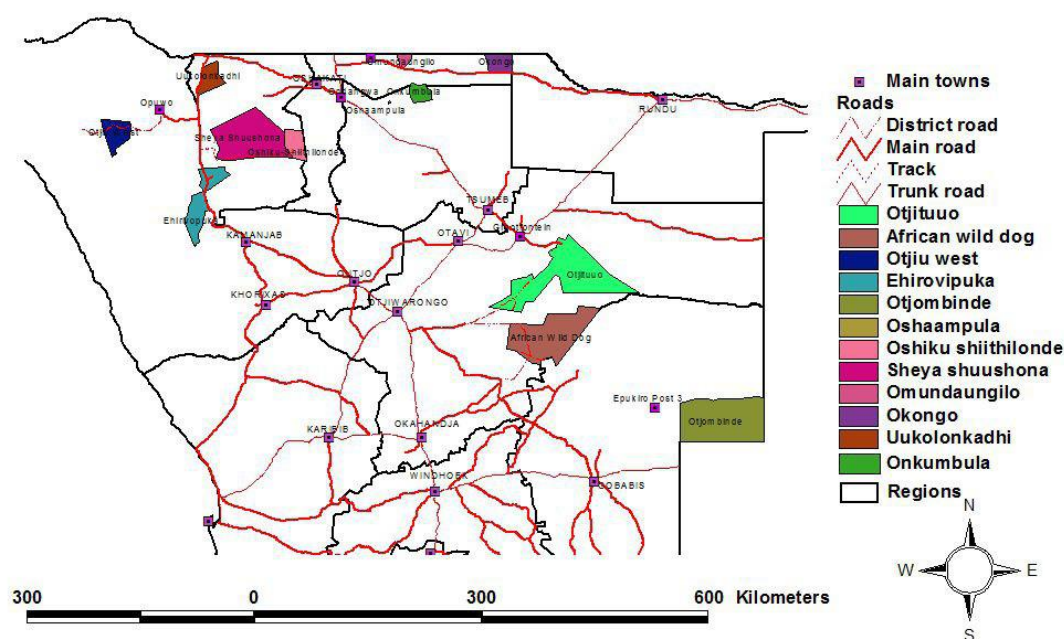


Figure 1: Community Forest Hotspots in the 7 Focal Regions (at project start; Source: Project Document)

Table 1: Community forests hotspots in the 7 Focal Regions (at project start; Source: Project Document)

Community Forest hotspots	Focal Region	Area in Hectares	Stage of gazettement (at project start)
Omundaungilo	Ohangwena	22,210.586	Not Gazetted
Okongo	Ohangwena	77,890.402	Gazetted
Otjombinde (Otjimbinde, Omuramba Ua Mbinda and Eiseb Block)	Omaheke	591,001.038	Not Gazetted
Epukeiro	Omaheke	17,495.000	Not Gazetted
Uukolonkadhi	Omusati	84,924.674	Gazetted
SheyaShuushona and Ongandjera	Omusati	507,373.261	Not Gazetted
Otshiku-Tshiithilonde	Oshana	86,977.863	Not Gazetted
Ehirovipuka	Kunene	198,406.096	Not Gazetted
Otjiu West	Kunene	110,442.589	Not Gazetted
African Wild Dog	Otjonzondjupa	473,244.247	Not Gazetted
Otjituuo	Otjonzondjupa	613,277.728	Not Gazetted
Oshaampula	Oshikoto	807.000	Not Gazetted
Onkumbula	Oshikoto	56,103.000	Not Gazetted
Total Area for the Community Forests		2,840,153.484	

During the project preparation, two main barriers for sustainable land and natural resources management were identified:

Barrier 1: Weak institutional capacities to support CBNRM processes (planning, enforcement, research/knowledge, value addition)

Barrier 2: Inadequate support to sustainable forest management (SFM)/ sustainable land management (SLM) technologies on the ground

Thus, the NAFOLA project was designed with the following goal: to maintain current dry forests and the ecosystem goods and services they provide in 13 Community Forests covering over 500,000ha of forest lands, through wide scale adoption of SLM, SFM, and other improved technologies.

The project objective is to reduce pressure on forest resources by facilitating the gazettement of Community Forests (CFs), and increasing the capacity for the uptake of improved agriculture, livestock and forestry management practices in the community forest areas.

The project's interventions have been organised in two components:

Component 1: Knowledge based land use planning and policy change hasten gazettement of eleven community forests (CFs) and mainstreaming of forest resources in productive policies

Component 2: Implementation of SFM technologies in selected CF hotspots.

The project is designed in two components with underpinning outputs as follows.

Overall there are four outcomes and outputs, respectively, under **Component 1** *“Knowledge based land use planning and policy change hasten gazettement of eleven community forests (CFs) and mainstreaming of forest resources in productive policies”*:

Intended outcomes:

- 11 CFs gazetted, increasing area under land use plans from 182,615 ha to 2,840,153ha (an increase of >90%)
- Increase in compliance with land use plans from a current low of <40% to more > 60%
- Change in capacity score cards of technical staff of ministries, CF management committees/ Boards and community members
- Forest sector issues reflected in regional land use plans and regional programs of sectors such as agriculture, water, local development, environment and tourism

Needed **outputs** to achieve outcomes:

Output 1.1.: Nine³ Community Forests legalised;

Output 1.2.: Integrated Forest Resources Management plans formulated and implemented in 13 Community Forests (hotspots);

Output 1.3.: Organisational Capacity for effective Community Forest Management strengthened;

Output 1.4.: Policies harmonised, support local governance and reflect value of forests in national development programs

For **Component 2** “Implementation of SFM technologies in selected CF hotspots” the following outcomes and outputs are formulated:

Intended Outcomes:

- Increase in agricultural productivity of main crops (pearl millet and sorghum) regions covering 300,000ha from current 200-600kg/ha to a range of 400-600kg/ha
- Increased off-take of livestock in Omaheke, Oshikoto and Otjozondjupa from 5% to at least 20%
- Increased health, quality and type of livestock kept in Omaheke, Oshikoto and Otjozondjupa regions covering 150,000ha measured by MEATCO records showing at least 20% of cattle upgrade to Grade B, fatness grade 2 or 3 and decrease in oxen and increase in number of heifers

³ This figure was revised from eleven in the project document, as certain CFs were already legalized prior to project inception. However, notably one large CF area, Otjimbinde, was divided into three CFs, which increased the number again.

- Increased utilisation of fire management practices reduces total areas burned by 30% and severity reduced to mild in Omaheke, Oshikoto, Kunene and Otjozondjupa regions (200,000ha)
- Reduction in bush densities by at least 20% and reduction in area covered by bush by at least 10% in 5 hotspots
- Reduction in use of wood fuel by at least 20% and increase in use of alternative energy sources by 10%
- Increase in financial returns from sustainable economic exploitation of forest resources in all hotspots increase by at least 25%, in line with land use plans

Needed **outputs** to achieve outcomes:

Output 2.1.: Conservation agriculture piloted

Output 2.2.: Improved livestock practices piloted in Omaheke, Oshikoto and Otjozondjupa hotspots

Output 2.3.: Improved marketing of sustainably harvested forest and livestock products piloted

Output 2.4.: Fire management strategy is piloted in Omaheke, Oshikoto, Kunene and Otjozondjupa hotspots

Output 2.5.: Bush control program is piloted in Omundaungilo, Okongo, Ongandjera, Otjituuu and Otjku-Tjithilonde and provides financial incentives for controlled bush clearance

Output 2.6.: Energy saving and alternative energy program implemented

Output 2.7.: System for monitoring of forest and range condition and land productivity is in place

The full Strategic Results Framework (June 2015) is included in Annex 1.

The Theory of change

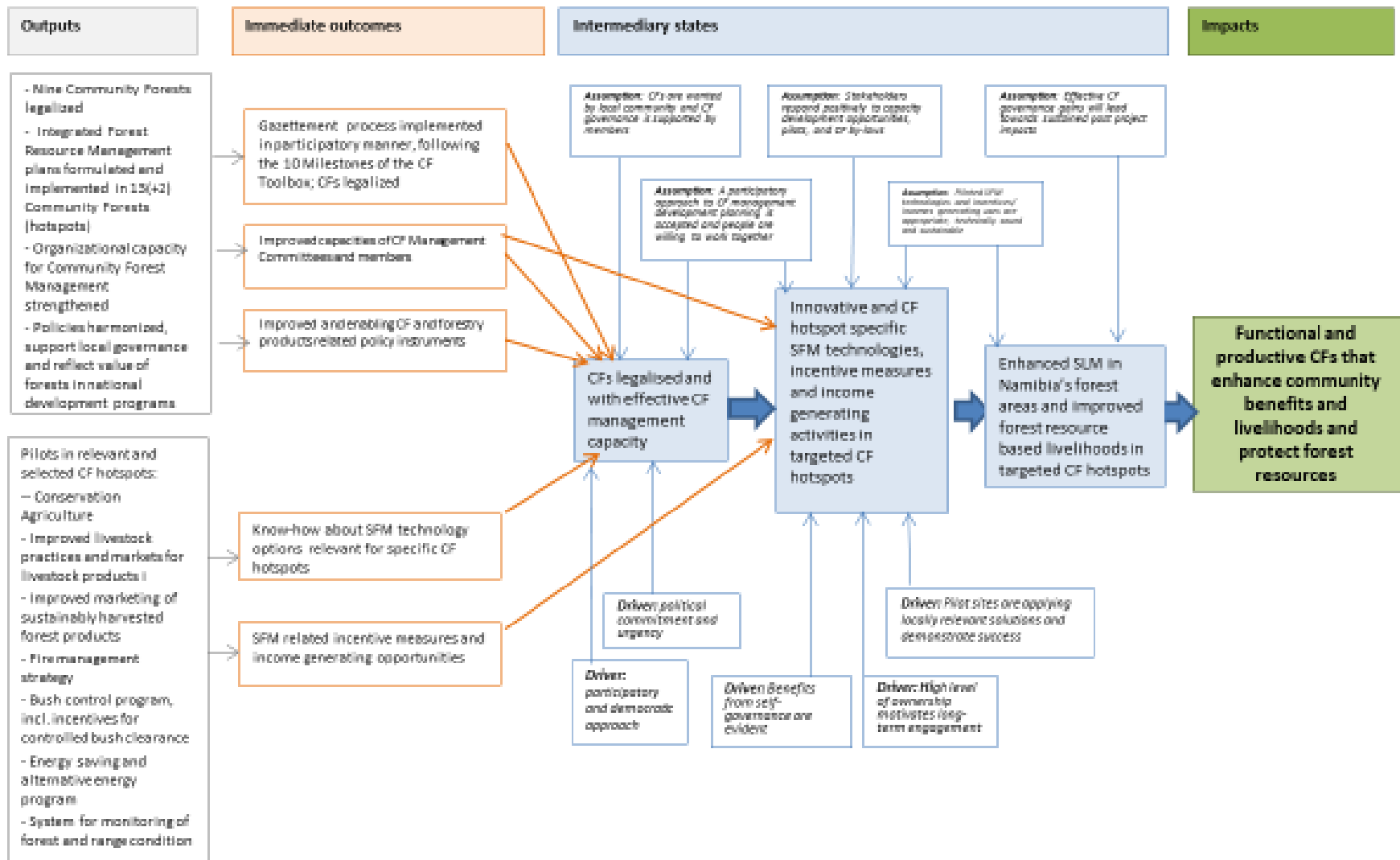
A framework for the project Theory of Change (TOC) was reconstructed at time of the MTR. It closely follows the design at Project Document stage. However, it does not specifically include all intended outcomes as “intermediate outcomes”, and reduces them to just five. Additionally, three intermediate states and the final intended project impacts are included.

The importance of legalising the CFs is depicted as a first intermediate state. The following two intermediate states move much further in aiming to achieve sustainable management and application of SFM and SLM approaches in all CFs. The overall impact focuses on the project target CFS, but has the goal that the CFs are fully functioning and members have greatly enhanced livelihoods, based on sustainable natural resources use.

The TOC really places the intended end results or impact into the focus of the project design – and thus also the management. The TOC is a management tool that underpins adaptive project management for the finally intended impact – with the end goal in mind.

A number of assumptions are made, as well as Drivers for change are being identified. These are important for developing the most suitable project strategy – and should be constantly reviewed during project implementation.

Theory of Change: Namibia's Sustainable Land Management of Namibia's Forested Land (NAFOLA) Project



4. Findings

4.1. Project strategy

Project Design

- The initial project design as set out in the agreed to project document is of excellent quality. The design is based on a sound problem and barrier analysis, which still is valid at time of MTR. The intervention design is responsive to needs identified by key stakeholders and notably the project executing agency and implementing partners.
- The design can possibly be seen to be prescriptive; a detailed planning matrix of outputs and associated activities is included in the project design, as well as activity level budget proposals. While this can be very helpful for project implementation, it can also be limiting for effective adaptive management.
- Overall, it is concluded that the design clearly recommends useful and logic interventions. A clear project intervention logic is presented, linking specific outputs and activities to achievable outcomes. These underpin a logic Theory of Change (TOC), even though no TOC was explicitly included in the design of the GEF 5 intervention (no programming requirement at that point). The during the MTR retrofitted TOC closely follows the initial design presented in the project document.
- It is noted that while a comprehensive risk analysis is included, certain risks have been underplayed or have not been identified, i.e. with regards to time required for legalisation of CFs. Certain Gender provisions were made, although they remained peripheral. Gender is being addressed separately in the MTR under Section 4.

Results Framework/Logframe

- The Strategic Results Framework (SRF) is logical and still fits the problematic addressed by the project at time of MTR. The split into two components is clear, and the formulated outputs strategically can deliver to the intended outcomes. The selected indicators are suitable, albeit not entirely easy to measure.
- There is no clear fit between the cited sources of information and the project interventions in the SRF (it suggests, for example, to use Meatco and MAWF reports), thus it is hard to identify the specific project impacts. Further, the sources of information foreseen are out of the influence of the project, and reporting is not congruent to project needs.
- At time of MTR the relevant Annexes to the project document including various baseline assessment results and methodological guidance on data collection/ sources of information were not accessible.
- The PMATT prepared at project approval is very basic and contains limited useful information for tracking. This will be discussed below again but an improvement of the M&E framework for the project is highly recommended.
- No specific gender components are being monitored, although a Gender assessment was undertaken as part of the project. The results and recommendations from the assessment should be more specifically addressed and be included in the project M&E framework, i.e. through gender disaggregated reporting.

Notably, there were some adjustments made to the SRF and logframe after the inception meeting in April 2015, and agreed at the 1st Steering Committee meeting in June 2015 and following meetings:

- The mostly revolved round the number of CFs to be gazetted, as two already had received legal status prior to project inception. Later, the planned Otjimbinde CF was splitting into three CFs, in line with existing conservancy boundaries and management arrangements of the very large area.
- Additionally, the CF hotspots considered to be bush encroached were discussed and changes were made in focal CFs for bush encroachment interventions.

- LUPs for CFs were interpreted in different manners, and the PSC decided that no further LUPs be needed at the CF level. Management Plans are an integral part of the CF gazettement and should suffice for improved management. Further an integration with ongoing regional LUP processes would provide additional LUP context for project and CF purposes. It is noted, however, that the project document explicitly identified that further detailed CF level planning is needed for effective natural resources management on CF level.⁴
- The interpretation of investments under Component 2 varied. Most outputs have been generated on a pilot basis in different CFs and more generally “areas” surrounding CFs. For example, with regards to outputs 2.1, 2.2 and 2.3 – interventions in the greater constituency and region are being piloted. It is asserted that such “higher level support” would trickle down to the CFs. However, especially CF committee members consulted during the MTR noted that several such interventions had no specific linkage to the respective CF and its specific management plans. This specifically was noted with regards to Conservation Agriculture investments made with MAWF, and with regards to establishing an auction kraal in one constituency.

4.2. Progress towards results

Delivery of outputs and activities

As this specific project included a detailed output and activity level design in the project document, progress towards achievement of outputs (and to a certain extent activities) is included. The project reporting (Quarterly reports) is framed as per output achievement, and the project team worked with the MTR consultant to update the output based reporting (in addition to the outcomes analysis). A detailed progress table is included in Annex 2.

It is observed that the project has been clearly managed on an output and activity basis, rather than outcome level, which has led to certain investments being pursued outside the broader project objective. To capture all relevant observations at MTR, a review as per output is included here. It needs to be reiterated, that the MTR consultant only visited project sites in Omaheke and Otjozondjupa. A possibly unbalanced representation of matters relevant to CFs in other regions may be inevitable.

Overall the following progress is observed on the output and activity level:

Component 1: Knowledge based land use planning and policy change hasten gazettement of eleven community forests (CFs) and mainstreaming of forest resources in productive policies

Output 1.1.: Nine⁵ Community Forests legalised

- Progress on outputs under component 1 quite good, especially the preparation of gazettement documentation (**output 1.1**);
- It is observed that the gazettement process seems very cumbersome and expensive. Without dedicated funding, it seems almost impossible for interested communities to actually successfully develop the necessary gazettement documentation, esp. in absence of a dedicated government funding support. This raises policy level concerns which should be further investigated.
- Some work has been carried out under the NAFOLA project and in conjunction with previous such attempts to harmonize Conservancy and CF gazettement processes. While it is understood that there are some institutional barriers that make the registration under the different existing laws (Forest Act versus

⁴ Comments from MAWF on the draft MTR report provided further justification, however, in order to find a balanced way ahead, the MTR includes a specific recommendation to assess if perhaps the initially proposed local level integrated land use plans would still be needed and warranted in selected CFs. It is expected that the Management Response to the MTR will make relevant recommendations.

