



MID-TERM REVIEW REPORT



Namibia Integrated Landscape Approach for enhancing Livelihoods and Environmental Governance to eradicate poverty

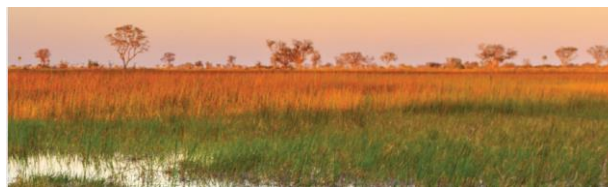


**UNDP Project ID (PIMS #): 5640 GEF
Project ID: 9426**



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Project and evaluation details

Title of UNDP supported GEF financed project

Namibia Integrated Landscape Approach for enhancing Livelihoods and Environmental Governance to eradicate poverty (NILALEG)

Project ID#'s

UNDP Project ID (PIMS #): 5640 GEF

Project ID: 9426

Project Budget

Full-sized project of USD 10,823,744 and planned co-financing of USD 74,112,844.

MTR time frame and date of MTR report

Time Frame: September - December 2022

Date of Report: 30th December 2022

Country

Republic of Namibia

Executing Agency/Implementing Partner and other project partners

Ministry of Environment, Forestry and Tourism

Mid-term Review Team members

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Acknowledgements

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This report reflects the consultants' understanding of the assignment and is intended to solicit comments from all key stakeholders who were involved in the MTR. The opinions expressed in the report are those of the Consultants and do not represent the position of the Republic of Namibia, the UNDP Namibia Country Office or any of the other entities that were consulted during the performance of the assignment.

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List of Acronyms

APR	Annual Project Reports
AWP	Annual Work Plans
CBNRM	Community Based Natural Resource Management
CBOs	Community-Based Organizations
CO	UNDP Country Office
COVID-19	Coronavirus Disease of 2019
CPD	Country Programme Document
CPP	Country Pilot Programme
CPPIA	Consultative Participatory Process and Interactive Approach
CSO	Civil Society Organization
DAPEES	Directorate of Agricultural Production, Engineering and Extension Services
DoF	Directorate of Forestry,
DRWS	Directorate of Rural Water Supply and Sanitation
DVS	Directorate of the Veterinary Services
ECD	Early Childhood Development
ED	Executive Director
EIF	Environmental Investment Fund of Namibia
ESMP	Environmental and Social Management Plans
FSP	GEF full-sized project
FURS	Farm Unit Resettlement Scheme
GEF	Global Environment Facility
GIS	Global Information System
GIZ	Deutsche Gesellschaft für International Zusammenarbeit
ILM	Integrated Landscape Management
IGAs	Income Generating Activities
ILMA	Integrated Landscape Management Approach
ILMP	Integrated Landscape Management Plan
IP	Implementing Partners
IR	Inception Report
IRDNC	Integrated Rural Development and Nature Conservation
IRLUP	Integrated Regional Land Use Plan
LDN	Land Degradation Neutrality
M&E	Monitoring and Evaluation
MAWLR	Ministry of Agriculture, Water and Land Reform
MEAs	Multilateral Environmental Agreements
MEFT	Ministry of Environment, Forestry and Tourism
MICT	Ministry of Information and Communications Technology
MITSMED	Ministry of Industrialization, Trade and SME Development
MPESW	Ministry of Poverty Education and Social Welfare
MTR	Mid-Term-Review
MURD	Ministry of Urban and Rural Development
MYNSC	Ministry of Youth, National Service, Sport and Culture
NABSAP	National Biodiversity Strategy and Action Plan
NACSO	Namibian Association of Community Based Natural Resource Management
NCE	Nature, Climate and Energy
NCRST	National Commission on Research, Science and Technology
NDC	Namibia Development Corporation
NDT	Namibia Development Trust
NFPDN	Namibian Federation for Persons with Disabilities in Namibia
NGO	Non-Government Organization
NILALEG	Namibia Integrated Landscape Approach for Enhancing Livelihoods and Environmental Governance to eradicate Poverty
NIM	National Implementation Modality
NNF	Namibia Nature Foundation
NOYD	Namibian Association of Youth with Disabilities
NPC	National Planning Commission

NRSC	National Remote Sensing Centre
NSA	National Statistical Agency
NTSC	National Technical Steering Committee
NUST	Namibia University of Science and Technology
NYS	National Youth Service
OCF	Okongo Community Forest
OFP	GEF Operational Focal Point
PIF	Project Identification Form
PIMS	UNDP-GEF Project Information Management System
PIP	Project Implementing Partner
PIPs	Project Implementing Partners
PIR	Project Implementation Report
PIRs	Project Implementation Reports
PMU	Project Management Unit
ProDoc	Project Document
PSC	Project Steering Committee
RBAD	Rights Based Approach to Development
RBM	Results Based Management
RC	Regional Council
RCs	Regional Councils
RTA	UNDP-GEF Regional Technical Adviser
SBAA	Standard Basic Assistance Agreement
SDG	Sustainable Development Goals
SESP	Social and Environmental Screening Procedures
SME	Small Medium Enterprise
SWOT	Strengths, Weaknesses, Opportunities and Threads
ToC	Theory of Change
ToR	Terms of Reference
TWG	Technical Working Group
UN	United Nations
UNAM	University of Namibia
UNCBD	United Nations Convention on Biological Diversity
UNCCD	United Nations Convention to Combat Desertification
UNDP	United Nations Development Programme
UNECA	United Nations Economic Commission for Africa
UNFCCC	United Nations Framework on the Convention on Climate Change
UNFPA	United Nations Population Fund
UNPAF	United Nations Partnership Framework
WHO	World Health Organization