⁵ This figure was revised from eleven in the project document, as certain CFs were already legalized prior to project inception. However, notably one large CF area, Otjimbinde, was divided into three CFs, which increased the number again.

Conservation Act) hard to compare, it is still advocated that the final purpose need to be kept in mind for establishing such CBNRM entities. This should be considered under Output 1.4 as well.

- A very slow approval process of applications has been observed, which is extremely frustrating for the local communities and the project team. For example, DOF senior management has insisted that NAFOLA can only give limited support to CF's in the gazettment process, as they have not been approved as legal entities. As such for example, use rights for timber and non-timer forest products do not (yet) apply. As CF Management Committees have not been formalized, and management plans are not approved, these cannot be financed and supported by the project.
- While the Director of DOF suggested that there are several human resource related delays, it is clear that the overall gazettment process is complicated. A facilitation of improved approvals must be implemented as a matter of urgency, possibly led at a higher management level than the Director level.
- Technical staff in DOF made some useful recommendations how the approval process can be expedited and how interim CF MCs could be approved for the purpose of smoother project implementation. They suggest that the Forest Act makes such provisions, which could be applied in the context of NAFOLA.

Output 1.2.: Integrated Forest Resources Management plans formulated and implemented in 13 Community Forests (hotspots)

- Uncertainty about definition of “Integrated Forest Resources Management plans” **output 1.2**; mostly the project decided that such plans are not needed as Management Plans are part of the gazettment process; this clearly is not following the guidance explained in the project document, which found that the Management Plans were often not in line with LUP best practice and needed further refinement to be sound.
- Funds have largely been reallocated elsewhere, and LUP activities been linked to the regional ILUPs in those regions where such processes were ongoing.
- However, notably, it is understood that the guidance provided by the ILUPS has not yet been fully internalised by the NAFOLA team. Where relevant the ILUP guidance should be absorbed into the NAFOLA project, while the project provides guidance to the ILUP including on CFs.
- It is suggested that on a one on one basis it will be assessed if finally selected target CFs for further focus interventions would benefit from refined LUPs especially linked to the specific SFM and income generating value chains to be furthered.
- Additionally, project investment compliance with the regional ILUPs and associated SEAs should be assessed and followed, as appropriate. No non-compatible land uses shall be promoted.

Output 1.3.: Organisational Capacity for effective Community Forest Management strengthened

- CF MCs trained; however it is clear that this needs to be an ongoing activity; Capacity Scorecards still to be assessed, but the original ones were not accessible and had to be redone by a consultant in 2016 (**output 1.3**).
- Undertaken NAFOLA training materials were not easily accessible if at all during the MTR. Better knowledge management and documentation of trainings is important to ensure that trainings can be repeated at all CFs and for relevant target groups.
- The organisational capacity does not only include trainings, but also capital investments into low cost office facilities, storage etc. for CF Management Committees and associated structures e.g. for law enforcement.
- This output is seen to be of highest importance to ensure that CFs will actually become functional. A decent amount of the remaining financial project resources should be dedicated to this output.
- While it is possibly just fair to ensure that a certain amount of funding be dedicated to each of the project target CFs, it may only be possible to effectively support a smaller number of them. Innovative solutions such as sourcing additional funding possibilities from other small grants facilities should be explored.
- It is recommended that NAFOAL and the IP work together with the CFs, based on their specific management plans, and review and re-plan what support would be needed as per CF vis-à-vis the remaining budget. This should be part of the management response and ongoing evidence-based adaptive planning.

Output 1.4.: Policies harmonised, support local governance and reflect value of forests in national development programs

- Slow progress on **output 1.4** “Policies harmonised, support local governance and reflect value of forests in national development programs”- DoF should take much stronger inspirational leadership on this output.
- A focus on conservancy – CF harmonization should be further followed, concretized and pursued. The end goal of effective CBNRM mechanism must be kept in sight, and practical and innovative improvements must be achieved to ensure Namibia is keeping the end goal in sight – create better livelihoods for Namibians’, while sustainably managing the natural resource base.
- Generally, it is proposed to discontinue NAFOLA financial investments in high level interventions. For example, the updating of the forest accounts may not be considered a priority, realising the limited financial resources remaining for project implementation.

Component 2: Some interesting progress on outputs under Component 2 – needs good strategy for “Phase 2” of project.

Output 2.1.: Conservation agriculture piloted

- Conservation Agriculture (CA) is a powerful approach to promoting more sustainable agriculture practices, especially under climate change scenarios.
- Namibia has developed a National CA Strategy and Action Plan, led by MAWF.
- MAWF, through DAPESS takes the leading role in implementation of conservation agriculture (CA) in Namibia, including in Epukiro and Otjombinde constituencies. The MAWF collaborates with development partners to further its national strategies, including the CA strategy. At present, MAWF has partnerships with the FAO, UNDP GEF through NAFOLA and SCORE and GiZ on CA. All these projects/donors are supporting elements of CA in northern Namibia. NAFOLA is the only project supporting CA in Omaheke Region because it has an element of CA in its project document and is the only one out of all the projects supporting CA that is operating in Omaheke.
- Important to note is that Omaheke region has over 450 farmers practicing crop farming. The government, through the Dryland Crop Production Programme (DCPP) of DAPEES supports these farmers through provision of subsidized fertilizers, improved seeds as well as weeding and ploughing services. CA was introduced in Omaheke in 2016/17 cropping season, after the official launch of the national Comprehensive Conservation Agriculture Programme in 2015. To this effect, MAWF with some financial support from NAFOLA established the Omaheke CA forum, trained 29 current crop producing farmers on CA and purchased two tractors to support CA activities in Epukiro and Otjombinde. MAWF was directly responsible for training its entire extension staff on CA, mobilized farmers and conducted the farmers training on CA, took the leading role in the establishment of the CA Forum, established 20 demonstration projects through provision of input requirements and hands-on-training. The aim of promoting CA in Omaheke is in line with NAFOLA project output 2.1. i.e. to improve soils and enhance food productivity. Two tractors were purchased for DAPEES in Omaheke, and Ohangwena, providing the necessary draught power to pull equipment previously procured by MAWF. These tractors could potentially be used to support the target CFs in helping with transport of forest products, cutting of fire lines etc.
- Eight demonstration plots were established in Otjombinde area, on existing but not necessarily cultivated maize fields used for food production (MAWF priority) and supplement fodder for livestock production during drought (reported primary use by interviewees). During the 2017 growing season, two of these eight plots produced some maize, but mostly all demonstrations did not provide convincing results. This may be due to a number of reasons, including that land preparation and seeding took place quite late into the season.

- No formal assessment of the demonstrations was accessible, however, interviews with farmers from the demonstration sites indicated that they were not convinced the methodology would work. Traditional production approaches generated better results, perhaps as plants were set further apart.
- It is clear that demonstrations need to be carefully planned and conducted to ensure a high level of success. The negative demonstration clearly made farmers more critical, instead of convincing them of suitability.
- The recently prepared ILUP for Omaheke and the associated SEA indicate that Omaheke is of low agriculture potential and rainfed agriculture is marginal. No ground water is available for sustainable irrigation.
- While it is understood that farmers need to diversify their livelihoods and for food security, it may not be appropriate to invest into larger scale fields for fodder production, as seen during the field consultations. Other alternatives, such as the “bush to fodder” pilot from the African Wild Dog Conservancy may be more appropriate, as well as improved range and livestock management. Amongst other, it is asserted that by setting the example of cultivating large maize field for fodder production, the risk of setting an example and incentive for land clearing may be generated – opposing the main objectives of the project and CFs. The fact that the intension formally communicated by MAWF during the review of the MTR draft report differs substantially from accounts given during the field visit, indicate that very clear communications are needed to ensure that well intended interventions have the desired effects.
- The support for CA practices on a “home garden level” for improved food security could be a more suitable model. Most CA practices on such a small-scale level would be promoted using hand tools rather than tractors.
- Based on the above reasoning and evidence, it is strongly recommended that CA support in Omaheke by NAFOLA be realigned.

Output 2.2.: Improved livestock practices piloted in Omaheke, Oshikoto and Otjozondjupa hotspots

- The assessment of rangeland management practices, range conditions and livestock condition was undertaken in 4 CFs (Otjombinde, African Wilddog, Oshaampula and Ehrovipuka). The assessment also provides information for rangeland condition (see Output 2.7), below, setting up a monitoring framework for annual data collection.
- Strategies for integrated and holistic animal husbandry and livestock management were developed and discussed at various CFs. However, follow-on action seem minimal at MTR stage.
- While DAPEES staff members have been trained on methods to assess and monitor livestock health and productivity, the application of the newly acquired knowhow and skills are unclear.
- An interesting pilot project has been implemented at Okandjatu (African Wild Dog Conservancy and CF). The project is piloting the production of animal feed from invader bush. In the pilot, different feed rations are being tested on livestock in a communal setting. The aim is to recommend locally produced feed for rural communities and for the larger Namibian market – utilising locally available material. In addition, selected livestock in 4 hotspots are supplemented with multi-vitamins to assess the impact of supplementation on livestock conditions (Oshaampula, Ehrovipuka, African Wilddog, Otjombinde).
- The pilot is very popular amongst the beneficiaries and other CFs have indicated interest to also implement such a pilot.

Output 2.3.: Improved marketing of sustainably harvested forest and livestock products piloted

- **Output 2.3** Improved marketing of sustainably harvested forest and livestock products – some interesting pilots, however would need to be carried through in a much more focused manner.
- The “Bush to fodder” pilot in the African Wild Dog CF (Conservancy) (see also report under output 2.2) has been extremely interesting and has good potential for replication. In Collaboration with the GIZ Debushing project a technology was tested that would generate dry season/ drought fodder for cattle from encroacher species (*Acacia mellifera*). All community members involved in the demonstration project were extremely positive, including farmers who’s cattle took place in the feeding trials and who all observed improvements

in livestock condition (the pregnant cow of one lady farmers subsequently even gave birth to twins – certainly a sign of good luck and success!).

- Despite promising looking and sounding pilots, no factual analysis of the success or remaining barriers was available at MTR. Several project partners pointed out that the business model for the “Bush to fodder” innovation was not working and that new implementation arrangement would need to be sought. A much more dedicated support from NAFOLA would be required to actually bring this pilot to success. Arguably, all resources could just be used to make this approach and value chain work – in one or more CFs.

The Talismanus Auction Kraal (this relates both to output 2.2 and 2.3)

The initial output level budgets were reduced almost throughout, with the exception for output 2.3. – for which the budget was increased. The PSC (or other, see below) apparently decided to invest into building a livestock auction kraal at Otjimbingde CF in Talismanus, the constituency main settlement. Allegedly this is considered a strategic and necessary investment to reduce livestock numbers in Otjimbingde CF lastingly. It is foreseen that the building of a high quality auction kraal in line with EU standards will attract a diverse set of buyers. For the first time this would move the area from depending on a so-called “permit” system, in which one buyer guarantees a set price – often short changing the livestock sellers. This investment was not foreseen in the project document and no specific budget allocations for this investment had been made at planning stage. A summary of findings about the investment at MTR is summarized in be below.

- Quoted initially in the region of 6.3 Mio USD
- NAFOLA paid to date 7,609,604.11 NAD to Atitati Trading for the construction and 442,175 NAD to AGRA for design (TOTAL 8,051,779.11). Atitati Trading apparently had built several kraals for MAWF in the past.
- According to the constructor, costs up to date are amounting to 9,079,349.48 NAD – a shortfall of over 1 Mio NAD. Apparently the Bills of Quantity was falsely prepared, as well as the initial location of the kraal of changed, which incurred extra costs. According to Atitati Trading, this happens often, and they had previous experience with an increase in costs while building kraals under the MCA funding. Apparently this never posed a problem before and extra payments were made easily.
- According to the constructor, buildings have been halted (site visit took place on 30 June 2017) until the full amount it paid. THEN another approximately 1,5 Mio NAD are required to finalize the construction. This apparently does not include electricity and equipment.
- At today’s exchange rate (3 July 2017), the already paid 8,051,779.11 NAD are 633,000 USD. Out of a GEF grant of 4,446 Mio USD the cost of the kraal alone is 15% of the overall project budget – if the kraal is to be completed with GEF funds this would likely exceed 20% of the entire project funds.
- It is noted, that the Minutes of the 1st PSC meeting clearly state that UNDP (RR and RTA) stated that such an infrastructure project cannot go ahead with GEF funding. It is unclear what the PSC approved, and which details of information were available to the PSC to execute oversight functions, as the PSC meeting minutes do not give any detailed background information about the process. No PSC meeting discussed the details plans, financials or any problems with the infrastructure investment – including the doubling of costs. It appears that the kraal did not raise any alarms in management, and the consultant was not informed of this “issue” prior to the field visit.
- Notably, no EIA was conducted, according to PSC minutes as MET said no EIA would be required. It is ambivalent if the GEF and UNDP policy under the circumstances should have required at least a formal environmental screening, as land clearing took place at the new site, and certain environmental impacts are evident from the buildings, as well as the sites long-term use as auction kraal.
- While the investment into an auction facility may be useful, the MTR finds that the investment is excessive, has been poorly managed and that GEF funds were inappropriately used. This has repercussions for the further implementation of the project, as project funds have been utilised for one major investment, and withdrawn from a more balanced investment at each CF. Furthermore, funds remaining for the second half of the project duration are relatively less (about 1,8 Mio USD versus 2,6 Mio USD already spent) – see financial analysis below.

Output 2.4.: Fire management strategy is piloted in Omaheke, Oshikoto, Kunene and Otjozondjupa hotspots

- DoF has made several attempts to develop and strengthen its national Fire Management Strategy, and other GEF projects have straddled such work i.e. in the context of Protected Areas. While NAFOLA has interfaced and supported some of the national level work, it is found that investments on the ground have been peripheral. While CF representatives clearly identify fire management as a key priority, they remain ill equipped to address fire threats.
- It is noted that the financial resources allocated to this output in the project document were reallocated to the building of the auction kraal, with the explanation that DOF would avail all necessary firefighting equipment and outfits to the CFs. There has been no evidence that this has been the case.
- The project reported that at some point they worked with the “Working for Fire” team in Nelspruit in investigating options for a community work programme related to fire management. However, no specific follow-up has been made.
- Notably, the GIZ through a tripartite grant between the Governments of Germany, South Africa and Tanzania have implemented such a programme in Tanzania a few years back. Relevant training materials for DOF technical staff, firefighters, police and community members, are available and could potentially be sourced for NAFOLA at limited cost. At least by sharing international best practices and materials some CFs may be capacitated to improve their fire management approaches – NAFOLA would capitalise on a “knowledge broker” role the project can play.
- It is recommended that no further funds be used for national level strategy work, but emphasis remain on the CF level.

Output 2.5.: Bush control program is piloted in Omundaungilo, Okongo, Ongandjera, Otjituuo and Otjku-Tjithilonde and provides financial incentives for controlled bush clearance

- **Output 2.5** Bush control program is piloted provides financial incentives for controlled bush clearance – some interesting approaches – have good potential for upscaling.
- During the inception meeting, the selection of sites that should have a debushing focus was updated and adjusted slightly from proposals in the project document.
- A debushing pilot is being implemented in the African Wildddog Conservancy/CF. This initiative is linked to eh “ bush to fodder” innovation. While the project is very popular, the extent of area debushed is not captured, but seems relatively small. An approach problem that has emerged is that (i) wood that could be used as fire wood cannot currently be marketed officially, and (2) as the bush is simply cut, with the roots remaining, the regrowth is very fast. If this is the most effective debushing approach needs to be technically reviewed.
- Overall the pilot is very popular and upscaling can be considered. However, it is asserted that a much more dedicated approach is needed by NAFOLA to make this work a lasting success. As it stands the pilot is not sustainable and does not deliver its potential. While the business model is largely cited as the underlying problem, it seems that a much more focused approach is needed on all aspects – harvesting, processing, marketing, removal of barriers.

Output 2.6.: Energy saving and alternative energy program implemented

- An assessment of wood consumption was carried out, however, the results were not readily accessible at time of MTR. The information was also not further integrated into a project M&E system.
- A pilot project on brick making was started in three CFs, to incentivise against using wood for buildings. Overall brickmaking equipment and material were procured (to an estimated value of NAD200,000 each including start up material, thus adding to an investment of NAD 600,000). While it is reported that operations of the brickmaking project in Uukolonkadhi started in early 2017, the other 2 brickmaking projects have not started operations. These interventions would potentially provide good tracking data for the project in the future.
- The investment into a carpentry project also started out innovatively. However, reports at MTR were mixed, as the operations apparently came to a hold. At time of MTR there seemed a lot of confusion on how to proceed with the started pilots for which the investments costs were very high. Decisive strategy is needed

to move ahead with the successful implementation of such projects. In cases where the slow gazettelement process is holding back implementation, these bottlenecks need to be overcome, applying interim provisions under the Forestry Act, pointed out under Component 1.

Output 2.7.: System for monitoring of forest and range condition and land productivity is in place

- While a system for monitoring range conditions developed (A. Rotaugé, 2016), no evidence of functional tracking of range conditions was found at MTR.
- Similar for a functional system for monitoring forest condition. No relevant data is updated in the project TT and reporting on the SRF. No active data and knowledge management system was found. The existing Inventory database at DoF was updated with the information from the gazettelement, however, such information has not been used in project reporting and thus is not available at MTR.
- It is critical that a functional reporting system will be established by the project. The foundations are in place.
- Data sharing and linkages to UNCCD PRAIS have not been found.