Executive Summary

This report presents Midterm Review of this project referenced to project documentation (Prodoc)

PROJECT FACT SHEET 2022

Project Details			
Project Title:	Namibia Integrated Landscape Approach for enhancing Livelihoods and Environmental Governance to eradicate poverty (NILALEG)		
UNDP Project ID (PIMS #):	5640	PIF Approval Date:	30.11.2017
GEF Project ID:	9426	CEO Endorsement Date (FSP) /Approval date (MSP):	11.07.2018
Country/Countries:	Republic of Namibia	ProDoc Signature Date:	10.11.2017
Regions:	Kunene, Kavango West, Ohangwena, Omusati, and Zambezi	Inception Workshop Date:	08.07.202
Period under MTR (Start)	July 2019	Period under MTR (End)	November 2022
Trust Fund:	GEF 6	Mid-Term Review Completion Date:	30.11.2022
Project Commencement Date	01.07.2019	Planned Operational Closure Date:	30.06.2025
Implementing Partner (GEF Executing Entity):	GEF Agency: United Nations Development Programme (UNDP) Implementing Partner: Ministry of Environment, Forestry and Tourism's (MEFT)		
NGOs/CBOs involvement:	One of the beneficiaries; through Co financing		
Private sector involvement:	N/A		
Geospatial coordinates of project sites:	N/A		

FINANCIAL INFORMATION			
GEF PDF/PPG grants	USD 74,112,844	Co-financing	USD 10,823,744
Total committed budget	USD 84,936,588	Project expenditure at the time of evaluation	USD 5,263,933

Brief project summary	
<p>Namibia Integrated Landscape Approach for enhancing Livelihoods and Environmental Governance to eradicate poverty (NILALEG)'s project strategy is to pilot an Integrated Land Management Approach (ILMA) in key landscapes in Namibia's northern regions, including: Omaiopanga, Nkulivere, Okongo, Ruacana, and Zambezi landscapes (Component 2), where landscape-level interventions will enable the achievement of specific spatial contributions to Namibia Development Corporation (NDC), National Biodiversity Strategy and Action Plan (NBSAP) and Land Degradation Neutrality (LDN) targets. The process of monitoring and reporting on these achievements will be used as the basis for a new streamlined, integrated monitoring and reporting system, to be developed through intragovernmental and stakeholder coordination at national and regional levels (Component 1). The project design will enable long-term monitoring of the results of project interventions and sustainable management approaches, capturing lessons learnt and best practice and sharing these (Component 4) in order to scale up this approach nationwide through work with Regional Council and government departments to build capacity and public-private cooperation on financial mechanisms to enable this scale-up (Component 3).</p> <p>The project has been under implementation since July 2019, through a National Implementation Mechanism with the Ministry of Environment, Forestry and Tourism (MEFT) of Republic of Namibia as the Implementing Partner. Project implementation period of 6 years was set, with a planned closure date of December 30th, 2025. However, just like other projects funded by GEF, it has faced numerous challenges due to the global COVID-19 pandemic. The total cost of the NILALEG project is USD 84,936,588. This project is financed through a GEF grant of USD 10,823,744, and USD 74,112,844 in parallel co-financing.</p>	

MTR objectives and methodology

MTR aimed at assessing: i) progress towards the achievement of the project objectives and outcomes as specified in the Project Document; ii) early signs of project success or failure with the goal of identifying the necessary changes to be made to set the project on-track to achieve its intended results; and iii) the project's strategy and its risks to sustainability. Preparation and inception, data gathering, analysis and reporting through the Theory of Change; Results Based Management, Gender Analysis and OECD-DAC criteria and principles, have been conducted in close coordination amongst UNDP, key stakeholders, Project Implementing Partners, and project beneficiaries, between September and November 2022.