Progress towards outcomes analysis

- At time of MTR it is not possible to effectively measure project progress towards outcomes, with the exception of the gazettelement of the indicated CF registration targets.
- While this can be seen to be a problem due to a quite ambitious set of indicators, it is asserted that this is mostly due to a lack of a function project M&E framework. This needs to be addressed as a matter of urgency by the project.
- It is noted that the baseline chapter that should be part of the project document are not accessible to the MTR team – nor to the project team. This needs to be rectified either by soliciting the relevant baselines (some are cross referenced in the narrative of the project document and can be derived from there) or establishing new baselines to measure from at MTR stage.
- The retrofitted ToC can be helpful in updating the SRF, as it provides an impact oriented context.
- The various pilot interventions and assessments undertaken during the first half of the project can be used to identify good indicators and start monitoring progress. A more analytical mindset needs to be applied to the project implementation and progress tracking by the project team.
- At this point, the assessment of progress of the SRF targets is rather sobering – but with good potential for improvement by project end – if certain mediating actions are taken speedily.
- It is recommended that UNDP's M&E expert or an outside technical expert support the project team in this effort. A "coaching" approach, rather than an independent consultancy may be more effective.

Remaining barriers to achieving the project objective

- The barriers set out in the project document still hold. Additionally, various management related barriers have emerged during project implementation. The recommendations made at the end of the MTR are geared towards addressing these.

4.3. Project implementation and adaptive management

Management Arrangements

- The project is executed by the Ministry of Agriculture, Water and Forestry (MAWF). The project document identifies the Directorate of Forestry and the representatives of the 13 partner CFs as Responsible Partners.
- The Director of Forestry (DoF) was appointed as project director (PD).
- The project steering committee (PSC) is chaired by the PD and includes a range of technical members from various line ministries and especially from within MAWF, a CBO support organisation network and UNDP. Notably, none of the CFs are represented on the SC.
- The project management unit (PMU) with the project manager (PM), a regional outreach officer and financial manager are based in Windhoek. Thirteen (13) project liaison officers (PCOs) work with the respective CFs on site.
- The project and project staff are largely integrated into the regional structures of MAWF, especially DoF, and oversighted by DOF Regional Liaison Staff. However, as the Directorate of Agricultural Production, Extension and Engineering Services (DAPEES) has the stronger decentralised structures, with offices and staff on a constituency level, linkages on that level have been established to some extent, but currently are largely informal and sometimes unclear.

In terms of assessment, a few issues arose during the MTR:

- The PSC met only four times. It is observed that especially UNDP was very irregularly represented, and mostly by another person at each meeting. The minutes of the meetings suggest that few project governance and steering decisions were made and the overall oversight role was so far only executed to a limited level. PSC members and especially the PD mentioned that they had little orientation about what their role in the project would be, including their authority and responsibilities.
- The PSC does NOT include representatives from the CFs although the project document identifies them as Responsible Parties. It is recommended that this be rectified.
- In terms of project management the roles of PM versus PD are unclear to senior members of the team and need to be clarified.
- Overall the PD, acting on behalf of MAWF, took decisions, partially as chair of the PSC that are not in line with GEF and UNDP guidance. IN the absence of strong UNDP leadership during the early project implementation period, project changes were made e.g. to the budget and focus of the project that should not have been under their authority. This has led to some major problems, such as sever overspending on MAWF responsibilities which are not part of the NAFOLA main business and design. Suing NAFOLA as Government's main financial supporter to the implementation of the national Comprehensive Conservation Agriculture (CCA) programme in Omaheke and the commissioning of the Auction Kraal in Tllismanus are examples thereof.
- The high cost of having the PMU based in Windhoek was raised during project clearance and inception. The project was designed to facilitate hands-on action on the ground, with little upstream policy type of work. Thus no specific need for the PMU to be based out of Windhoek was seen. However, in the end the PMU stayed in Windhoek, which mostly had budget implications in terms of travel and well as in terms of management – which often seems “far away from where the action should be”.
- The thirteen recruited Project Liaison Officer (PLOs) are early career young professionals. All PLOs met during the review were competent, helpful and committed. They play an essential role supporting the CFs and their representatives and are well-liked and acknowledged on the community level. In terms of management these professionals could be used more, and they should be better positioned to take on more senior functions for the project. They can also take on more technical responsibilities, such as contributing to systematic impact analyses and knowledge management. It is noted that after the gazettment phase at the CFs, many of the PLOs have been “withdrawn from their sites”, as all follow-up

actions have been halted until approval of the CFs. This seems to be a very disruptive move, and the motivation for this remains questionable.

- At this point, the PLOs are awaiting if their contracts will be renewed or not. Due to the project financial situation, the impending MTR and the pending finalisation of CF gazettelements the project management currently thinks that they will possibly only continue working with a sub-set of the team in future.

Work Planning

- Project start-up and implementation are so far on the agreed timeline. Some delays in implementation are observed due to the slow official gazettelement of CFs, as already discussed.
- Recruitment of staff, procurement of equipment, setting up of office and operations all seem to have been competently done.
- Overall the project document, its SRF and more detailed output and activity level planning are followed. What seems to be lacking is an impact and results focus – the big picture – which should guide the adaptive management.
- The PM has implemented staff planning and reporting procedures, which are working satisfactory, but could be improved to instil a more innovative and joint project management approach, including staff working in the target areas.
- Reporting could be more detailed, and professional, thinking through the intended project results and impacts and pushing the big picture issues.
- It seems that the “absorption” of the project within the existing government structures and procedures has led to a loss of flexibility and innovation – which, however, remain critical to be demonstrated by a project such as NAFOLA.
- More lateral planning, management and reporting with all relevant staff including the PLOs would enrich the team effort and help share the work load. A nimble, productive and innovative human resource culture should be nurtured to get most from the team.

Finance and co-finance

- Audits have been undertaken annually and no digressions are reported.
- Budget revisions have taken place, however, it is not clear to the MTR consultant how certain costs have been covered from the agreed to budget at this point. While certain budget revisions have been reported on and have been signed off by Project Board members, it is not quite clear what the rationale behind these revisions are and if they are justified. For example, all investments into fire fighting equipment for CFs was removed and rescheduled, as it was mentioned DoF would purchase and avail those. However, no single CF consulted had received such equipment and in contrary, highlighted how important such equipment would be.
- Government ownership has been excellent. However, it is noted that the GEF/ UNDP support seems to have been geared towards “budget support” investments, which is not fully in line with GEF and UNDP guidelines.
- Up to mid-term project spending amount to approx. USD 2,637,866, with USD 1,808,134 remaining.
- Financially the project has not allocated funds as agreed to in the project document. This is a major area of concern. Aside concerns about the investment of the Tallismanus Auction kraal, other capital investments are questionable (carpentry, brick making equipment, suggested cost for CF MC buildings, tractors and vehicle, other). While the intentions are understood, the pilot investments largely are productive at MTR.
- Amount of capital investments e.g. CF MC offices initially very high – up to 2.5 Mio NAD – which are in the region of 180,000 USD. In Namibia such an amount could build a police station or a quite luxurious house. Revised proposals are now in the region of 500,000 NAD – which still seem to be excessive for the purpose.
- No clear tracking of co-financing is taking place. At time of MTR no consolidated co-financing table could be produced, with the exception of DoF co-financing realized.

Project-level Monitoring and Evaluation Systems

- The M&E aspect of the project are relatively weak. While quarterly reporting and PIR submissions are timely, the content and quality remain superficial. This also applies to agenda and matters covered at PSC meetings. In many ways the tracking of project progress seems a little hands-off and therefore guidance to project implementation seem limited. Adaptive management decisions are being made – but it is not always clear and well documented why and how such decision were taken. As such it seems that several decisions have been taken by “nobody in particular”- which signifies a disempowerment of the PM, who needs to assert herself.
- The TTs prepared at PPG (PMAT, Capacity Development Card) are not very detailed and partially not accessible at time of MTR. It is unclear where they got lost. Also, several baseline assessments requested at project onset are not yet available. Others, such as the baseline for range condition management, have been developed at least at a pilot level (at four CFs), but are not rigorously monitored. At time of the MTR most indicators could not be really assessed for progress towards end of project target.
- It is highly recommended to start setting up the necessary systems to track progress towards the end target now. Several sources of information cited (e.g from Meatco) are not under the influence of the project – so where such information cannot be obtained it is now the time to solicit other, improved data.
- The project document has set out a couple of baseline values, and also cites the initial basis for the figures derived. But as the relevant annexures are not accessible (at least to the MTR consultant at time of MTR) a special effort should be made to either find them or develop an alternative.
- M&E would move along significantly as well, if actual reports, analysis and knowledge products were to be developed by the project documenting project investments, results of pilots and impacts. This will be discussed under “reporting” and “communication” as well, however does refer significantly to M&E as well.
- It is noted that the output report from the project team, with the associated indicated budget, does indicate that no M&E allocations have been made so far. This is a short coming that should be rectified. The project planning for the remainder of the project implementation time must set aside funds for effective M&E - and not only for the evaluations.

Stakeholder Engagement

- Stakeholder engagement and partnership building is generally good. The project has not only partners and successfully supported the 13 (15) CFs targeted, but all the relevant governmental and on-governmental partners.
- It is noted that in certain CFs the local government and line Ministry staff are side lining
- Innovative partnerships e.g. with the GIZ’s De-Bushing project have been build and acted upon. The feedback during the MTR was generally positive on this point.
- Government ownership has been excellent, and the project has been strongly internalised within Dof and MAWF.

Reporting

- Reporting, analysis and knowledge management are the Achilles heel of the project so far. While project reporting such as quarterly reports and PIRs are timely, their quality is mediocre (e.g. points made above under“ Project level M&E). Generally, while some excellent experiences have been gained by the project, the information is not processed and adequately used for adaptive management. Even consultants reports are mostly just “shelved” without proper sharing or incorporation into project management.
- At time of MTR key project reports were not readily accessible, however the team used the MTR process to start setting up a quite well organised Dropbox folder.
- Overall, the weakness is a good sense of knowledge-management - what is needed, how it is useful and how knowledge should be transferred to team member, project partners and the public.
- Examples have been given above in the output review of trainings that have been conducted, but have not been documented and processed as repeatable materials that can be shared with a variety of CFs. This also applies to learning from demonstration project implemented at different CFs.

- It appears that no one in the project team feels responsible for such work. Some brochures have been produced, but they are few and there is no clear plan on who should get what type of information. This is a clear shortcoming, which may stem from the Project document, which not specifically requested the development of a communication / reporting plan.
- It is strongly recommended the PMU team allocates dedicated time to thinking through reporting, knowledge management and communication. Already existing information should be processed and shared (see also next point).

Communications

- There is no communication plan in the project, and generally internal and external communications seem to be conducted in a rather ad hoc manner.
- Notably, there were important PSC member who felt they know next to nothing about the project. It is not clear if one specific PSC member had “dropped off” a distribution list or why no information had reached the member.
- With the limited knowledge management conducted by the project, stakeholders within the project and outside are not kept abreast with project developments. Even team members posted at the CFs were often poorly informed about project activities, results and decisions – and were frustrated by it.
- While the project has been participating in a number of meetings, conferences and fairs, limited investments have been made into producing project materials and knowledge products.
- As mentioned in the previous section, reporting, knowledge management and communication have to be significantly improved to put the NAFOLA project “onto the map”.
- It is noted that the MAWF website and previous Community Forestry portals related to DoF are all not very functional. While it has been observed that even previously supported GEF project websites and portal have all faltered over time, it may be time to rethink how such long-term knowledge management could be facilitated by the implementing agency or other partners.

4.4. Sustainability

- The project document identified nine risks, all medium to low risks. All risks set out in the project document seem to still apply, and the tracking in the PIRs generally seems justified.
- However, it is recommended to include a specific organisational or operational risk that would prominently report on and track decision making, reporting, and accountability of the project management. With certain difficulties in this regard during the first part of the project it might be helpful to have regular reporting updates at PIR stage.
- Additionally, it is noted that the risk of slow gazettelement and legalisation has had major repercussions for project implementation with dedicated support to planned, but not yet achieved, CFs not having moved ahead. While it is believed that this can be overcome soon, it should still be added to the risk log.

Financial risks to sustainability

- Some outputs and pilots are very promising and could become fully self-sufficient after project completion.
- As there is good integration of the project with Government priorities and procedures, much of the started work may be internalized in ongoing work.
- However, the direct support to CFs may not be feasible by Government in the future. It remains overall the question, in how far critical support to such community-based NRM structures can be successfully organized to be sustainable and effective.
- This reiterates the question raised under output 1.4. on policy – what is Namibia’s best option to move ahead constructively on CBNRM?
-
- NAFOLA supported the Directorate of Forestry to ensure that forest issues are mainstreamed in NDP 5. NAFOLA’s support in the NDP 5 process was on chapter 4, which focuses on environmental sustainability. NAFOLA recognises the role that conservation agriculture and bush thinning may add to the conservation of forested lands. These agriculture-related outputs are in chapter 2 of the national development plan.

NAFOLA also reiterates that its support is to enhance household food security and in no way support intensification of agriculture in Omaheke region. The Comprehensive Conservation Agriculture Programme is a government programme, supported by NAFOLA.

Socio-economic risks to sustainability

- Ownership is good and socio-economic risks seem low – with the exception that CF and their management representatives and members have high expectations that NAFOLA can support them after gazettlement.

Institutional Framework and Governance risks to sustainability

- The slow gazettlement and legalisation is a major risk to project performance. But also to long-term sustainability, as huge burdens are placed on the CF management entities and members, and high expectations are being created. Meanwhile little systematic and reliable support is factually accessible to CFs in the long-term at this point.
- The sustainability of CF management structures may not be strong, if no committed government and partner support is in place.
- Linked also to the review of output 1.4. above, it is noted that a loss in faith in Namibia's CBNRM programmes and approaches could be a real risk and should possibly addressed by the project's policy and advocacy outputs. In collaboration with relevant partners, practical recommendations on how to ensure that conservancies and community forests, in particular, can have significant conservation and livelihood improvements could be worked out, and be integrated into relevant policy and decision-making processes.

Environmental risks to sustainability

- Sustainable harvesting of timber and non-timber forest resources, and use and management of NRM's per se can bear environmental risks. Although the project of course tries to minimise such or aims to improve on the situation, this cannot always be guaranteed. However, relevant safeguards are mostly considered.
- The promotion of larger scale CA in a water constrained ecosystem which is marginal for agricultural production at may pose environmental risk.
- Appropriate guidance for land clearings and EIAs required for infrastructure investments should always follow a precautionary approach, national policy but also international standards in line with GEF and UNDP's policies.

4.5. Gender

- While this is not a standard section foreseen in MTR report outline, it is nevertheless integrated here for focused reporting. Specifics are also mainstreamed in responses as per section.
- The project had commissioned a dedicated Gender Assessment. To follow-up on that effort, more specific gender focused management and monitoring & evaluation should be implemented.
- At this point the project does not undertake any gender specific and disaggregated reporting. Especially for investments on a site level such a focus will be enriching.

5. Conclusions and recommendations

5.1. Conclusions

Key conclusions from the MRT are as follows:

1. The project has made good progress in assisting 13 CFs in implementing the necessary steps for official gazettement, and 2 additional ones with supporting implementation plans. The official gazettement and legalisation have been very slow and have partially been standing in the way of starting practical support to CF Management Committees – yet to be recognised. There are innovative suggestions on how this can be overcome through interim arrangements possibly under the Forestry Act. Moving towards supporting the CFs in actually starting the implementation of their management plans is critical now.
2. Some interesting SFM technologies in line with the project document have been piloted. The results from the pilots need to be now analysed and the most promising pilots should be furthered. This may also entail “moving” certain investments from one CF to another, where project success may be better.
3. Due to the limited time and financial resources remaining in the project, certain adjustments will have to be made to ensure the project can successfully be continued and completed. It is concluded that so far the project has undertaken many individual activities, which should now be focused on a few, practical and manageable activities. It is noted that the successful development of specific value chains takes a lot of time and effort – and to be successful a certain amount of dedication will be required. This will probably mean that not all aspects of the SRF will be achieved as initially planned.
4. Overall, at midterm, the project is between Moderately Unsatisfactory to Moderately Satisfactory and performance must be improved. Certain decisions on funds allocation i.e. to the Tallismanis Auction Kraal, but also other costly decisions and expenditures, have led to an upfront expenditure of 60% of the project funds, with around 40% remaining. While the overall amount of USD 1,808,134 is still a decent amount of resources available for project activities, these will have to be carefully designed and executed to ensure project success.
5. The Tallismanus Auction Kraal investment may unlock significant and positive dynamics relating to livestock-off take, rangeland condition and incomes to local farmers in the medium-term. However, at this point the costs have far exceeded the initial budget, overall such a large infrastructure investment was not foreseen in the project document and such an investment is not in line with the GEF and UNDP guidance. Furthermore, for successful completion of the construction and equipping the kraal for functionality, a significant extra amount of funding will be required. This cannot be sourced from the NAFOLA project and alternatives have to be sought.
6. The PMU must invest more intensely in knowledge management, reporting and communication. It is concluded that project findings, results and impacts could be much more effectively utilised and represented. The project team must set high standards for work professionalism and innovation and be an inspiration for their peers, both within the DoF/MAWF, but importantly amongst the community members in the CFs.
7. It is critical that tangible impacts be generated on the CF level during the “2nd half” of the project. Investments should be focused on the site level, with limited allocations to Windhoek based work and “high level” engagement. Although some serious policy questions remain, and work on that level will be of long-term importance, the NAFOLA project must concentrate on making CFs work on the ground, especially providing incentives and results for local community members to stay engaged.

5.2. Recommendations

A set of concrete recommendations for further project implementation are made. These include:

- Corrective actions for the design, implementation, monitoring and evaluation of the project
- Actions to follow up or reinforce initial benefits from the project

- Proposals for future directions underlining main objectives

The recommendations should be reviewed and addressed in the mandatory management response to be developed based on the MTR.

Rec #	Recommendation	Entity responsible
A.	Component 1: Knowledge based land use planning and policy change hasten gazettement of eleven community forests (CFs) and mainstreaming of forest resources in productive policies	
A.1.	Key recommendation: Expedite gazettement process	DoF
A.2.	Key recommendation: Apply interim provisions to NAFOLA target CFs	DoF, NAFOLA PMU
A.3.	Key recommendation: Continue to explore sensible long-term policy matters incl. harmonization of CBNRM related laws and procedures (e.g. Conservancy and CF gazettement and management, incl. GRN support)	DoF, NAFOLA PMU
A.4.	Key recommendation: NAFOLA focuses dedicated amount of remaining funds to support implementation of management plans in all target CFs (initially suggested amount: +/- USD 25,000 per CF; should be analysed during management response)	PSC, Project Board
A.5.	Key recommendation: NAFOLA produce replicable training materials based on previous projects (e.g. KfW) and NAFOLA trainings and make available to future CF trainings (e.g. incl. on internet http://www.mawf.gov.na/community-forestry and http://www.cfneen.org.na/ - not currently operational)	NAFOLA PMU
B.	Component 2: Implementation of SFM technologies in selected CF hotspots.	
B.1.	Key recommendation: Take stock of the various demonstration projects implemented so far; undertake analysis of cost benefit, sustainability, success factors; uses such analysis for follow-up planning of remaining resources and investments into innovative and financially interesting income generating opportunities for CFs. Based on the analyses identify few (potentially 2 to 4 value chains implemented e.g. at 2 to 4 CFs (one per CF) that actually work and set an example for replication. These need to be strategic and potentially catalytic. Be focused and do not spread interventions too broadly. Some promising interventions seem to include: <ol style="list-style-type: none"> 1. Bush to fodder – needs better business model; collaboration with GIZ Debushing Project can continue; possibly other location (s); debushing possibly through ”food-for-work” youth employment approach 2. Sustainable wood and charcoal production esp. from invader bush; build on previous experiences of DEED/KfW/ NNF experiences 	PMU to prepare; PSC and Project Board to decide

	<p>3. Carpentry workshop – but needs to be rethought and possibly needs to be move to different location; needs better business plan</p> <p>4. Brick making – to be well analysed and may hold some potential</p> <p>The consultancy report on possible income generating value chains from indigenous products should be further utilised. However, keep it simple and focus on value chains that are already established to some extent. There is not sufficient time in the project lifetime to make complicated and very new things work.</p> <p>Further develop and process new ideas and share so that in future CFs and partners can pick up on them. Make reports available and accessible to audiences.</p>	
B.2.	<p>Key recommendation:</p> <p>Pick projects that are in line with local level ideas and interests. There are a number of proposals that CF MCs prepared – get these pipelined e.g. with the EIF and SGP small grant facilities or NDC for independent financing. NAFOLA could provide technical support to ensure proposals are in line with CF constitutions and ideals.</p>	PMU (with approval from PSC and/or Board)
B.3.	<p>Key recommendation:</p> <p>Rethink CA investments in Omaheke; do not support medium scale fodder production, but focus on home garden food security measures and range management instead, and as applicable. Use tractors for CFs – making firebreaks, transporting timber and non-timber forestry products, etc.</p>	PMU with DAPEES
B.4.	<p>Key recommendation:</p> <p>No further payments by NAFOLA for the Auction Kraal. Government must find a solution to making the kraal operational.</p>	Project Board
C.	Project Implementation & Adaptive Management	
C.1.	<p>Key recommendation:</p> <p>Replace current PSC as the members have not taken on their oversight responsibilities; include CF representatives in PSC as they are indicated in the project document as responsible Parties; provide a clear orientation to the PSC of their roles, mandates and responsibilities.</p>	Project Board
C.2.	<p>Key recommendation:</p> <p>Increase UNDP oversight function esp. over financial resources and reporting. Low cost and sensible procurement to take place. Include a risk related to management and oversight in the project's risk log and monitor and report on regularly.</p>	Project Board
C.3.	<p>Key recommendation:</p> <p>Undertake focused re-planning for “phase 2”- remaining 2 to 3 project intervention years, in line with remaining budget; focus work on target CFs; focus interventions to actually generate meaningful impacts in the CFs, incl. direct support to the CF committees</p>	Project Board; PMU to prepare, approval by PSC

C.4.	Key recommendation: Adjust project staff complement in line with re-planning and budget; staff should be hands-on involved in actual project work, not only “direct”. Investments into team management should be made and relevant project planning, management and HRM procedures be implemented.	Project Board; PMU to prepare, approval by PSC
C.5.	Key recommendation: Plan for a non-cost extension, despite the fact that limited resources are remaining – the sort of support needed now requires longer-term engagement rather than capital investments	Project Board
C.6.	Key recommendation: Invest strongly into knowledge management and communication – the PM should be responsible for designing relevant plans and strategies and working with project staff to deliver on these; no need for expensive consultants; specifically, document pilots/ demonstrations implemented so far and share	PMU
C.7.	Key recommendation: Develop functional and practical monitoring framework and actually invest into data collection (M&E); project team can do this alone possibly with support from UNDP or an external coach. Gender disaggregated data collection should be included in the M&E framework.	PMU
C.8.	Key recommendation: Add two risks to risk log: <ol style="list-style-type: none"> 1. A specific organisational or operational risk that would prominently report on and track decision making, reporting, and accountability of the project management. 2. The risk of slow gazettment and legalisation which has had major repercussions for project implementation with dedicated support to planned, but not yet achieved, CFs not having moved ahead. 	UNDP
D.	Sustainability	
	No priority recommendations	
E.	Gender	
	No priority recommendations; other than in recommendation C.7	See C.7

5.3. Ratings

As part of the MTR, ratings of the project’s results and brief descriptions of the associated achievements are provided in a *MTR Ratings & Achievement Summary Table* in the Executive Summary of the MTR report. This rating is also included in this additional report section, Section 5.3. No rating on Project Strategy and no overall project rating is required.

MTR Ratings & Achievement Summary Table for NAFOLA

Measure	MTR Rating	Achievement Description
Project Strategy	N/A	
Progress Towards Results	Objective Achievement Rating: MS (4)	<ul style="list-style-type: none"> Gazettement of the target CFs is underway; uptake of relevant SFM technologies for improved SLM and SFM remains to produce intended results and impacts on a significant scale.
	Component 1 Achievement Rating: MS (4)	<ul style="list-style-type: none"> Very labour and effort intensive gazettement processes have been successfully conducted in all target CFs, which is a major achievement. The relevant documentation has been submitted for legal and political clearance. However, the approval process is long, and follow-on support to CFs – the main business of NAFOLA – is largely pending until the formal legalisation of the CFs and their management structures. While some good capacity development activities have taken place, these are not codified and processed in ways that they become integral part of a national CCF capacity support approach. Management plans for the individual CFs are formulated, but not yet supported by NAFOLA. Detailed ILUPs planned for selected CFs have not been developed. While the project has engaged in some policy dialogues and work, relevant policy issues are not innovatively and creatively advanced. Decisive leadership is needed to ensure that Namibia's CBNRM approaches, including on CFs, have a future.
	Component 2 Achievement Rating: MU (3)	<ul style="list-style-type: none"> Seven outputs with significant performance targets have been formulated under component 2 of the NAFOLA project. At MTR most project end targets seem far from being achieved. M&E data is scarce and no compelling systems have been developed. While some interesting and appealing pilot/ demonstration projects have been implemented in selected CFs to address the outputs, the results of them are of mixed success. In the absence of a clear knowledge management and learning approach it is hard to gauge the real achievements. Critical lessons learnt for further upscaling and possibly continuation of the pilots are lacking, or have not been fully analysed. Some investments, such as the building of a carpentry workshop, purchasing machinery for the "bush to fodder" project and a large auction kraal in two CFs, as well as the investments into supporting a Government programme on Conservation Agriculture in Omaheke region, have been quite significant in terms of project costs. Some of these investments have not been completed as yet, and the price escalation of the kraal poses a significant project risk. The kraal was costed at 6.3 Mio NAD, however NAFOLA already paid 8,051,779.11 NAD (633,000 USD) for the investment to date, with at least another 3 Mio NAD required to finalise the investment. Out of a GEF grant of 4,446 Mio USD the cost of the kraal alone is 15% of the overall project budget. Further analysis and planning are needed to ensure the made investments will make positive contributions towards achieving the project objective. There is a lot of potential to improve on the achievements during the "2nd half" of the project – and results will possibly become demonstrable by end of project. However, some focused re-planning is needed to capitalise achievements by project end.
Project Implementation & Adaptive Management	MU (3)	<ul style="list-style-type: none"> While the project has been implemented timely and relevant reporting has been undertaken, there are some critical areas under the seven assessment components which severely impair efficient and effective project implementation and adaptive management at this point.

		<ul style="list-style-type: none"> • In terms of management arrangements and work planning, certain weaknesses were identified during the MTR, and a set of recommendations are made to ameliorate the current situation. A stronger oversight engagement by UNDP is one of the remedial actions recommended. • Up to mid-term project spending amount to approx. USD 2,637,866, with USD 1,808,134 remaining – which are about 40% of the project funds. As many capital investments were made during the “1st project half”, it is asserted that still some good implementation results may be generated within the limits of the remaining resources. • Project M&E systems must be improved. While some technical inputs have been developed such as a rangeland condition monitoring programme, to feed into such a system, to date no formal tracking of results takes place. Important baselines which were to be set during project inception, are not available or accessible at time of the MTR. • Stakeholder engagement is positive under the NAFOLA project, especially on the site level, but also in terms of integration within the DoF and overall MAWF. However, due to the limited knowledge management, and related weaknesses in terms reporting and communication, this engagement is not fully capitalized on. • A major shift in project management is needed to ensure that already existing learning and results are documented, analysed and shared by NAFOLA.
Sustainability	ML (3)	<ul style="list-style-type: none"> • If all (or most) CFs can be fully legalised and gazetted, this will have lasting effects. If NAFOLA, during its remaining project time, is able to support individual CFs in achieving some successful implementation of their management plans and some compelling pilot projects – preferably establishing sustainable value chains – some lasting impacts can be achieved. However, in how far Government will be able to successfully support CBNRM approaches including CFs in Namibia in the future, remains largely depend on political priorities and budget allocations.

6. Annexures

Annex 1. NAFOLA Strategic Results Framework, SRF (formerly GEF Logical Framework) Analysis (June 2015) and progress update June 2017 (MTR stage)

Objective/Outcome	Indicator	Baseline	End of Project target	Progress at MTR ⁶	Source of Information	Risks and assumptions
Objective – To reduce pressure on forest resources by facilitating the policy and capacity enabling environment for the uptake of improved practices within agriculture, livestock and forestry management in the community forest areas.	Increased area of gazetted community forests within the CF hotspots in Namibia with legal management structures.	4 out of 13 CFs gazetted; some identified/ established communal forests but without any systematic management regime or formalised authority.	9 CFs successfully gazetted and under a systematic and integrated land-use management framework.	Dossiers for 7 CFs finalised and are undergoing the political process for gazetting. Dossiers for the 2 remaining CFs will be finalised by end of 2017.	Government registration/formalisation documents Independent mid-term and final evaluations; Project reports Government Gazettes	Risk: - Squabbles in Traditional Authorities may delay gazetting of 2 CFs (Ongandjera and Onkumbula) - Reducing pressure on the forest resources will depend on i) successful intensification of crop yields to prevent further agriculture expansion into forest lands; ii) successful reduction of overstocking and overgrazing; iii) bush and fire control.
	Increase in area under effective land use management with vegetative cover maintained or increased as measured by %age area being managed under approved land use plans; %age change in woody cover for degraded areas, reduction in plant density in bush encroached areas	Only 162,815ha out of 2,840,153ha (5.7%) being managed in line with approved land use plans; X hectares Woody cover average 30%; Bush densities range from 2,500-8,000/ha, decrease grasses	2,840,153ha under approved land use plans; 500,000ha with woody cover in process of regeneration at an average >50%; Reduction in bush densities by at least 20% and reduction in area covered by bush by at least 10%.	Integrated Forest Management Plans have been prepared to cover 2,840,153ha. Formal implementation of the plans is pending gazettment. At MTR 274,064.67 ha are under formal management. Bush densities range from 600 to 10,000/ha (in four hotspots were the baseline was determined – Oshaampula, Ehrovipuka,	CF reports, project reports, DoF reports, Agricultural and Livestock production surveys and reports MAWF reports Baseline assessment report 2016	Assumption: - Continued interest and support of government and staff in the implementation of

⁶ Note from MTR consultant: Especially for the indicators and targets provided under Component 2, figures cannot be attributed to the project and no indication of impact scale is provided. A more detailed monitoring framework needs to be developed that clearly specifies the baseline and how progress is being assessed. The RED rating – indicating “not on target” is currently used where no systematic measurements are available. See rating scale below.

Green= Achieved	Yellow= On target to be achieved	Red= Not on target to be achieved
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Objective/Outcome	Indicator	Baseline	End of Project target	Progress at MTR ⁶	Source of Information	Risks and assumptions
	and increase in desirable grass species	dominate over 100,000ha of rangelands (all 3 will be fine-tuned for each community forest as part of participatory monitoring);	Desirable perennial grasses dominant in at least 50% of degraded rangelands	African Wilddog and Otjombinde)		policies and programs to mainstream forestry issues, land degradation and economic development in national planning.
Component 1 : Knowledge based land use planning and policy change hasten gazettement of eleven community forests (CFs) and mainstreaming of forest resources in productive policies	<u>Outputs</u> Output 1.1 Nine Community Forests legalised; Output 1.2 Integrated Forest Resources Management plans formulated and implemented in 13 Community Forests (hotspots); Output 1.3 Organisational Capacity for effective Community Forest Management strengthened; Output 1.4 Policies harmonised, support local governance and reflect value of forests in national development programs					
	Increase in compliance with land use plans as measured by % of area complying with approved uses.	Only 5.7% of area have land use plans; <40 % currently complies with land use plans	By year 5, 10 comprehensive land use plans developed and by end of project compliance in all > 60%	Integrated Forest Management Plans developed and/or updated for all the 11 CFs (compliance monitoring not yet measured)	Quarterly project reports	Risks: -Slow process of policy and legislation enactment may cause delays in mainstreaming of forest and woodlands consideration into productive sector
	Forest sector issues reflected in regional land use plans and regional programs of sectors such as agriculture, water, local development, environment and tourism.	Weak integration of forestry issues into regional and national level production sector frameworks	Mainstream Forestry issues into at least 2 sector plans and programs (wildlife and tourism; energy; agriculture)	Forest issues mainstreamed in Regional Land Use Plans for Omaheke and Otjozondjupa Guidelines for harmonisation of community forests and conservancies adopted Forest sector issues mainstreamed into National Development Plan 5	Regional Land Use Plans Guidelines for integration of community forests and conservancies National Development Plan 5	- Complexity in sectoral coordination due to differing interests and wide range of stakeholders. Assumptions: - Landscape based, integrated land use management will gradually become a national priority for
	Number of national, local and regional dialogue forums actively supporting implementation of	One active intra-ministerial forum	Regional intra-ministerial forums in all 7 regions	Conservation Agriculture Forums (national and 2 at regional level)	MAWF reports; Government registration/formalisation documents	

Objective/Outcome	Indicator	Baseline	End of Project target	Progress at MTR ⁶	Source of Information	Risks and assumptions
	policy recommendations of the CPP in local SFM and SLM processes.			Constituency Development Committee meetings in all 7 regions Northern Namibia Community Forestry Committee		the prevention of land degradation.
	Change in capacity score of technical staff of ministries, CF management committees/ Boards and community members	Technical institutions scored an average of 64.9; CF institutions an average of 30.9 ⁷ ; community members capacity assessment during inception	Capacity score increases to average of 80% for technical institutions, >50% for CF institutions and community members	Capacity scorecard for technical institutions (DoF) increased to 70.4% Capacity scorecard for CFs increased to 41.2% ⁸ Capacity assessment for community members has not been done.	CF reports, project reports, DoF reports, Agricultural and Livestock production surveys and reports MAWF reports	
Component 2: Implementation of SFM technologies in selected CF hotspots	Outputs: Output 2.1 Conservation agriculture piloted Output 2.2 Improved livestock practices piloted and market for livestock products in Omaheke, Oshikoto and Otjozondjupa hotspots Output 2.3 Improved marketing of sustainably harvested forest products piloted Output 2.4 Fire management strategy is piloted in Omaheke, Oshikoto, Kunene and Otjozondjupa hotspots Output 2.5 Bush control program is piloted in Omundaungilo, Okongo, Ongandjera, Otjituu and Otjku-Tjithilonde and provides financial incentives for controlled bush clearance Output 2.6 Energy saving and alternative energy program implemented Output 2.7 System for monitoring of forest and range condition and land productivity is in place					
	Increase in agricultural productivity of main crops (pearl millet, sorghum and maize) in Omusati, Otjozondjupa,	Current production of 200-600kg/ha at selected sites within the 5 regions	Production increase to 400-800kg/ha at selected sites within the 5 regions	Production at MTR is 300 - 350kg/ha for pearl millet and sorghum	Agricultural production surveys and reports MAWF reports Farmer Surveys	Risks: - Effects of climate change and capacity erosion through HIV/AIDS and other illnesses may derail the project effort, by