Evaluation Ratings Table

Criteria	Rating of this project	Findings of MTR
Component/ Outcomes:		
Component / Outcome 1: Strengthen Institutional coordination and governance mechanisms for an integrated landscape management approach	5 – Satisfactory	<p>TWG was established, MEA was launched with Monitoring data sources identified and equipment to be used procured, 16 training events took place across 5 landscapes at a national level. 1533(792 Females; 741 Males) project beneficiaries were reached through capacity development. 25 (11F; 14M) forestry officials received training and 19 were certified as Peace Officers.</p> <ul style="list-style-type: none"> 5 multi-stakeholder coordination structures established, and functioning with project funding (Achieved) Government stakeholders and partners agree on single, streamlined system for tracking progress on MEA spatial targets (Achieved) Increase in combined averaged scores by 20% (Achieved)
Component / Outcome 2: Implementation of the integrated landscape management approach in focal landscapes	4 – Moderately Satisfactory	<p>Ruacana Slate harvesting, Zambezi Eco-tourism enterprises, Okongo Wood Carpentry enterprise all at Inception level. At the time of MTR, a basic household income questionnaire had been administered for the direct livelihood project beneficiaries (Pending Report). ILM Plans, gazetting guidelines, Enforcement action plan, IRLUP, IFMP, NILALEG profiles, information brochures, monitoring tool for ILM Plans developed or reviewed or updated. 0 hectares of forest land, grass and shrubland restored. 68,511 hectares better managed in Community Forests. 891ha under new sustainable crop/rangeland management. 5 landscape Multi-Stakeholder Coordination Structures in place in the 5 landscapes and trained</p> <ul style="list-style-type: none"> 5 new nature-based enterprises established, one in each focal landscape, with at least 50% participation by women (Achieved). Increase in average combined annual nature-based income in participant households by 15% (Not Achieved)
Component / Outcome 3: Sustainable financing for implementation and upscaling of the integrated landscape management approach	3 – Moderately Unsatisfactory	<p>Multi-stakeholder platforms helped to generate lessons, baselines, and pipelines for investments in ILM through mutual coordination, to ensure that synergies are maximized, and duplication avoided. No substantial output has been achieved under this component.</p> <ul style="list-style-type: none"> Increase in combined total annual public and private sector spending on integrated landscape management by 10% (Not Achieved)

Evaluation Ratings Table		
Criteria	Rating of this project	Findings of MTR
		<ul style="list-style-type: none"> 0 report to Treasury on expansion of NYS to whole FURS through charcoal proceeds (Not Achieved)
Component / Outcome 4: Knowledge management, monitoring and evaluation, gender and impact assessment	6 – Highly Satisfactory	<p>Only One student out of 10 has published an article in the Food Security for African Smallholder Farmer. 8 concept notes for the Ph.D approved. 7 learning events: 1 conference, 3 workshops, 2 exchanges, 1 seminar, 1 dialogue undertaken. Indigenous Peoples plan, Stakeholder engagement plan, Gender Action plan and ESMP have been updated since project inception. The project managed to submit 2 PIRs, 10 quarterly reports three output verification reports and 4 monitoring visit reports.</p> <ul style="list-style-type: none"> At least 5 new papers on subjects related to integrated landscape management and longitudinal studies conceptualized and planned (Achieved) 0 project website capturing learning from 6 learning events (landscape and CF exchanges, dialogue events and conference) (Achieved)
Effectiveness	4 = Moderately Satisfactory	6/12 indicator targets achieved and a solid foundation for the achievement of all is well laid.
Efficiency	5 – Satisfactory	1/4 outcomes not on track, in terms of timeline and resource allocation.
Relevance	2 – Relevant	The project logic was comprehensive and is anticipated to satisfactorily articulate all apparent barriers, challenges, and risks involved.
Sustainability:		
Financial resources	L - Likely	Financial sustainability is adjudged to be likely because project elements are being mainstreamed into day-to-day operations of landscapes/ regions and government entities. Public Private Partnership Strategy on some project interventions; Promotion of enterprise through Grant Award Scheme; Incomes and profits generated through Income Generating Activities (IGAs); and Use of pool of government technical staff at various levels who are already salaried; Involvement of stakeholders that work directly with the communities in landscapes about budget management revision addressing changes that have occurred in expenditure and the assumptions made when the budget was initially drawn. Resource mobilization through development of proposals at the MEA Unit
Socio-economic	L - Likely	Designated component (output 2.6), held a panel discussion on social-economic and Gender equality, conducted Socio-economic and baseline survey, employed community youths.
Environmental aspects	L - Likely	The project has laid the foundation for integrated approaches to natural resources and environmental management through the ESMP, use of traditional crops and livestock farming, and improved land use planning
Institutional systems	L - Likely	The project objectives have been institutionalized within key institutions; MEFT, Regional Councils (RCs), 5 Multistakeholder coordination structures, Water Source Point Committees, Community Forest Committees, Traditional authorities, Consortia NGOs Involvement of Environment Investment Fund of Namibia (EIF) and MEA Unit at UNAM