⁷ In table 13 of Prodoc

⁸ The assessment was done in one out of the four gazetted CFs

Objective/Outcome	Indicator	Baseline	End of Project target	Progress at MTR ⁶	Source of Information	Risks and assumptions
	Kunene, Ohangwena and Omaheke regions covering					reducing the effectiveness of the measures introduced by the project
	Improve health, quality and type of livestock kept in Omaheke, Oshikoto and Otjozondjupa regions covering 150,000ha	70% of cattle at grade C, 60% with fatness grade 0 and 1 and 70% oxen. Body mass was used to assess the health and quality of livestock	At least 20% of cattle upgrade to Grade B, fatness grade 2 or 3 and decrease in oxen and increase in number of heifers.	Average body mass for cows is 335kg in four hotspots Average body mass for goats (does) is 33.75kg in four hotspots <i>Note from MTR consultant:</i> These figures cannot be attributed to the project and no impact scale is provided. A more detailed monitoring framework needs to be developed.	Baseline assessment report 2016 MAWF reports MeatCo reports Farmer Surveys	- Threat of continued degradation of the Community forests accompanied by fencing, deforestation, overgrazing, extension of agriculture and unplanned human development. - Climate change affects ecosystem resilience.
	Increased off-take of livestock in Omaheke, Oshikoto and Otjozondjupa	Current livestock off-take at 5-8%.	Off-take increased to 10-12%	Off-take is 10% ⁹	MAWF reports Livestock production and marketing reports Farmer Surveys	- Participation by women in the project is limited by lack of awareness and cultural norms
	Increased utilisation of fire management practices reduces total areas burned and severity of fires in Omaheke, Oshikoto, Kunene and Otjozondjupa regions (200,000ha)	15,405.3ha burned with 4 CFs suffering severe fires.	Reduction in area burned by at least 30% and at least 2CFs reduced to mild fire severity.	Since the inception of the project, there has been a decrease in fire occurrences in 4 regions (Kunene, Omusati, Oshana and Otjozondjupa) and an increase in fire occurrences in 3 of the regions (Ohangwena, Omaheke and Oshikoto)	Fire Management Reports Community forest reports MAWF reports Satellite imagery data	Assumptions: - Local communities welcome the improved technologies and there is sufficient uptake of the technologies resulting in reduced

⁹ Estimated livestock off-take for Otjombinde. It is further estimated that this can be increased to 25% by end of project

Objective/Outcome	Indicator	Baseline	End of Project target	Progress at MTR ⁶	Source of Information	Risks and assumptions
	Reduction in bush encroachment in Omundaungilo, Okongo, Ongandjera, Otjituuo and Otshiku-Tjithiilonde; Oshikoto and Omaheke	Bush densities range from 2,500-8,000/ha. Baseline surveys to determine area covered by bush conducted at Inception.	Reduction in bush densities by at least 20% and reduction in area covered by bush by at least 10%.	Bush densities range from 600 to 10,000/ha (in four hotspots were the baseline was determined)	Baseline assessment report MAWF reports Satellite imagery data Approved management guidelines	<p>pressure on forest resources.</p> <p>- Increased awareness and capacity will lead to a change in behaviour with respect to the incorporation of SLM and SFM technologies and community participation in natural resource management and sustainable economic development.</p>
	Increase in utilisation of alternative energy sources and reduction in CF wood consumption for energy in the households in the CFs.	Current number of households: wood fuel 89.2%, electricity 7%, Gas 1.3%, Animal Dug 0.8%, Paraffin 0.4%, Solar 0.3%.	Increase in use of alternative energy sources by 10%	3 brickmaking projects established to reduce the use of poles in construction of houses.	Community forest reports MAWF reports Satellite imagery data Approved energy development guidelines	
	Increase in financial returns from sustainable economic exploitation of forest resources in all hotspots, in line with land use plans	Data is incomplete but PPG assessment reported an annual total of Nam\$ 487,500 (average of Nam\$ 37,500 for 13 CFs)	At least 25% increase in total incomes earned.	At MTR a total of NAD2,080,021.31 is recorded in 9 CFs for the years 2015 and 2016 (annual average of for 9 CFs – NAD1,040,010.65). ¹⁰	Community Forest reports, project and DoF/ MAWF reports	

¹⁰ No income has been recorded in Omundaungilo, Onkumbula and Epukiro – because these 3CFs do not have conservancies (where CFs overlap with conservancies they are able to engage in income generating activities even though the areas are not yet gazetted).

Annex 2. Progress made against NAFOLA Outputs: Updates as of June 2017 (plus evidence)

List of NAFOLA Outputs, Indicative Activities and Budget

Output	Indicative activities	Budget – USD spent @ 12/2016 ¹¹	June 2017 Updates	Evidence (e.g. publications/reports/etc)
Component 1: Knowledge based land use planning and policy change hasten gazettement of eleven community forests (CFs) and mainstreaming of forest resources in productive policies				
Output 1.1 Nine communities assisted to legalise their CFs	1.1.1 Undertake an assessment of the stage of gazettement for the 11 CFs, and make workplan for completing gazettement process	17,000 (20,000)	13 CFs were assessed in regards to the stage ¹² of gazetttment they were in, February 2015. 4 were found to have been gazetted prior to the start of NAFOLA project. 7 were found to be at stage one of gazetting (i.e. interest in gazetting registered with the Directorate of Forestry). 2 were found to be on the second stage of gazetting where interim committees were set up and discussions on indicative land uses and resource mapping initiated. As a result of the assessment, 13 work plans were developed and are being updated annually. Post-gazetting supporting is provided for in the 4-registered CFs while 9 are being prepared for gazetting. As of June 2017; 7 CFs are at the final stage of gazetting. Final dossiers for 4 CFs have been submitted to MAWF for gazetting; one is with the Regional Governor for signature before it is submitted to MAWF. Dossiers for two CFs have not been cleared at community level (even though all the milestone activities are finalised). The remaining two CFs are at stage 3 of gazetting, i.e. to finalise management plans and develop benefit distribution plans. These last stages will be completed in 2017.	Annual summary on the stage of gazetting 2016, Ministry of Agriculture Water and Forestry
	1.1.2 Assist CFs to complete stage 1 of gazettement - milestones 1 to 3 (Awareness, Registration of Interest and Initiating the Process and Community Organisation	75,000 (80,000)	Stage 1, i.e. awareness, registration of interest and initiating the process and Community Organisation, of gazetting process completed for 9 CFs.	Signed application letters by traditional authorities for all the 9 targeted CFs; minutes on stakeholder's assessments and areas

¹¹ The in the prodoc planned amounts are provided in brackets.

¹² There are four stages towards gazetting. Stage 1 involves registration of interest in CF, awareness creation and initiation of community organization. Stage 2 involves demarcation of boundaries, establishment of interim management bodies and developing constitutions. Stage 3 involves gathering of socio-economic and biophysical data for preparation of forest resource management plans and benefit distribution plans. Stage 4 is about submission of dossiers to the Minister of AWF for gazetting.

Output	Indicative activities	Budget – USD spent @ 12/2016 ¹¹	June 2017 Updates	Evidence (e.g. publications/reports/etc)
				of cooperation; proceedings on awareness raising sessions in all 9 CFs.
	1.1.3 Assist CFs to prepare Indicative Land-use and Resource Mapping, demarcation and to obtain Approval of Community Forest Boundaries (milestones 4 to 6).	200,000 (250,000)	Community Forest boundaries for 5 CFs have been approved (and signed off) by Traditional Authorities (TA) and for 4 (of the 5) approved (and signed off) by Regional Governors. TA has signed off boundaries for African Wilddog, however, the boundaries are yet to be endorsed by the Otjozondjupa Regional Governor. TA in Onkumbula has not officially endorsed the boundaries even though they are in principal in agreement with the boundaries. The endorsement is expected after the appointment of a Senior Herdman. In Ongandjera, two TAs are in disagreements over traditional authority boundaries. The disagreement is delaying the gazetting process for this CF, because the TAs do not agree to the boundaries agreed upon by the community.	Signed letters by TAs and Governors
	1.1.4 Assist communities to under socioeconomics and bio-physical assessments and use the information to prepare provisional CF management plans and bye-laws, and provisional CF level M&E plans (milestones 7-9)	334,824.96 (500,000)	<ul style="list-style-type: none"> Socio-economic assessments conducted in 9 CFs. Forest inventory data base system developed Forest inventory (biophysical) data collected in 9 emerging CFs Forest inventory data collected in 3 gazetted CFs (except Otjiu-West) Constitutions and bye-laws for 8 CFs (Epukiro pending) developed through a participatory process Draft management plans developed for 9 CFs 	<ul style="list-style-type: none"> Socio-economic reports Data base system operational Forest inventory reports CF Constitutions Integrated forest management plans
	1.1.5 Assist CFs to Develop Benefit and Cost Sharing Arrangements and negotiate and Draft Community Forest Agreement: To submit applications for the Declaration of Community Forests and follow up the gazettelement process to its logical conclusion (milestone 10)	70,000 (150,000)	<ul style="list-style-type: none"> Benefit distribution plans agreed upon in 11 CFs. Draft plans have been developed for Epukiro and Otjombinde. 	<ul style="list-style-type: none"> Benefit distribution plans
Output 1.2 Three CFs supported to formulate	1.2.1 Assist 3 CFs to undertake detailed integrated resource	110,000 (300,000)	12 out of 13 CFs (9 emerging CFs and 3 gazetted CFs) were supported to formulate and implement integrated forest	Draft Management Plans and Forest

Output	Indicative activities	Budget – USD spent @ 12/2016 ¹¹	June 2017 Updates	Evidence (e.g. publications/reports/etc)
& implement integrated forest resources management plans	(Forests, range and agriculture) assessment studies to produce information for the land use planning		resources management plans. These were achieved through the Forest Inventories that integrates LUP and all resources in one system/document called the integrated forest management plans.	Inventories of 12 out of 13 CFs
	1.2.2 Facilitate the use of information to formulate draft land use plans	15,000 (200,000)	Proposed CF boundaries and resource uses in African Wilddog, Otjituuo, Otjombinde and Epukiro were incorporated into the Integrated Land Use Plan (ILUP) of the Otjozondjupa and Omaheke Regions, which was led by the MLR.	
	1.2.3 Disseminate the draft land use plans, solicit comments, finalise and publish plans, including registering them with the relevant authorities (and facilitate use of the use of the provision of the land use plans in outcome 2)	0 (50,000)	To be undertaken in 2017	
Output 1.3 Strengthening Organisational Capacity for effective Community Forest Management	1.3.1 Refine the capacity needs assessment performed during PPG and draft a capacity building strategy (including training programs, develop training material, negotiate extra staff members from relevant authorities, etc.)	10,000 (50,000)	There is ongoing strengthening of the organisational capacity of the MAWF at national and regional levels for improvements and effective Community Forest Management. By 2016, capacity needs assessment for the responsible and directly mandated directorate, i.e. Directorate of Forestry was updated and capacity development strategy formulated. Capacity needs assessment template for CFs was developed in 2017 (adopted from the Management Effectiveness Assessment of Namibia's Protected Areas). The assessment was applied in Otjiu-West and will be applied in the other 3 gazetted CFs in 2017.	<ul style="list-style-type: none"> Refined capacity scorecard for the Directorate of Forestry Adopted NAMEETT to CFs
	1.3.2 Facilitate delivery of training programs and other capacity development activities for the technical staff of relevant ministries	25,000 (60,000)	<p>Training on the following topics for the Directorate of Forestry (DoF) and Project Liaison Officers (PLOs) delivered:</p> <ul style="list-style-type: none"> Milestones for gazetting Inventory methods and tools Participatory rural appraisal Writing scientific reports Developing management plans <p>Staff members of the DoF, Directorate of Agricultural Engineering and Extension Services (DAPEES) and PLOs were trained on methods to assess rangeland and livestock conditions</p>	<ul style="list-style-type: none"> Guidelines for scientific report writing, May 2016 Proceedings of training sessions Dry Season Baseline Assessment on rangeland and livestock conditions, January 2016

Output	Indicative activities	Budget – USD spent @ 12/2016 ¹¹	June 2017 Updates	Evidence (e.g. publications/reports/etc)
	1.3.3 Facilitate delivery of training programs and other capacity development activities for the CFs (management committees and individual farmers/livestock keepers)	25,000 (100,000)	<p>Training on the following topics for forest management committees and community members were delivered:</p> <ul style="list-style-type: none"> • Participatory Rural Appraisal – 50 community members from Otjituu, African Wilddog, Onkumbula and Ehirovipuka • Conducting forest inventories – 80 community members from Okongo, Uukolonkadhi, Ehirovipuka, Otjombinde and Epukiro • Financial management, issuing of permits, customer care and report writing in Oshaampula • Training on roles and responsibilities of Forest Management Committee (FMC) in Otjiu-West. • Training on roles and responsibilities of FMC, bookkeeping in Okongo. 	Proceedings of training workshops/meetings
	1.3.3 Organise and facilitate learning missions, exchange visits (internal to Namibia)	10,000 (20,000)	<ul style="list-style-type: none"> • Exchange visit of farmers from African Wilddog to farm Tareentaal to learn about production of animal feed from bush encroaching species • Exchange visit of <i>Ximenia caffra</i> harvestors from Oshaampula to Ohangwena region 	<ul style="list-style-type: none"> • Field visit report to farm Tareentaal, April 2016 • Field visit report for <i>Ximenia caffra</i> harvestors of Oshaampula to Ohangwena Region, April 2016
Output 1.4: Policies harmonised, support local governance and reflect value of forests in national development programs	1.4.1 Undertake an assessment of the effectiveness of the current national, regional and local forums/networks for facilitating dialogue on CBNRM, and in particular effectiveness of mainstreaming CPP policy recommendations into local resource management, and formulate a plan for making them effective	0 (20,000)	Undertake an assessment of the effectiveness of the current national, regional and local forums/networks for facilitating dialogue on CBNRM in 2017.	
	1.4.2 Facilitate local, regional and national dialogue on CBNRM, its potential for local and national economic development, and lessons of implementation, and use	10,000 (50,000)	<ul style="list-style-type: none"> • Consultative meetings held with the Ministry of Environment and Tourism and NACSO on harmonisation of conservancies and community forestry. • Implementation of guidelines on harmonisation of conservancies and community forests at local level. 	<ul style="list-style-type: none"> • Workshop proceedings • Response letter from Attorney general on potential overlaps

Output	Indicative activities	Budget – USD spent @ 12/2016 ¹¹	June 2017 Updates	Evidence (e.g. publications/reports/etc)
	opportunities to mainstream SFM into productive sector policies		<ul style="list-style-type: none"> Consultative meetings held with Ministry of Land Reform on harmonisation of land uses in communal areas <ul style="list-style-type: none"> Participated in a workshop hosted by MLR on harmonisation Contributed to issue paper on areas of potential conflict between community forestry and other land uses 	on land uses in communal areas
	1.4.3 Undertake total forest valuation (in conjunction with assessments under activity 1.2.1), disseminate information widely, finalise, publicise	0 (70,000)	Valuation of timber and non-timber products in CFs will be initiated in 2017	
Component 2: Adoption of improved production technologies reduces pressure on forest resources.				
Output 2.1: Conservation agriculture piloted:	2.1.1 Undertake an assessment of the current levels of adoption of CA in the 13 CFs, and lessons on CF from the country, the region and abroad, and develop CA implementation and management strategies (also taking the CF plans into account) to ensure enhanced agricultural productivity and minimise environmental impacts.	30,000 (45,000)	<p>NAFOLA participated in CA national and regional (Omaheke and Ohangwena) forums. NAFOLA was part of the national steering committee on the review of current CA practices in Namibia and formulation of a roadmap for CA implementation, which led to the finalisation and adoption of the Comprehensive CA strategy in 2015.</p> <p>NAFOLA supported MAWF (DAPEES) with equipment for CA implementation in Omaheke and Ohangwena regions.</p> <p>Assessment of the current levels of adoption at CF level will be undertaken in 2017.</p>	<p>Workshop proceedings on CA national workshop, December 2015</p> <p>Draft assessment report</p>
	2.1.2 Training courses for local communities & farmers on the implementation of CA and agroforestry practices.	30,000 (45,000)	<p>The MAWF is the leading agency on CA. As such, the MAWF established a forum that coordinates all CA activities at the national level, including development of training manuals for communities and farmers. NAFOLA project is represented on the forum. It has contributed to the development of training manual on CA and actively tested the application of the manuals on extension staff and communities in Omaheke region.</p> <ul style="list-style-type: none"> Supported training workshop for DAPEES staff members on CA in Omaheke (2 CFs), October 2016 Supported training workshop for farmers in Omaheke on CA, November 2016 	Proceedings of training sessions for DAPEES and farmers

Output	Indicative activities	Budget – USD spent @ 12/2016 ¹¹	June 2017 Updates	Evidence (e.g. publications/reports/etc)
			The project also supported the establishment of the Omaheke CA coordinating forum in 2015.	
	2.1.3 Support implementation of CA and agroforestry practices as well as incorporating suitable traditional practices to improve crop production and forest cover, by strengthening delivery of extension service.	130,000 (150,000)	<ul style="list-style-type: none"> Support the Directorate of Forestry with the development of a Forest Extension manual Support DAPEES with the establishment of CA demonstration plots in Ohangwena and Omaheke 	<ul style="list-style-type: none"> Draft Extension manual, December 2016
	2.1.4 Using the FIRMs, increase supply of fertilisers and agricultural extension services to enhance CA efforts.	70,000 (87,000)	NAFOLA applied the FIRM approach to increase the supply of seeds and agricultural extension services in Omaheke region through the Regional CA Forum. To this effect. 2 tractors were purchased for the hotspots in Omaheke and 1 tractor for the hotspots in Ohangwena region. The farmers are using the tractors in land preparation and planting. The first CA planting season in Omaheke started in November 2016. Furthermore, CA demonstration sites were established in Omundaungilo in 2015.	NAFOLA asset register for the tractors
	2.1.5 Establishment of tree plantations and nurseries to provide source trees for agroforestry, including the identification of suitable crops and plantation trees.	50,000 (88,000)	<ul style="list-style-type: none"> Support the Directorate of Forestry with the development of a Tree Planting Strategy [developing of terms of reference, recruitment of consultant, facilitate workshop to review of draft tree planting strategy] 	Draft Tree Planting Strategy, December 2016
Output 2.2 Improved livestock practices piloted in Omaheke, Oshikoto and Otjozondjupa hotspots;	2.2.1 Review of current pastoralist practices, livestock management plans and policies and identification of gaps and recommendations for the local communities.	20,000 (20,000)	<ul style="list-style-type: none"> Assessment of rangeland management practices, range conditions and livestock conditions in 4 CFs (Otjombinde, African Wilddog, Oshaampula and Ehirovipuka) Set up a monitoring framework – annual data collection 	<ul style="list-style-type: none"> Dry Season Baseline Assessment on rangeland and livestock conditions, January 2016
	2.2.2 Development of integrated and holistic animal husbandry and livestock management strategies that enhance production and minimise environmental impacts.	30,000 (35,000)	<ul style="list-style-type: none"> Draft integrated and holistic animal husbandry and livestock management strategies that enhance production and minimise environmental impacts developed Proposal to implement strategies in Otjombinde under discussion 	<ul style="list-style-type: none"> Draft strategies on integrated and holistic animal husbandry and livestock management, January 2016