Evaluation Ratings Table			
Criteria		Rating of this project	Findings of MTR
Impact:			
Environmental status improvement		S-Significant	The project without doubt and within a short period was able to address environmental concerns such as deforestation, through forest restoration activities including fire management, tree planting and forest thinning. It has also developed IRLUP frameworks, trained on environmental law enforcement and implemented the project ESMP.
Changes in policy/legal/regulatory frameworks		S-Significant	Guidelines for gazettement regional and communal forests and state forests reserves, forest management plans, Action plan on enforcement to uphold environmental legislation, updated Integrated Regional Land Use Plans developed
Conclusion	Overall Project Results	Moderately Satisfactory (4/6)	The project is still on track despite implementation delays. The project experienced delays between signature and inception workshop beyond the 6 months period. The initial delays were further exacerbated by the COVID-19 pandemic and barriers outlined in this MTR report.
	Annex 2 and 3		Seeing the low delivery pace in year 1 of the Project, the CO undertook many steps to try to bring the project on course (these included strategic meetings held between RR and Minister, meetings held between DRR and Executive Director (ED), and meetings held with PO and PMU. Besides those, the CO organized an Output Verification meeting and submitted detailed report findings to the IP/MEFT and PMU for actioning. Further, to promote good project management approaches, and share knowledge, the CO and the IP jointly organized a planning meeting in February 2021- whereby the IP/MEFT, UNDP CO and the NPC, i.e. Government Coordinating Authority, all PMs/PMUs including NILALEG participated. Follow up meetings have since been conducted.
Synthesis of the key lessons learned			
Several lessons have been drawn from the design, management, and implementation of the NILALEG project during the MTR, including:			
Project Design			
<ol style="list-style-type: none"> 1) NILALEG is a multidisciplinary project that is complex yet holds great promise to be transformative to address poverty needs of local communities while promoting restoration of degraded forest and agriculture lands. MTR stakeholder engagements revealed that most stakeholders implementing the project were not involved in the conceptualization and drafting of the NILALEG Project. The first lesson is that for future projects, stakeholders including local communities should be meaningfully consulted from the project conceptualization phase and inclusively, throughout the project life cycle. This will enhance and increase the chance of better project coordination and participation. 2) NILALEG is a country and needs driven project, which has enhanced ecological restoration through addressing livelihood needs of local communities focused on degraded landscapes to be restored. Since local communities manage and live off ecosystems, one lesson from NILALEG project is the need for more local community involvement. This will help them to take responsibility to manage their natural resources and assure sustainability of livelihoods associated with ecosystem services in their landscapes. 3) Inadequate Stakeholder involvement at design stage contributed to delays in the implementation of the project because it took a longer time to bring awareness and understanding of the project. Furthermore, concerns raised by local communities at landscape level did not receive due attention on time. Hence one lesson learned is that in future there must be timely involvement of stakeholders. The importance and value of timely consultation is a good lesson to be learned. 			

Project Management and Implementation

- 4) Delays have been noted in the NILALEG project approval and implementation. Hence one lesson learned is timely initiation of project activities once the project is approved.
- 5) Adoption of an integrated landscape management approach is most desirable but involves multidisciplinary and interdisciplinary stakeholders. This requires development of detailed and consolidated annual workplans, highly effective coordination. NILALEG project has done well in developing consolidated work plan. However, the MTR revealed that the consolidated plan was not well implemented. One lesson learned is to develop a detailed, consolidated implementation plan. Secondly, such a plan will only be effective if all implementing partners and stakeholders undertake their assigned roles and responsibilities on time and effectively.
- 6) Complex projects like NILALEG, requires a degree of responsiveness to barriers that arise during implementation through adaptive management against project results log frame. As a lesson from this, for the remaining part of the NILALEG project and for future projects, delays in processing grants to beneficiaries should be identified and addressed timeously.
- 7) At Namungandu Borehole, in Nkulivere landscape, livestock watering troughs are located about 1 km at each of the 4 cardinal points. This will significantly reduce livestock crowding effect when animals drink water. In turn, this will reduce local land degradation around the borehole while providing water close at the human settlements. The lesson learned is that such a model should be adopted, funds permitting, or that such model boreholes should be budgeted for in similar future projects. For smooth project implementation, constant and meaningful stakeholder engagement, and meeting basic needs of local communities are key to achieving project goals and objectives. In this regard, a lesson from NILALEG project is that future projects must consider basic needs of local communities at implementation sites.

Rec #	MTR Recommendation	Entity Responsible	Timeframe
A	Category 1: Project design		
A.1	Strengthen Stakeholder Consultation and engagement as an immediate and ongoing basis during project life.	MEFT, Project Proponents, UNDP	June 2023 and on an on-going basis
A.2	Revise the Core Indicator # 3 (Ares of land Restored) under the Project outcome 2 immediately	PMU, Technical Specialist	March, 2023
B	Category 2: Project Implementation		
B.1	Strengthen planning of project activities with detailed implantation plan immediately and on -on going basis	PMU, EIF, MEFT, Technical Specialists, Landscape Consortia, UNAM, MEFT (with NPC), MAWLR	June 2023 and on an on-going basis
B.2	Improve project coordination and re-define some implementation roles and responsibilities with immediate effect.	PMU	From April 2023 till end of project
B.3	Enhance and strengthen communication and feedback mechanisms	PMU, UNDP	April 2023 and annually
B.4	Promote effective monitoring, evaluation (M&E) and supervision	PMU, UNDP, EIF, Landscape Consortia,	April 2023
B.5	Adhere to financial, planning and Reporting Requirements with immediate effect and on on-going basis	PMU	April 2023 and on-going
B.6	Undertake a Technical Audit and Value for money, for all NILALEG infrastructure projects before handover where these have been installed or developed at MTR	PMU and Technical Consultants	From May 2023