Output	Indicative activities	Budget – USD spent @ 12/2016 ¹¹	June 2017 Updates	Evidence (e.g. publications/reports/etc)
				<ul style="list-style-type: none"> Proposal to implement strategies in Otjombinde – in collaboration with SGP
	2.2.3 Awareness & training for livestock farmers on holistic livestock management practices	3,000 (23,000)	Sensitisation of farmers undertaken through the baseline studies. Targeted training to be undertaken from 2017.	
	2.2.4 Improved extension services provision in the local communities to improve community knowledge on animal health and productivity.	65,000 (85,000)	DAPEES staff members trained on methods to assess and monitor livestock health and productivity in Otjombinde, African Wilddog, Oshaampula and Ehrovipuka. This is expected to contribute to improving extension services. Extension staff are participating in the monitoring programme for livestock and rangeland conditions. Monitoring results will be used to develop an extension training manual for DAPEES and communities in 2017.	Summary on key extension issues identified during implementation of the monitoring programme.
	2.2.5 Improved feed supply and veterinary services to enhance animal health and productivity.	65,000 (80,000)	The project is piloting the production of animal feed from invader bush. In the pilot, different feed rations are being tested on livestock in a communal setting. The aim is to recommend locally produced feed for rural communities and for the larger Namibian market – utilising locally available material. In addition, selected livestock in 4 hotspots are supplemented with multi-vitamins to assess the impact of supplementation on livestock conditions (Oshaampula, Ehrovipuka, African Wilddog, Otjombinde)	Progress reports on the trial Baseline report on livestock supplementation
Output 2.3 Improved marketing of sustainably harvested forest and livestock products piloted.	2.3.1 Undertake a comprehensive assessment of marketable forest, non-forest and livestock tradable products (building on the PPG assessment), identify potential markets and undertake cost benefit analysis of the promising chains; develop marketing strategies for each potential proven worthwhile by the cost benefit analysis	70,000 (100,000)	<ul style="list-style-type: none"> Assessment of income generating options in community forests undertaken in Okongo, Uukolonkadhi, Otjiu-West, Ongandjera and Otshikutshitilonde Determination of cosmetic and value chain for “resurrection bush” initiated in Kunene Following the assessments the following projects were initiated/supported <ul style="list-style-type: none"> Brickmaking projects in Ongandjera, Uukolonkandhi and Otshikutjithiilonde Carpentry project in Okongo and Onkumbula Oil production from Ximenia in Oshaampula 	<ul style="list-style-type: none"> Income generating options in Community Forests, November 2015 Investigating a potential new indigenous natural project for Kunene Community Forests, September 2016

Output	Indicative activities	Budget – USD spent @ 12/2016 ¹¹	June 2017 Updates	Evidence (e.g. publications/reports/etc)
	2.3.2 Disseminate market strategies and support the development of marketing capacity in the CFs (e.g. facilitate cooperatives; provide security for loans, link producers to high value markets	120,000 (160,000)	<ul style="list-style-type: none"> Support carpentry production in Okongo and Onkumbula CF through: <ul style="list-style-type: none"> Construction of workshop Provision of equipment and tools Training of CF members on production Training of community members in Oshaampula on bee-keeping 	<ul style="list-style-type: none"> Inauguration of carpentry workshop in Okongo Minutes from training sessions
	2.3.3 Value addition of livestock products through establishment of abattoirs and livestock processing plants and storage facilities.	70,000 (70,000)	<ul style="list-style-type: none"> Construction of livestock marketing facility in Otjombinde 70% complete Draft proposal to strengthen livestock value chain under discussion 	<ul style="list-style-type: none"> Reports on status of construction Draft proposal to strengthen livestock value chains
	2.3.4 Monitor uptake and effectiveness of marketing activities to sustainable forest management and local economic development, publish	10,000 (50,000)	Marketing strategies for established wood and non-wood products will be developed in 2017. This will include a monitoring framework.	
Output 2.4 Fire management strategy is piloted in Omaheke, Oshikoto, Kunene and Otjozondjupa hotspots	2.4.1 Identification & review of fire control strategies & fire management practices in selected hotspots.	5,000 (25,000)	<ul style="list-style-type: none"> Meeting facilitated between MAWF and MET on development of a national integrated fire management policy and strategy in June 2016 Conference on integrated fire management facilitated in November 2016 	<ul style="list-style-type: none"> Minutes of consultative meeting, June 2016 Conference proceedings, November 2016
	2.4.2 Development of appropriate fire control strategies incorporating SADC protocols and best practices; and dissemination of information to local communities.	5,000 (42,000)	<ul style="list-style-type: none"> Working group, with members from MAWF, MET, freehold farmers, regional councils/town councils established to develop the integrated fire management strategy that incorporates SADC protocol established It was agreed at the national conference that fire management strategies for community forests should be part of the integrated forest management plans (instead of stand-alone strategies). As a result, the integrated forest management plans for Omaheke, Oshikoto, Kunene and Otjozondjupa hotspots will all have a component on fire management. These will be produced in early 2017. 	
	2.4.3 Provision of equipment and training to enhance local	100,000 (100,000)	Directorate of Forestry provides fire-fighting equipment. The funds have been reallocated to 2.3.3 – value addition to livestock	

Output	Indicative activities	Budget – USD spent @ 12/2016 ¹¹	June 2017 Updates	Evidence (e.g. publications/reports/etc)
	community capacity to deal with fires.			
	2.4.4 Development of a fire monitoring system incorporating fire interval sequencing information to enhance management strategies and enhance fire control practices among local communities.	60,000 (80,000)	A fire monitoring system is in place, by the Directorate of Forestry. It will be aligned with the strategy. Some of the funds have been reallocated to 2.3.3 – value addition to livestock	
Output 2.5 Bush-control program is piloted in Omundaungilo, Okongo, Ongandjera, Otjituuu and Otjku-Tjithilonde	2.5.1 Development of appropriate bush control strategies for the selected hotspots based on best practices and recommendations from the Namibia rangelands and bush encroachment forum.	20,000 (35,000)	<p>Concerns were raised at the inception meeting on the selection of sites for the bush control pilot. It was agreed at the inception meeting that Otshikushithilonde was not bush encroached and should not be a pilot site for the bush control project. The pilot sites were revised after the inception meeting to target the areas that are more encroached. Otjozondjupa was selected because it was considered to have the highest level of encroachment (Debushing Project, 2016). On recommendation from the Debushing Project, an animal feed pilot project has been set up in African Wilddog.</p> <p>Otjituuu and African Wilddog were both considered for the pilot project. At the time of selection, there were disputes between the conservancy and interim Forest Management Committee in Otjituuu, hence African Wilddog was selected for the pilot project. Based on the pilot project in African Wilddog, the bush control program will be rolled out to other CFs. The pilot project was initiated during the peak of a drought season; hence the community were very much in favour of animal feed production, as supplement feed. Namibia has about 50 producers of animal feed from bush material, all on private land and producing on a trial and error method. NAFOLA partnered with the Supporting to Debushing Project, financed by GIZ to pilot the concept within a rural communal setting and to attempt to fill some of the scientific gaps, i.e. on nutritional contents of the bush material and digestibility. A communal rural area offers a unique set up in comparison to private land because the resources are commons. Hence, the pilot project also aims to demonstrate possible</p>	<ul style="list-style-type: none"> • Memorandum of Agreement signed between NAFOLA and De-bushing project on animal feed production. • Draft business concept produced, to be refined in April 2017 after the initial trial phase

Output	Indicative activities	Budget – USD spent @ 12/2016 ¹¹	June 2017 Updates	Evidence (e.g. publications/reports/etc)
			institutional arrangement and business model within such a set up.	
	2.5.2 Disseminate information to local communities & Implement bush clearing & bush management programs.	30,000 (81,000)	<ul style="list-style-type: none"> Participation and exhibition at Africa Drought Conference 2016, Okakarara Trade Fair, Okondjatu Trade Fair and announcements in radio (twice in 2016). 	
	2.5.3 Rehabilitation of rangelands through grass reseeding programs and rehabilitation of dense woodlands to improve tree-grass dynamics and perennial grasslands.	115,000 (180,000)	<p>The pilot project started with a trial that run from September 2017 to May 2017. The key objectives of the trial phase were to establish a business model and to test nutritional levels and palatability of the feed. During this period, an area of about 2ha was cleared through selective de-bushing targeting <i>Acacia mellifera (senegalia)</i>. The cleared area is monitored to observe regrowth of encroaching species and improvement in the rangeland. Field observations show that there is regrowth of Acacia species. The area that was recently cleared (Jan to March) seems to have more regrowth than that cleared from September to December. NAFOLA is supporting a research study to further monitor the changes in rangeland due to bush clearing and introduction of rehabilitation measures (reseeding). On the nutrition, six bush-based diets in total were tested in this feeding trial. The milled bush constituted 50 to 84% of the rations, while remaining 16-50% constituents of the diets were supplements which included: Molasses, feed grade urea, Camelthorn pods, Bush Improver Lick and Rangeland Grower. Supplements such as molasses and Rangeland Grower were mainly added as energy sources as well to improve the palatability of the diets. On the other hand, feed grade urea, Camelthorn pods and Bush Improver lick were added as nitrogen sources. Based on the trials it could be concluded that bush-based rations used in this research showed potential for maintaining weights of cows, when fed as feed supplement in addition to grazing. The finding is supported by feedback from farmers who participated in the trial. The farmers indicated that the feed from bush material maintained the weights of the livestock during the drought period. All of the</p>	Draft reports on bush to feed pilot project (process reports and draft final report).

Output	Indicative activities	Budget – USD spent @ 12/2016 ¹¹	June 2017 Updates	Evidence (e.g. publications/reports/etc)
			participating farmers indicated that they would purchase the feed. At this stage, there is no conclusion on the digestibility of the lignin in the feed – research is ongoing. This should not stop the use of bush material as animal feed. The Conservancy management body decided to manage the feed production, including marketing. To date, they are doing fairly well. Two main challenges are with transport and drying and storage of the feed.	
	2.5.4 Programs for the management and utilisation of Invader bush as an energy source.	40,000 (75,000)	The African Wildddog and Otjituuo communities would like to package and sell firewood to boost their income. Due to the moratorium on bush harvesting in communal areas they do not have permits for firewood. MAWF and NAFOLA are negotiating permits for these communities.	Email correspondences and minutes of meetings
Output 2.6 Energy saving and alternative energy program implemented	2.6.1 Assessment of wood consumption levels in the selected hotspots and review of gaps and recommendations as well as feasibility of alternative energy sources.	20,000 (40,000)	Assessment of wood consumption done through the PRAs in 8 Community Forests	Socio-economic reports for 8 CFs
	2.6.2 Development of suitable alternative energy sources as well as exploring the use of bricks and brick-making as an alternative to using poles for construction to minimise wood consumption and enhance sustainability.	50,000 (70,000)	Draft business model/implementation strategy for brickmaking developed	Proposals for establishment of brickmaking projects in Uukolonkadhi and Otshikutjithiilonde
	2.6.3 Provision of equipment & training to enhance capacity in the utilisation of alternative energy sources and utilisation of alternative building & construction materials such as brick-making and brick-laying.	100,000 (120,000)	<ul style="list-style-type: none"> To date only 3 brickmaking equipment and material were procured (to an estimated value of NAD200,000 each including start up material). 	Proposals for establishment of brickmaking projects in Uukolonkadhi and Otshikutjithiilonde
	2.6.4 Value addition of forest products based on recommendations from the market assessments including	81,210.20 (150,000)	<ul style="list-style-type: none"> Carpentry project has harvested 150 trees (<i>Pterocarpus angolensis</i>). These are being processed into planks to produce furniture 	Proposals for establishment of brickmaking projects in

Output	Indicative activities	Budget – USD spent @ 12/2016 ¹¹	June 2017 Updates	Evidence (e.g. publications/reports/etc)
	establishment of processing plants.		<ul style="list-style-type: none"> Operations of the brickmaking project in Uukolonkadhi started in early 2017. It is expected that each project will employ about 11 people. To date, the project in Uukolonkadhi has generated a profit of NAD9,000. The other 2 brickmaking projects have not started operations. 	Uukolonkadhi and Otshikutjithiilonde
Output 2.7 System for monitoring of forest and range condition and land productivity is in place	2.7.1 Development of a monitoring and evaluation program for SFM and SLM, harmonising the CF-level M&E plans.	35,000 (50,000)	<ul style="list-style-type: none"> System for monitoring range conditions developed and being implemented System for monitoring forest condition developed 	Baseline results on range conditions in 4 CFs Draft forest inventory reports
	2.7.2 Data collection for M&E, including mid-term and final evaluations	0 (150,000)	Quarterly progress reports (narrative and financial), annual progress report for 2016, Project Implementation Report for 2016 and for 2017 initiated. MTR underway. NAMEETT adopted for CFs and applied in one gazetted CF.	Proposals for establishment of brickmaking projects in Uukolonkadhi and Otshikutjithiilonde
	2.7.3 Data sharing, including publications and linkages to UNCCD PRAIS	20,000 (100,000)	Data sharing and linkages to UNCCD PRAIS to be strengthened from 2017 (quarterly reports at SLM forum).	Poster summarising results on rangeland conditions in 4 CFs
Project Management: Effective project administration, M&E and coordination has ensured timely and efficient implementation of project activities				
Effective project administration, M&E, and coordination have enabled timely and efficient implementation of project activities.	Establish project offices in the 13 CF hotspots,	55,000 (55,000)	13 Regional Officers established and the central Project Management Office	
	Recruit skilled HR for efficient management and coordination of project components with the Project Manager providing supervision to the 7 regional implementation officers and 14 CF project liaison officers for the CF hotspots.	56,694.08 (93,000)	Staff members recruited in line with the Prodoc	
	Establish project monitoring mechanism	0 (52,000)		
Grand Total		2,457,729.24 (4,446,000)		

UNDP-GEF Midterm Review Terms of Reference

1. INTRODUCTION

This is the Terms of Reference (ToR) for the UNDP-GEF Midterm Review (MTR) of the *full sized* project titled *Sustainable Management of Namibia's Forested Lands Project* (PIMS 4626) implemented through the *Ministry of Agriculture Water and Forestry*, which is to be undertaken in 2017. The project started on the 11 August 2014 and is in its *third* year of implementation. In line with the UNDP-GEF Guidance on MTRs, this MTR process was initiated before the submission of the second Project Implementation Report (PIR). This ToR sets out the expectations for this MTR. The MTR process must follow the guidance outlined in the document [*Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects*](#).

2. PROJECT BACKGROUND INFORMATION

The project was designed to reduce pressure on forest resources in seven geographical regions of Namibia. The project's goal is to maintain current dry forests and the ecosystem goods and services they provide in 13 Community Forests covering over 2.8 million hectares of forest lands through legalization of Community Forests. An additional 500,000ha will be supported to adopt Sustainable Land Management (SLM)/ Sustainable Forest Management (SFM), and other improved technologies. The project objective is to reduce pressure on forest resources by facilitating the gazettement of CFs, and increasing the capacity for the uptake of improved agriculture, livestock and forestry management practices in the community forest areas. This is to be achieved through two interrelated components:

- a) Component 1: Knowledge based land use planning and policy change hasten gazettement of eleven community forests (CFs) and mainstreaming of forest resources in productive policies;
Outputs expected from this component are:
 - Eleven communities assisted to legalise their CFs;
 - Three CFs supported to formulate & implement integrated forest resources management plans
 - Strengthening Organisational Capacity for effective Community Forest Management
 - Policies harmonised, support local governance & reflect value of forests in national development programs
- b) Component 2: Implementation of SFM technologies in selected Community Forest (CF) hotspots.
Outputs expected from this component are:
 - Conservation agriculture piloted;
 - Improved livestock management practices piloted;
 - Improved marketing of sustainably harvested forest and livestock products piloted;
 - Fire management strategy is piloted
 - Bush control program is piloted
 - Energy saving and alternative energy program implemented
 - System for monitoring of forest and range condition and land productivity is in place

The project will increase the productivity of drylands ecosystems while simultaneously reducing deforestation, securing the global environmental and national development benefits delivered by forest resources.

The Ministry of Agriculture Water and Forestry through the United Nations Development Programme (UNDP) implements the project. The total financial resources committed by the Global Environment Facility is USD4,446,000 and co-financing from the following partners, UNDP 500,000USD; GIZ 4,500,000 USD and Government of the Republic of Namibia 17,500,000USD. The project officially started on 11 August 2014 and will end on 31 December 2019.