Rec #	MTR Recommendation	Entity Responsible	Timeframe
B.7	Promote transparency and accountability in all project activities post-Mid-term review period	PMU and all IPs	April 2023 and on-going
B.8	Strengthen Analysis of Gender and the vulnerable and marginalized including indigenous peoples	PMU	June 2023 and on-going
B.9	Strengthen the supportive, oversight, and guidance and implementation roles in the Project Management Unit as an ongoing mandate	Project steering committee, MEFT, UNDP CO, UNDP-GEF RTA, PMU, Technical Specialists and Landscape Consortia and the Joint Advisory Forum and Ad hoc TWGs	April, 2023 and on-going
C	Category 3: Project Sustainability		
C.1	Develop an exit sustainability strategy a year or two before the end of the project	PMU, Landscape Consortia, RC and T/A, Technical Specialists	By November 2023
C.2	Exploit potential synergies and enhance establishment of lasting partnerships immediately and beyond NILLEG project	MEFT, PMU, UNDP GEF, RTA, Project Technical Specialists, Landscape Consortia, MAWLR, EIF and NPC	October 2023 and on an on-going basis
C3	Strengthen Capacity Development amongst IPS and project beneficiaries	PMU, UNDP, EIF, Landscape Consortia	From April, 2023 and to end of project

1. Introduction

The “*Namibia Integrated Landscape Approach for enhancing Livelihoods and Environmental Governance to eradicate poverty (NILALEG)*” (PIMS 5640) implemented through the United Nations Development Programme (UNDP)/Ministry of Environment, Forestry and Tourism (MEFT) since 7th August 2019 is in its third year of implementation.

NILALEG Project adopted an integrated landscape planning, management and monitoring approach of spatial results in key agricultural and forest landscapes- (Component 1). It is piloting the approach at a landscape level, generating sustainable livelihoods in rural communities (*Omaoipanga, Ruacana, Okongo, Nkulivere and Zambezi*) (Component 2). The project is setting up financial mechanisms for scaling up nationally (Component 3), based on capturing and sharing of lessons learnt and impact achieved through the new integrated landscape management approach (Component 4). Significantly, the Project will enable the duty bearers, such as the MEFT, and academic institutions (remote sensing and GIS units) and NGOs, to provide tools, skills, guidelines and monitoring platforms that can help the right-holders (local people/communities in the five landscapes) to demand and claim their economic, social and environmental benefits on rights to access and sustainably utilise the landscapes and natural resources to meet their livelihoods needs. In the long-term, this project will enable Namibia to meet its international environmental obligations under the multilateral environmental agreements, including the UNCCD, UNCBD and UNFCCC.

In accordance with UNDP and GEF M&E policies and procedures, all full-sized UNDP supported GEF financed projects are required to undergo a Midterm Review (MTR). UNDP Namibia commissioned **Mr. Cliff Bernard NUWAKORA (*International Consultant / Team Leader*)** and **Prof. John Kazgeba MFUNE (*National Consultant*)** to conduct the MTR and report on their findings and propose recommendations to increase the chance of the project success at the project completion. This Report was jointly prepared and submitted by the consulting team and presents the findings and recommendations from the MTR as required by UNDP Namibia.

1.1. The purpose of the Mid-Term-Review and Objectives

Reference to UNDP Evaluation guidelines¹ “*To ensure learning and accountability, and that results are being achieved, projects representing a significant financial investment and/ or extending over a longer period [Projects with a planned budget or actual expenditure of more than US\$ 5 million] should be evaluated.*” NILALEG bears a significant financial investment of USD 84,936,588 extending over a period of 6 years. This MTR process was initiated before the submission of the second Project Implementation Report (PIR) with the purpose of assessing: i) progress towards the achievement of the project objectives and outcomes as specified in the Project Document; ii) 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; and iii) the project’s strategy, its risks to sustainability. The consultants’ team applied the key evaluation criteria (Relevance, Efficiency, Effectiveness, Sustainability, and Impacts) as fully detailed in the advertised TORs (Annex 1) and in line with the OECD/DAC evaluation criteria, using detailed evaluation questions (Annex 6). The stakeholders included government ministries, implementing partners, UN agencies, UNDP, and other relevant stakeholders for the scope of the MTR. A list of stakeholders interviewed during the MTR is included in Annex 8.

The MTR also reviewed the project’s strategy and its risks regarding sustainability and COVID-19 pandemic challenges based on evidence-based information that is credible, reliable, and useful. The MTR further, drew lessons for use in meeting National development policies, Vision 2030,

¹ http://web.undp.org/evaluation/documents/guidance/GEF/mid-term/Guidance_Midterm%20Review%20EN_2014.pdf

National Development Plan 2017/18-2021/22, Harambee Prosperity Plan, Integrated Regional Land Use Plans, Multilateral Environmental Agreements, Paris Agreement, UN Convention to Combat Desertification, SDGs 1, 6, 7, 13, 14, and 15. The lessons learned will contribute to the enhancement of UNDP learning and programming. MTR was also conducted to promote transparency and accountability in the use of GEF and other resources allocated for project management and implementation.