3. OBJECTIVES OF THE MTR

The MTR will assess progress towards the achievement of the project objectives and outcomes as specified in the Project Document, and assess early signs of project success or failure with the goal of identifying the necessary changes to be made in order to set the project on-track to achieve its intended results. The MTR will also review the project's strategy and its risks to sustainability.

4. MTR APPROACH & METHODOLOGY

The MTR must provide evidence based information that is credible, reliable and useful. The MTR team will review all relevant sources of information including documents prepared during the preparation phase (i.e. PIF, UNDP Initiation Plan, UNDP Environmental & Social Safeguard Policy, the Project Document, project reports including Annual Project Review/PIRs, project budget revisions, lesson learned reports, national strategic and legal documents, and any other materials that the team considers useful for this evidence-based review). The MTR team will review the baseline GEF focal area Tracking Tool submitted to the GEF at CEO endorsement, and the midterm GEF focal area Tracking Tool that must be completed before the MTR field mission begins.

The MTR team is expected to follow a collaborative and participatory approach¹³ ensuring close engagement with the Project Team, government counterparts (the GEF Operational Focal Point), the UNDP Country Office(s), UNDP-GEF Regional Technical Advisers, and other key stakeholders.

Engagement of stakeholders is vital to a successful MTR.¹⁴ Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to; executing agencies, senior officials and task team/ component leaders, key experts and consultants in the subject area, Project Board, project stakeholders, academia, local government and CSOs, etc. Additionally, the MTR team is expected to conduct field missions to at least any three of the seven administrative regions where the NAFOLA project implements activities, including the following project sites in table 1.

Table 1: Project sites per region

Community forest hotspots (project sites)	Focal Region
Omundaungilo	Ohangwena
Okongo	Ohangwena
Otjombinde	Omaheke
Epukeiro	Omaheke
Uukolonkadhi	Omusati
Ongandjera	Omusati
Otshiku-Tshiithilonde	Oshana
Ehrovipuka	Kunene
Otjiu West	Kunene
African Wild Dog	Otjonzondjupa
Otjituuo	Otjonzondjupa
Oshaampula	Oshikoto
Onkumbula	Oshikoto

The final MTR report should describe the full MTR approach taken and the rationale for the approach making explicit the underlying assumptions, challenges, strengths and weaknesses about the methods and approach of the review.

5. DETAILED SCOPE OF THE MTR

¹³ For ideas on innovative and participatory Monitoring and Evaluation strategies and techniques, see [UNDP Discussion Paper: Innovations in Monitoring & Evaluating Results](#), 05 Nov 2013.

¹⁴ For more stakeholder engagement in the M&E process, see the [UNDP Handbook on Planning, Monitoring and Evaluating for Development Results](#), Chapter 3, pg. 93.

The MTR team will assess the following four categories of project progress. See the *Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects* for extended descriptions.

i. Project Strategy

Project design:

- Review the problem addressed by the project and the underlying assumptions. Review the effect of any incorrect assumptions or changes to the context to achieving the project results as outlined in the Project Document.
- Review the relevance of the project strategy and assess whether it provides the most effective route towards expected/intended results. Were lessons from other relevant projects properly incorporated into the project design?
- Review how the project addresses country priorities. Review country ownership. Was the project concept in line with the national sector development priorities and plans of the country (or of participating countries in the case of multi-country projects)?
- Review decision-making processes: were perspectives of those who would be affected by project decisions, those who could affect the outcomes, and those who could contribute information or other resources to the process, taken into account during project design processes?
- Review the extent to which relevant gender issues were raised in the project design. See Annex 9 of *Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects* for further guidelines.
- If there are major areas of concern, recommend areas for improvement.

Results Framework/Logframe:

- Undertake a critical analysis of the project's logframe indicators and targets, assess how "SMART" the midterm and end-of-project targets are (Specific, Measurable, Attainable, Relevant, Time-bound), and suggest specific amendments/revisions to the targets and indicators as necessary.
- Are the project's objectives and outcomes or components clear, practical, and feasible within its time frame?
- Examine if progress so far has led to, or could in the future catalyse beneficial development effects (i.e. income generation, gender equality and women's empowerment, improved governance etc...) that should be included in the project results framework and monitored on an annual basis.
- Ensure broader development and gender aspects of the project are being monitored effectively. Develop and recommend SMART 'development' indicators, including sex-disaggregated indicators and indicators that capture development benefits.

ii. Progress Towards Results

Progress Towards Outcomes Analysis:

- Review the logframe indicators against progress made towards the end-of-project targets using the Progress Towards Results Matrix and following the *Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects*; colour code progress in a "traffic light system" based on the level of progress achieved; assign a rating on progress for each outcome; make recommendations from the areas marked as "Not on target to be achieved" (red).

Table. Progress Towards Results Matrix (Achievement of outcomes against End-of-project Targets)

Project Strategy	Indicator ¹⁵	Baseline Level ¹⁶	Level in 1 st PIR (self-reported)	Midterm Target ¹⁷	End-of-project Target	Midterm Level & Assessment ¹⁸	Achievement Rating ¹⁹	Justification for Rating
Objective:	Indicator (if applicable):							
Outcome 1:	Indicator 1:							
	Indicator 2:							
	Indicator 3:							

¹⁵ Populate with data from the Logframe and scorecards

¹⁶ Populate with data from the Project Document

¹⁷ If available

¹⁸ Colour code this column only

¹⁹ Use the 6 point Progress Towards Results Rating Scale: HS, S, MS, MU, U, HU

Outcome 2:	Indicator 4:							
	Etc.							
Etc.								

Indicator Assessment Key

Green= Achieved	Yellow= On target to be achieved	Red= Not on target to be achieved
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In addition to the progress towards outcomes analysis:

- Compare and analyse the GEF Tracking Tool at the Baseline with the one completed right before the Midterm Review.
- Identify remaining barriers to achieving the project objective in the remainder of the project.
- By reviewing the aspects of the project that have already been successful, identify ways in which the project can further expand these benefits.

iii. Project Implementation and Adaptive Management

Management Arrangements:

- Review overall effectiveness of project management as outlined in the Project Document. Have changes been made and are they effective? Are responsibilities and reporting lines clear? Is decision-making transparent and undertaken in a timely manner? Recommend areas for improvement.
- Review the quality of execution of the Executing Agency/Implementing Partner(s) and recommend areas for improvement.
- Review the quality of support provided by the GEF Partner Agency (UNDP) and recommend areas for improvement.

Work Planning:

- Review any delays in project start-up and implementation, identify the causes and examine if they have been resolved.
- Are work-planning processes results-based? If not, suggest ways to re-orientate work planning to focus on results?
- Examine the use of the project's results framework/ logframe as a management tool and review any changes made to it since project start.

Finance and co-finance:

- Consider the financial management of the project, with specific reference to the cost-effectiveness of interventions.
- Review the changes to fund allocations as a result of budget revisions and assess the appropriateness and relevance of such revisions.
- Does the project have the appropriate financial controls, including reporting and planning, that allow management to make informed decisions regarding the budget and allow for timely flow of funds?
- Informed by the co-financing monitoring table to be filled out, provide commentary on co-financing: is co-financing being used strategically to help the objectives of the project? Is the Project Team meeting with all co-financing partners regularly in order to align financing priorities and annual work plans?

Project-level Monitoring and Evaluation Systems:

- Review the monitoring tools currently being used: Do they provide the necessary information? Do they involve key partners? Are they aligned or mainstreamed with national systems? Do they use existing information? Are they efficient? Are they cost-effective? Are additional tools required? How could they be made more participatory and inclusive?
- Examine the financial management of the project monitoring and evaluation budget. Are sufficient resources being allocated to monitoring and evaluation? Are these resources being allocated effectively?

Stakeholder Engagement:

- Project management: Has the project developed and leveraged the necessary and appropriate partnerships with direct and tangential stakeholders?

- Participation and country-driven processes: Do local and national government stakeholders support the objectives of the project? Do they continue to have an active role in project decision-making that supports efficient and effective project implementation?
- Participation and public awareness: To what extent has stakeholder involvement and public awareness contributed to the progress towards achievement of project objectives?

Reporting:

- Assess how adaptive management changes have been reported by the project management and shared with the Project Board.
- Assess how well the Project Team and partners undertake and fulfil GEF reporting requirements (i.e. how have they addressed poorly-rated PIRs, if applicable?)
- Assess how lessons derived from the adaptive management process have been documented, shared with key partners and internalized by partners.

Communications:

- Review internal project communication with stakeholders: Is communication regular and effective? Are there key stakeholders left out of communication? Are there feedback mechanisms when communication is received? Does this communication with stakeholders contribute to their awareness of project outcomes and activities and investment in the sustainability of project results?
- Review external project communication: Are proper means of communication established or being established to express the project progress and intended impact to the public (is there a web presence, for example? Or did the project implement appropriate outreach and public awareness campaigns?)
- For reporting purposes, write one half-page paragraph that summarizes the project's progress towards results in terms of contribution to sustainable development benefits, as well as global environmental benefits.

iv. Sustainability

- Validate whether the risks identified in the Project Document, Annual Project Review/PIRs and the ATLAS Risk Management Module are the most important and whether the risk ratings applied are appropriate and up to date. If not, explain why.
- In addition, assess the following risks to sustainability:

Financial risks to sustainability:

- What is the likelihood of financial and economic resources not being available once the GEF assistance ends (consider potential resources can be from multiple sources, such as the public and private sectors, income generating activities, and other funding that will be adequate financial resources for sustaining project's outcomes)?

Socio-economic risks to sustainability:

- Are there any social or political risks that may jeopardize sustainability of project outcomes? What is the risk that the level of stakeholder ownership (including ownership by governments and other key stakeholders) will be insufficient to allow for the project outcomes/benefits to be sustained? Do the various key stakeholders see that it is in their interest that the project benefits continue to flow? Is there sufficient public / stakeholder awareness in support of the long term objectives of the project? Are lessons learned being documented by the Project Team on a continual basis and shared/ transferred to appropriate parties who could learn from the project and potentially replicate and/or scale it in the future?

Institutional Framework and Governance risks to sustainability:

- Do the legal frameworks, policies, governance structures and processes pose risks that may jeopardize sustenance of project benefits? While assessing this parameter, also consider if the required systems/ mechanisms for accountability, transparency, and technical knowledge transfer are in place.

Environmental risks to sustainability:

- Are there any environmental risks that may jeopardize sustenance of project outcomes?

Conclusions & Recommendations

The MTR team will include a section of the report setting out the MTR's evidence-based conclusions, in light of the findings.²⁰

Recommendations should be succinct suggestions for critical intervention that are specific, measurable, achievable, and relevant. A recommendation table should be put in the report's executive summary. See the *Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects* for guidance on a recommendation table.

The MTR team should make no more than 15 recommendations total.

Ratings

The MTR team will include its ratings of the project's results and brief descriptions of the associated achievements in a *MTR Ratings & Achievement Summary Table* in the Executive Summary of the MTR report. See Annex E for ratings scales. No rating on Project Strategy and no overall project rating is required.

Table. MTR Ratings & Achievement Summary Table for (Sustainable Management of Namibia's Forested Lands Project PIMS4626)

Measure	MTR Rating	Achievement Description
Project Strategy	N/A	
Progress Towards Results	Objective Achievement Rating: (rate 6 pt. scale)	
	Outcome 1 Achievement Rating: (rate 6 pt. scale)	
	Outcome 2 Achievement Rating: (rate 6 pt. scale)	
	Outcome 3 Achievement Rating: (rate 6 pt. scale)	
	Etc.	
Project Implementation & Adaptive Management	(rate 6 pt. scale)	
Sustainability	(rate 4 pt. scale)	

6. TIMEFRAME

The total duration of the MTR will be approximately *30 days* over a time period of *12 weeks* starting *3 May 2017*, and shall not exceed three months from when the consultant(s) are hired. The tentative MTR timeframe is as follows:

TIMEFRAME	ACTIVITY
<i>24 April 2017</i>	Application closes
<i>26 April 2017</i>	Select MTR Team
<i>5 June 2017</i>	Prep the MTR Team (handover of Project Documents)
<i>6 – 8 June 2017, 3 days</i>	Document review and preparing MTR Inception Report
<i>9 – 13 June 2017, 5 days</i>	Finalization and Validation of MTR Inception Report- latest start of MTR mission
<i>14 – 23 June 2017, 10 days</i>	MTR mission: stakeholder meetings, interviews, field visits
<i>26 June 2017</i>	Mission wrap-up meeting & presentation of initial findings- earliest end of MTR mission
<i>27 June - 6 July 2017, 10 days</i>	Preparing draft report
<i>7 - 8 July 2017, 2 days</i>	Incorporating audit trail from feedback on draft report/Finalization of MTR report
<i>9 -10 July 2017</i>	Preparation & Issue of Management Response

²⁰ Alternatively, MTR conclusions may be integrated into the body of the report.

	(optional) Concluding Stakeholder Workshop (not mandatory for MTR team)
11 July 2017	Expected date of full MTR completion

Options for site visits should be provided in the Inception Report.

7. MIDTERM REVIEW DELIVERABLES

#	Deliverable	Description	Timing	Responsibilities
1	MTR Inception Report	MTR team clarifies objectives and methods of Midterm Review	No later than 2 weeks before the MTR mission: 12 May 2017	MTR team submits to the Commissioning Unit and project management
2	Presentation	Initial Findings	End of MTR mission: 2 June 2017	MTR Team presents to project management and the Commissioning Unit
3	Draft Final Report	Full report (using guidelines on content outlined in Annex B) with annexes	Within 3 weeks of the MTR mission: 23 June 2017	Sent to the Commissioning Unit, reviewed by RTA, Project Coordinating Unit, GEF OFP
4	Final Report*	Revised report with audit trail detailing how all received comments have (and have not) been addressed in the final MTR report	Within 1 week of receiving UNDP comments on draft: 21 July 2017	Sent to the Commissioning Unit

*The final MTR report must be in English. If applicable, the Commissioning Unit may choose to arrange for a translation of the report into a language more widely shared by national stakeholders.

8. MTR ARRANGEMENTS

The principal responsibility for managing this MTR resides with the Commissioning Unit. The Commissioning Unit for this project's MTR is *the UNDP Namibia Country Office*.

The commissioning unit will contract the consultants and ensure the timely provision of per diems and travel arrangements within the country for the MTR team. The Project Team will be responsible for liaising with the MTR team to provide all relevant documents, set up stakeholder interviews, and arrange field visits.

9. TEAM COMPOSITION

A team of two independent consultants will conduct the MTR - one team leader (with experience and exposure to projects and evaluations in other regions globally) and one team expert, from Namibia. The consultants cannot have participated in the project preparation, formulation, and/or implementation (including the writing of the Project Document) and should not have a conflict of interest with project's related activities.

The selection of consultants will be aimed at maximizing the overall "team" qualities in the following areas:

- Recent experience with result-based management evaluation methodologies; (20%)
- Experience applying SMART indicators and reconstructing or validating baseline scenarios; (10%)
- Competence in adaptive management, as applied to land degradation and forest management; (10%)
- Experience working with the GEF or GEF-evaluations; (10%)
- Experience working in Southern Africa; (5%)
- Work experience in relevant technical areas for at least 10 years; (10%)
- Demonstrated understanding of issues related to gender and land degradation; experience in gender sensitive evaluation and analysis. (10%)
- Excellent communication skills; (5%)
- Demonstrable analytical skills; (5%)

- Project evaluation/review experiences within United Nations system will be considered an asset; (5%)
- A Master's degree in Forestry/Environment/Natural Resources Management, or other closely related field. (10%)

10. PAYMENT MODALITIES AND SPECIFICATIONS

10% of payment upon approval of the final MTR Inception Report

30% upon submission of the draft MTR report

60% upon finalization of the MTR report

11. APPLICATION PROCESS²¹

Recommended Presentation of Proposal:

- Letter of Confirmation of Interest and Availability** using the [template](#)²² provided by UNDP;
- CV and a Personal History Form** ([P11 form](#))²³;
- Brief description of approach to work/technical proposal** of why the individual considers him/herself as the most suitable for the assignment, and a proposed methodology on how they will approach and complete the assignment; (max 1 page)
- Financial Proposal** that indicates the all-inclusive fixed total contract price and all other travel related costs (such as flight ticket, per diem, etc), supported by a breakdown of costs, as per template attached to the [Letter of Confirmation of Interest template](#). If an applicant is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the applicant must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

All application materials should be submitted online through UNDP Jobs website and UNDP Procurement website by **17:00 on 18 April 2017**. Incomplete applications will be excluded from further consideration.

Criteria for Evaluation of Proposal: Only those applications which are responsive and compliant will be evaluated. Offers will be evaluated according to the Combined Scoring method – where the educational background and experience on similar assignments will be weighted at 70% and the price proposal will weigh as 30% of the total scoring. The applicant receiving the Highest Combined Score that has also accepted UNDP's General Terms and Conditions will be awarded the contract.