MTR was structured to cover four phases of the project, namely, i) project conceptualization and design; ii) project implementation and management arrangements; iii) project results and contribution to global benefits; and iv) best practices and lessons learnt that were used to inform the recommendations. The consultant's technical approach was based on what was termed as the "Triple Results Focus Model" anchored on the three universal review questions namely (Figure 1);



Figure 1: Triple Results Focus Model

1.2. Scope & Methodology

Using evidence-based and highly Consultative Participatory Process and Interactive Approach (CPPIA), this MTR has been conducted in close coordination and consultation with UNDP, key stakeholders, Project Implementing Partners (PIPs) and project beneficiaries, as aligned with UNDP-GEF Guidelines², and indicated in the Terms of Reference (ToR-Annex B). The MTR was carried out between September and November 2022.

MTR adopted a mixed methods approach combining both qualitative (stakeholder consultations data sourced) and quantitative (project reports) methods to enhance the validity of the results. MTR integrated several techniques and tools, including Theory of Change (ToC); Results Based Management (RBM), Rights Based Approach to Development (RBAD), and Gender Analysis and OECD-DAC criteria and principles. The evaluation process assessed whether the ToC defined at project design stage was still valid as it forms the basis upon which progress towards achieving project results could be measured. The ToC was used to facilitate discussions with stakeholders in the data collection phase to ascertain understanding of the project context, the impact pathways, the roles of various stakeholders and the validity of drivers of change and the assumptions described in the Project Document.

² http://web.undp.org/evaluation/documents/guidance/GEF/mid-term/Guidance_Midterm%20Review%20EN_2014.pdf

MTR was conducted through three stages: Inception; Data gathering; Data Analysis and Reporting. A debrief of findings at field mission completion was given to stakeholders (Annex 7, Annex 8).

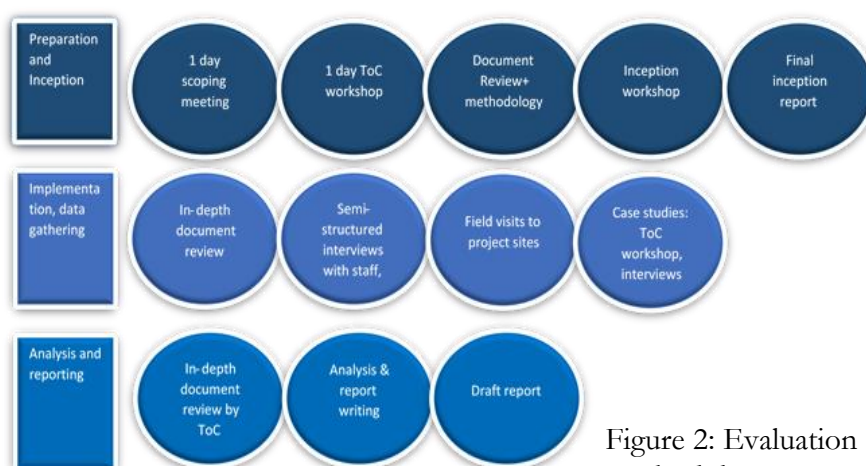


Figure 2: Evaluation Methodology

Stage 1- Preparation and Inception:

During the Inception Phase of the MTR, a briefing meeting was held between consultants and UNDP principals, to clarify expectations from the exercise, to facilitate collection of project documents and to agree on timelines. Inception reports by the international and national consultants were submitted, and subsequently harmonized because consultants were engaged about a month apart. Inception reports were the main deliverables of this phase.

Stage 2- Implementation and data Gathering: Following the approval of the Inception Report by the Commissioning entity, consultants proceeded to collect data, through in-depth document reviews and stakeholder consultations including field mission as detailed below.

- **Document review** included all relevant national development planning framework strategies and reports as well as the PIF, UNDP Initiation Plan, UNDP Social and Environmental Screening Procedure (SESP), national development planning framework strategies, the Project Document, project reports including annual PIRs, project budget revisions, national strategic and legal documents, baseline GEF focal area Core Indicators/Tracking Tools submitted to the GEF at CEO endorsement, project implementation reports including Annual Performance Reports, financial reports, budget revision reports, focal area tracking tools. Special attention was paid to assessing the financial performance of the project including the extent to which planned co-financing was realized, and the expenditure profile of the project up to date. Project performance against planned results was assessed through a review of the project Logical or Results Framework, which includes performance and impact indicators established at the project design stage. The MTR review team also considered the extent to which the project was mainstreamed into UNDP regional programmatic priorities as defined in the regional level Development Assistance Framework and any associated regional programmes. This was seen as being of particular significance as it facilitates the assessment of project impact and its contribution to national and global environmental and development benefits. All reviewed documents are listed in Annex 9.
- **Field Mission:** the five landscapes: Omaoipanga in the Kunene Region, Ruacana in the Omusati Region, Okongo in the Ohangwena Region, Nkulivere in the Kavango East Region and Zambezi in the Zambezi Region, were visited from 3-12 November 2022. During the field mission, consultants held one on one consultations with some members of the established multi-stakeholder structure including the Regional Councilor, where this was possible. MTR consultants also visited selected project sites at each landscape, where focus group discussions were held with some beneficiaries. Furthermore, the project sites were visited to assess the extent of completion of the project activities.
- **Stakeholder consultations** were also conducted through both physical and zoom meetings which facilitated the participation of members of the following: -Project Steering Committee (PSC), Project Management Unit (PMU), GEF Operational Focal Point, MEFT (Leaders and beneficiaries of Okongo landscape (28), Ruacana landscape (45), Nkulivere landscape (68), Zambezi landscape (21), Omaoipanga landscape (77), (Annex 8).

- **Gender equality, disability, vulnerability and social inclusion:** MTR consultants reviewed NILALEG gender disaggregated data/ statistics, Gender analysis and action plan, Gender mainstreaming training, gender mainstreaming for CBOs. Interviews and discussions were held with key stakeholders (Annex 8) to evidence cited documentation reliability and validity, as well as gender-responsiveness and implementation.

Stage 3- Data Analysis and Production of Draft Evaluation Report: Evaluation of data collected in Stage 2 of the process was analyzed in Stage 3. This included defining outcomes, identifying patterns and trends, critical lessons as well as illustrating findings through stories, charts, defined from the following steps.

- Examining NILALEG Strategy (Project design and Results Framework/Logframe)
- Analysis of NILALEG progress towards outcomes
- Review of overall effectiveness of NILALEG management arrangements
- Assessed NILALEG project implementation.
- Assessed NILALEG finance and co-finance.
- Assessed NILALEG stakeholder engagement.
- Assessed NILALEG reporting and communication.
- Assessed NILALEG financial risks to sustainability.
- Assessed NILALEG socio-economic risks to sustainability.
- Assessed NILALEG institutional framework and governance risks to sustainability.
- Assessed NILALEG environmental risks to sustainability.

MTR has paid particular attention to the criteria of relevance, effectiveness efficiency sustainability and impact as defined in the UNDP GEF Evaluation Guidance. The matrix developed for using these criteria for project evaluation was used as a baseline and improved upon based on information provided by the UNDP Namibia Country Office, the PMU as well as that gathered during stakeholder consultations. Each of these criteria was rated using the standard rating scale developed by the GEF. Rating was also conducted on Monitoring and Evaluation system as developed at design stage, the performance of both the Project Implementing and Execution Agencies and Project Sustainability.

Evaluation questions (Annex 6) were developed to generate data and information appropriate to address all issues in the 4 categories of project progress as indicated in the Guidelines for conducting Midterm Review of UNDP-Supported, GEF-Financed projects. The Mid-Term Review Report is the main output of this process. The report highlights lessons learned from the implementation of the project and outlines recommendations for future actions which will be of use for UNDP Learning and future programming.

1.3 Structure of the Mid Term Review Report

The MTR report follows the structure of Project Evaluations recommended in the UNDP Evaluation Guidance for GEF-Financed Projects. As such, it first deals with a description of the project and the development context in Namibia (Section 2) and findings, broken down into the following subsections: - project strategy, progress towards results, project implementation and adaptive management and sustainability (Section 3). The report then draws together the Conclusions, Recommendations and Lessons from the project (Section 4).

2. Project Description and Background Context

2.1. Development context

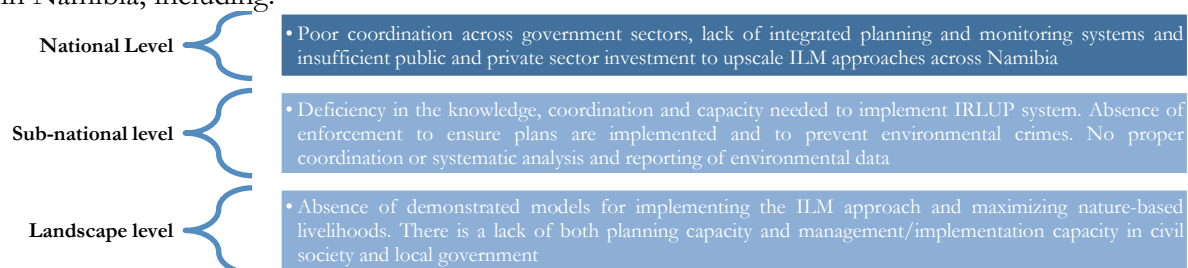
The key development challenge to which NILALEG responds is the need for integrated management of Namibia's rural landscapes, to reverse environmental degradation and maximize sustainable livelihoods based on nature. Without such an approach, the country's densely settled northern regions³ will see increased poverty and inequality, with a continuous decline in forest cover, and attendant loss of biodiversity, soil fertility and carbon sequestration capacity. An effective multi-stakeholder approach to integrated landscape management (ILM) is vital if Namibia is to meet its global environmental obligations and national development goals, addressing poverty and environmental degradation, and achieving inclusive and sustainable economic growth in the long run. NILALEG project is linked to key national strategies and action plans as outlined below:

- Multilateral Environmental Agreements; Paris Agreement, with international conventions, SDGs 1, 6, 7, 13, 14, and 15.
- National development policies: Constitution of Namibia, Vision 2030, National Development Plan 2017/18-2021/22, Harambee Prosperity Plan, Namibia's National Rural Development Policy, and Strategy 2013/14-2017/18, National Tourism Investment Profile and Promotion Strategy 2016-2026, Integrated Regional Land Use Plans (IRLUPS) and Strategic Environmental Assessments developed by Government to direct regional and development planning.