²¹ Engagement of the consultants should be done in line with guidelines for hiring consultants in the POPP:

<https://info.undp.org/global/popp/Pages/default.aspx>

²²

<https://intranet.undp.org/unit/bom/psa/Support%20documents%20on%20IC%20Guidelines/Template%20for%20Confirmation%20of%20Interest%20and%20Submission%20of%20Financial%20Proposal.docx>

²³ http://www.undp.org/content/dam/undp/library/corporate/Careers/P11_Personal_history_form.doc

Annex 4. MTR evaluative matrix (evaluation criteria with key questions, indicators, sources of data, and methodology)

Evaluative questions	Indicators	Sources	Methodology
Project Strategy: To what extent is the project strategy relevant to country priorities, country ownership, and the best route towards expected results?			
Is the project strategy laid out in the document sound and still valid?	<ul style="list-style-type: none"> • Level of coherence between project design and implementation approach • Fit with retro-fitted TOC • Specific activities conducted and outputs produced • Quality of risk mitigation strategies 	Project document and project outputs/reports National policies and strategies Project staff and project partner interviews Field visits during MTR mission	Desktop-based orientation Interviews with project staff and stakeholders Document review Develop retro-fitted TOC Triangulation of key findings through follow-up promptings
Is the SRF sound and still valid? Is it appropriate and achievable, based on the status and finding at MTR?	<ul style="list-style-type: none"> • Appropriateness of SRF and associated M&E framework • Fit to retro-fitted TOC 	Project document M&E documentation Project staff and project partner interviews Field visits during MTR mission	Desktop-based orientation Interviews with project staff and stakeholders Review of SRF and TTs prepared by project staff Triangulation of key findings through follow-up promptings
Progress Towards Results: To what extent have the expected outcomes and objectives of the project been achieved thus far?			
In how far have the project results been achieved?	SRF indicators/ outcomes	SRF (project document) M&E documentation Project staff and project partner interviews Field visits during MTR mission	Desktop-based orientation Interviews with project staff and stakeholders Review of SRF and TTs prepared by project staff Triangulation of key findings through follow-up promptings
To make this easier – which project outputs leading to the results have been achieved? What type of activities have been implemented? <i>(Note: this question has been included during the MTR, as the interviewees found it easier to report on this level than results)</i>	Description of outputs generated vis-à-vis those described in the project document and budget	Project document Quarterly reports PIRs Project staff and project partner interviews Field visits during MTR mission	Desktop-based orientation Interviews with project staff and stakeholders Review of project reports (quarterly reports, PIRs) and project documents Triangulation of key findings through follow-up promptings
Have there been any specific changes in the project plan? E.g. other necessary outputs been identified to leverage intended results?	Specific changes	Project document reviews Project staff and project partner interviews	Interviews with project staff and stakeholders Review of project reports Triangulation of key findings through follow-up promptings
Have achievements towards results been formally tracked?	M&E data available	Project document reviews Project staff and project partner interviews	TTs and CD scorecards PIRs Technical reports (e.g. rangelands condition baseline and monitoring report)
What are the remaining barriers to achieve results?	Identified barriers	Project staff and project partner interviews Field visits during MTR mission	Interviews with project staff and stakeholders
Project Implementation and Adaptive Management: Has the project been implemented efficiently, cost-effectively, and been able to adapt to any changing conditions thus far? To what extent are project-level monitoring and evaluation systems, reporting, and project communications supporting the project's implementation?			
Description of and effectiveness of management arrangements?	<ul style="list-style-type: none"> • Quality of arrangement • Satisfaction level of key stakeholders • Identification of best and worst practices 	Project document reviews Project staff and project partner interviews Field visits during MTR mission	Interviews with project staff and stakeholders Review of project reports Triangulation of key findings through follow-up promptings
Description of and effectiveness of work planning	<ul style="list-style-type: none"> • Quality of arrangement • Satisfaction level of key stakeholders 	Project document reviews Project staff and project partner interviews Field visits during MTR mission	Interviews with project staff and stakeholders Review of project reports

	<ul style="list-style-type: none"> • Identification of best and worst practices 		Triangulation of key findings through follow-up promptings
Description of and effectiveness of fiscal management & co-finance	<ul style="list-style-type: none"> • Quality of arrangement • Satisfaction level of key stakeholders • Identification of best and worst practices 	Project document reviews Project staff and project partner interviews Field visits during MTR mission	Interviews with project staff and stakeholders Review of project reports Triangulation of key findings through follow-up promptings
Description of and effectiveness of project related M&E systems	<ul style="list-style-type: none"> • Quality of arrangement • Satisfaction level of key stakeholders • Identification of best and worst practices 	Project document reviews Project staff and project partner interviews Field visits during MTR mission	Interviews with project staff and stakeholders Review of project reports Triangulation of key findings through follow-up promptings
stakeholder engagement	<ul style="list-style-type: none"> • Quality of arrangement • Satisfaction level of key stakeholders • Identification of best and worst practices 	Project document reviews Project staff and project partner interviews Field visits during MTR mission	Interviews with project staff and stakeholders Review of project reports Triangulation of key findings through follow-up promptings
Description of and effectiveness of reporting	<ul style="list-style-type: none"> • Quality of arrangement • Satisfaction level of key stakeholders • Identification of best and worst practices 	Project document reviews Project staff and project partner interviews Field visits during MTR mission	Interviews with project staff and stakeholders Review of project reports Triangulation of key findings through follow-up promptings
Description of and effectiveness of communication	<ul style="list-style-type: none"> • Quality of arrangement • Satisfaction level of key stakeholders • Identification of best and worst practices 	Project document reviews Project staff and project partner interviews Field visits during MTR mission	Interviews with project staff and stakeholders Review of project reports Triangulation of key findings through follow-up promptings
Any specific recommendations?	Identification of possible recommendations, which seem to prominently stick in the heads of project stakeholders (most significant changes approach)	Project staff and project partner interviews	Interviews with project staff and stakeholders Review of project reports Triangulation of key findings through follow-up promptings
Sustainability: To what extent are there financial, institutional, socio-economic, and/or environmental risks to sustaining long-term project results?			
Are there any significant risks emerging with regards to any of the assessment areas?	Risks identified	Project document reviews Project staff and project partner interviews Field visits during MTR mission	Prodoc and PIRs Interviews with project staff and stakeholders Review of project reports Triangulation of key findings through follow-up promptings
Should specific risks be included in the project risk log?	Emerging risk	Project document reviews Project staff and project partner interviews Field visits during MTR mission	Prodoc and PIRs Interviews with project staff and stakeholders Review of project reports Triangulation of key findings through follow-up promptings
Is the risk log up to date? Is reporting on the log adequate? Are the mitigation strategies valid?	Quality Completeness Reporting	Project document reviews Project staff and project partner interviews Field visits during MTR mission	Prodoc and PIRs Interviews with project staff and stakeholders Review of project reports Triangulation of key findings through follow-up promptings

Annex 5. Example Questionnaire or Interview Guide used for data collection

Interviews were conducted based on the evaluation matrix and the specific role of the interviewee in the project. A “most significant change” approach was followed, inviting interviewees to identify those matters that they wanted to bring to the evaluators attention – if any.

Annex 6. Ratings Scales

Ratings for Progress Towards Results: (one rating for each outcome and for the objective)		
6	Highly Satisfactory (HS)	The objective/outcome is expected to achieve or exceed all its end-of-project targets, without major shortcomings. The progress towards the objective/outcome can be presented as “good practice”.
5	Satisfactory (S)	The objective/outcome is expected to achieve most of its end-of-project targets, with only minor shortcomings.
4	Moderately Satisfactory (MS)	The objective/outcome is expected to achieve most of its end-of-project targets but with significant shortcomings.
3	Moderately Unsatisfactory (HU)	The objective/outcome is expected to achieve its end-of-project targets with major shortcomings.
2	Unsatisfactory (U)	The objective/outcome is expected not to achieve most of its end-of-project targets.
1	Highly Unsatisfactory (HU)	The objective/outcome has failed to achieve its midterm targets, and is not expected to achieve any of its end-of-project targets.

Ratings for Project Implementation & Adaptive Management: (one overall rating)		
6	Highly Satisfactory (HS)	Implementation of all seven components – management arrangements, work planning, finance and co-finance, project-level monitoring and evaluation systems, stakeholder engagement, reporting, and communications – is leading to efficient and effective project implementation and adaptive management. The project can be presented as “good practice”.
5	Satisfactory (S)	Implementation of most of the seven components is leading to efficient and effective project implementation and adaptive management except for only few that are subject to remedial action.
4	Moderately Satisfactory (MS)	Implementation of some of the seven components is leading to efficient and effective project implementation and adaptive management, with some components requiring remedial action.
3	Moderately Unsatisfactory (MU)	Implementation of some of the seven components is not leading to efficient and effective project implementation and adaptive, with most components requiring remedial action.
2	Unsatisfactory (U)	Implementation of most of the seven components is not leading to efficient and effective project implementation and adaptive management.
1	Highly Unsatisfactory (HU)	Implementation of none of the seven components is leading to efficient and effective project implementation and adaptive management.

Ratings for Sustainability: (one overall rating)		
4	Likely (L)	Negligible risks to sustainability, with key outcomes on track to be achieved by the project’s closure and expected to continue into the foreseeable future
3	Moderately Likely (ML)	Moderate risks, but expectations that at least some outcomes will be sustained due to the progress towards results on outcomes at the Midterm Review
2	Moderately Unlikely (MU)	Significant risk that key outcomes will not carry on after project closure, although some outputs and activities should carry on
1	Unlikely (U)	Severe risks that project outcomes as well as key outputs will not be sustained

Annex 7. MTR mission itinerary

Week 1: 19 to 25 June	<ul style="list-style-type: none"> • Contract • Desk review of project documentation • Draft inception report • Mission plan
Week 2: 26 June to 2 July	<p>Monday 26 – Wednesday 28 June am: Windhoek stakeholder consultations</p> <p>Wednesday 28 June pm – Saturday 01 July: Site visits</p>
Week 3: 03 to 9 July	<ul style="list-style-type: none"> • Monday 3 July am: Debriefing – Steering Committee • Debriefing of UNDP RR and head of EE Unit & follow-up call • Report drafting
Week 4: 10 to 16 July	<ul style="list-style-type: none"> • Call with UNDP RTA • Follow-up interactions with PMU and UNDP <p>+/- 15 July: Draft report submission; first internal UNDP review</p>
Week 5: 17 to 23 July	<ul style="list-style-type: none"> • Report circulation to partners; consolidation of review comments • Final report

Annex 8. List of persons interviewed

26 June 2017		
Time	Interviewee	Organisation/ affiliation
AM	Martha Naanda	UNDP, Head of EE Unit
	Viviane Kinyaga & Jonas Nghishidi	NAFOLA (PM and Outreach coordinator)
And continued on 27 June pm	Linda Fillemon, Herman Frans, Viktoria Hango, Klaudia Amuntenya	NAFOLA (PLOs)
	Theodor Kaambu	DOF – community forestry
	Fillemon Kayofa	DOF – deputy director
	Michael Otsub	DOF – chief
PM	Sophia Kasheeta	Deputy PS - Agriculture
	James Nzehengwa & Enny Namalambo	DAPEES; CCA
	Johanna Andowa (partially) & Katrina Shiningavemwe (mostly)	DART
27 June 2017		
Am	John Pallet	Consultants on Regional ILUP Omaheke
	Veikko Shiwedha	MET – Economic Unit
	Martin Kasaona	MET – Conventions Operational FP
Pm	Linda Fillemon, Herman Frans, Viktoria Hango, Klaudia Amuntenya	NAFOLA (PLOs)
	Simeon Hengari & Agnes xxxx	DOF – inventory and remote sensing
28 June 2017		
08h00	Viviane Kinyaga	NAFOLA
09h00	Joseph Hailwa	DOF
10:30	Johannes Beck	GIZ Debushing project
12h00	Drive to Gobabis	
15h30	Jorry Kaurivi and five DAPEES staff	DAPEES
	Overnight in Gobabis	
29 June 2017		
07h00	Drive to Tallismanus	
	Klaudia Amuntenya, Hilma Kanana, (DOF), forest management body Otjimbinde, DAPEES, farmers & farmers association, representative of councillor, constructor auction kraal; site visits (auction facility, conservation agriculture, rangeland management)	Organised by NAFOLA project staff
	Overnight in Tallismanus	
30 June 2017		
07h00	Drive to Epukiro	
09h00	Tjavanga Kamburona & forest management body	Organised by NAFOLA project staff
12h00	Drive to Okondjatu	
14h00	Meeting with Hivaa Hoveka (PLO); site visits (bush to fodder; feeding trials; debushing)	Organised by NAFOLA project staff
	Overnight in Okondjatu	
1 July 2017	Meeting with conservancy committee;	Organised by NAFOLA project staff

	Drive back to Windhoek	
3 July 2017	Debriefing Available NAFOLA PSC members	
	Debriefing with UNDP RR, and EE team	
5 July 2017	Follow-up call with UNDP RR & team	
10 July 2017	Telephonic interview with Phemo Kgomotso (UNDP RTA)	

Annex 9. List of documents reviewed

Official project documentation:

1. PPG Request Document, dated 08 June 2012
2. UNDP Project Document, dated 10 December 2013
3. CEO Endorsement Request, dated 13 December 2013
4. UNDP Environmental and Social Screening results, included in PAD (10 December 2013)
5. Project Inception Meeting Report, April 2015
6. All Project Implementation Reports (PIR's) (2015 and 2016; 2017 currently under preparation)
7. Quarterly progress reports for 2015 and 2016, with Q4 for 2016 being the Annual Progress Report. A Q1 2017 report was also available. All corresponding Financial Reports.
8. Audit report for 2016
9. GEF focal area Tracking Tools at CEO endorsement and midterm (PMATT and Capacity Development Score Cards), updated by PMU June/July 2017
10. Oversight mission reports to all 10 CFs (Ehirovipuka, Ngandjera, Okongo, Ukumbula, Omundaungilo, Oshaampula, Oshikushiithilonde, Otjituuo, Otjiu West, Uukolonkadhi) – all dated April 2015
11. PSC meeting minutes: June 2015, December 2015, June 2016 and December 2016

Technical project reports and outputs:

Output 1.1. and 1.2

12. All gazettelement submissions in hard copy
13. Selected CF management plans, both facilitated by NAFOLA and previously by IRDNC

Output 1.3

14. Suite of capacity building and training reports
15. Mkwetu, M., Ndombo, B., Mubita, S.C., Niipare, J., 2013. A Comprehensive Assessment of Capacities of Institutions and Agencies Supporting CBNRM. PPG report
16. Updated capacity development scorecards – 2016 (report by M. Naanda)

Output 1.4

17. TORs for Forest Accounts update consultancy (foreseen for 2017)
18. Several products of the Programme for Communal Land Development under the Ministry of Lands and Resettlement, funded by the Government of Germany through KfW and GIZ.

Output 2.1:

19. L. Fillemon, March 2017. Review of Conservation Agriculture (CA) in NAFOLA supported Community Forests. NAFOLA internal report.
20. Internal report NAFOLA, on CA farmers field day, 2016

Output 2.2:

21. Minutes of various reports relating to the building of the Tallismanus Auction Kraal

Output 2.3:

22. D. Cole, A. Kangombe and K. Ndilula, November 2015. Income Generating Options for Community Forests (Okongo, Uukolonkadhi, Oshaampula, Otjiu-West, Ongandjera and Otshiku-Tshiithilonde). Consultancy report for NAFOLA
23. IRDNC, 2016. Investigating A Potential New Indigenous Natural Product For Kunene Community

Forests: The harvesting of *Myrothamnus flabellifolius* ^{Welw.} in Otjiu-West Community Forest, Kunene Region, Namibia. Consultancy report for NAFOLA

24. R. Iileka, undated. Ximenia Assessment for Oshaampula Community Forest, Oshikoto Region. Internal report for NAFOLA
25. M. Moses, 2017. National Apiculture Platform meeting. NAFOLA internal minutes/ presentation. March 2017, Safari Hotel, Windhoek
26. NAFOLA internal reports on the launch of a carpentry workshop in Okongo CF.

Output 2.4:

27. Several presentations and inputs for the 2ND NATIONAL WILDFIRE CONFERENCE held on 28-29 NOVEMBER 2016, KUBATA RESTAURANT, Windhoek (supported by NAFOLA) and workshop proceedings

Output 2.5:

28. K.L. Shiningavamwe and M.L. de la Puerta Fernandez, undated. A report for the Okondjatu feeding trials. Prepared for NAFOLA
29. Various minutes and progress reports on the African Wild Dog Conservancy/CF bush to fodder pilot project. NAFOLA

Output 2.6:

Output 2.7:

30. A. Rotaue, 2016. Dry Season Baseline Assessment 2015: Characteristics and Management of Woody Plants and Livestock in NAFOLA Hotspots. Consultancy report prepare for NAFOLA

Project communication materials:

31. Project overview brochure and project site location maps
32. Project fact sheets (2)
33. Project poster

Annex 10. Co-financing table (if not previously included in the body of the report)

Annex 6. Co-Financing Table for UNDP Supported GEF Financed Projects

Note: This table should be completed by the MTR Team with support from the Project Team.

Sources of Co-financing ⁵⁴	Name of Co-financer	Type of Co-financing ⁵⁵	Amount Confirmed at CEO endorsement (US\$)	Actual Amount Contributed at stage of Midterm Review (US\$)	Actual % of Expected Amount
TOTAL					

Explain "Other Sources of Co-financing":

Annex 11. Signed UNEG Code of Conduct form

Evaluators/Consultants:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study limitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

MTR Consultant Agreement Form

Agreement to abide by the Code of Conduct for Evaluation in the UN System:

Name of Consultant: Dr. Juliane Zeidler_____

Name of Consultancy Organization (where relevant): _____

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at Praia na Tofo, Mozambique _____ (Place) on 23 June 2017 _____ (Date)

Signature: _Digital signature in PDF report _____

Annex 12. Signed MTR final report clearance form

(to be completed by the Commissioning Unit and UNDP-GEF RTA and included in the final document)

Midterm Review Report Reviewed and Cleared By:	
Commissioning Unit	
Name: _____	
Signature: _____	Date: _____
UNDP-GEF Regional Technical Advisor	
Name: _____	
Signature: _____	Date: _____

Annex 13. Annexed in a separate file: Audit trail from received comments on draft MTR report

#	Comment received	Response	Review

Annex 14. Annexed in a separate file: Relevant midterm tracking tools (METT, FSC, Capacity scorecard, etc.)