2.2. Problems that the project sought to address.

Namibia's northern project sited landscapes, human pressures (2.37% per annum population growth), characterised by damaging practices such as fresh dryland forest clearing, unsustainable extraction of groundwater, overgrazing and farming practices that are environmentally unsustainable, result in land degradation – including deforestation (from 20% to 8.6% country's surface area forest cover), diminishing availability of vegetation and perennial grasses, soil erosion and bush encroachment. Furthermore, with already observed changes in weather patterns in line with predicted climate change, the northern areas are experiencing signals of climate variability, such as reduced and more erratic rainfall, warmer temperatures, and higher frequency of droughts. In 2013, Namibia suffered one of the worst droughts in 30 years, and rainfall was below average in 2014 and 2015. Globally, Namibia is classified as the seventh most at risk country, in terms of agricultural production losses due to climate change. This is made worse by bush encroachment of grazing lands. Since 58% of the country's population of 2.1 million depend directly on the natural resource base for food, fuel, shelter, medicinal and spiritual health, and incomes impacts of climate change and land degradation threaten nature-based livelihoods and ecosystem services.

Further, the project document elucidates significant capacity constraints and barriers to the ILM in Namibia, including:



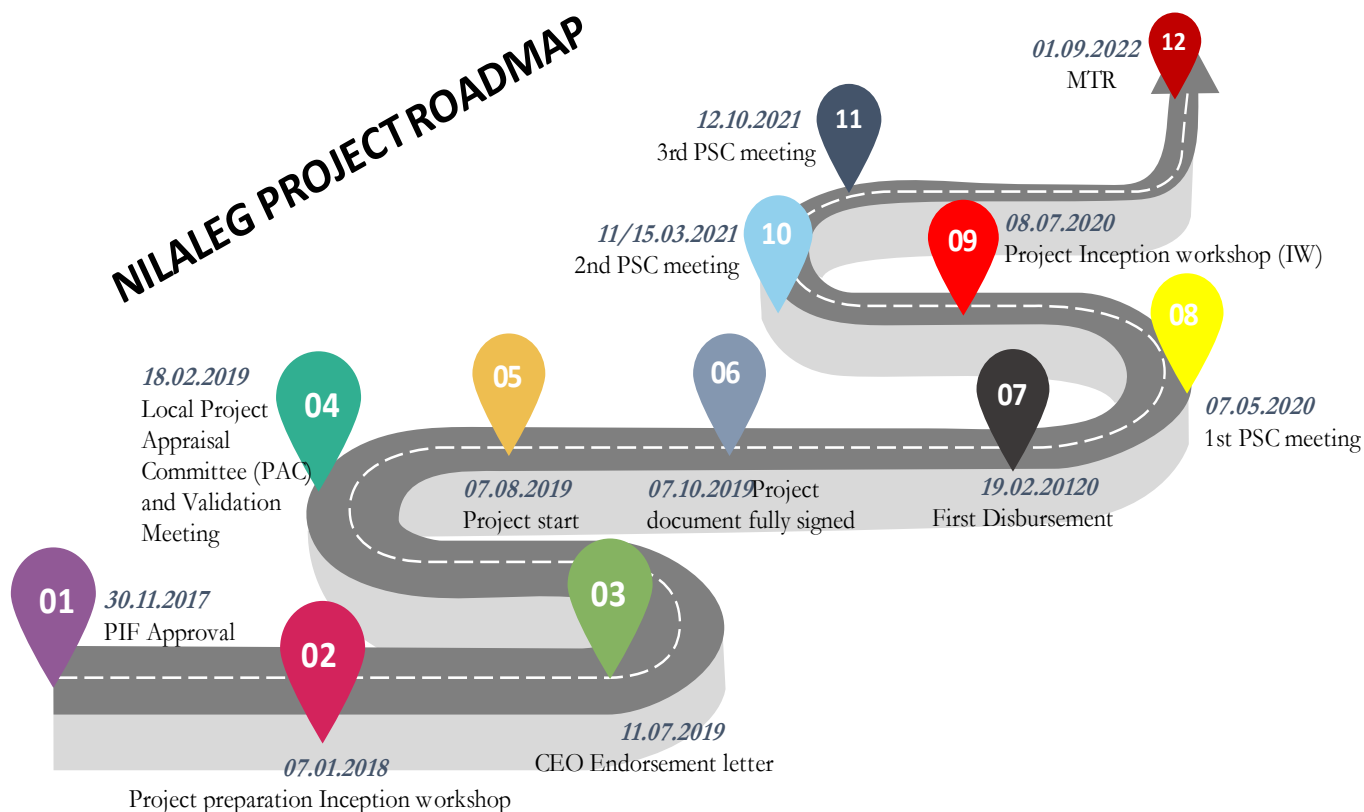
A significant aspect of the project is its alignment with Sustainable Development Goal (SDG) Number 15: Protect, restore, and promote sustainable use of terrestrial ecosystems, sustainably

³ including the Otjozondjupa region and the 8 northern communal areas

manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.

2.3. Brief Description

The Project was planned to start on 1st July 2019 for a period of 6 years and 3 months with a planned closure date of 30th June 2025. It was also defined by key milestones, including: -



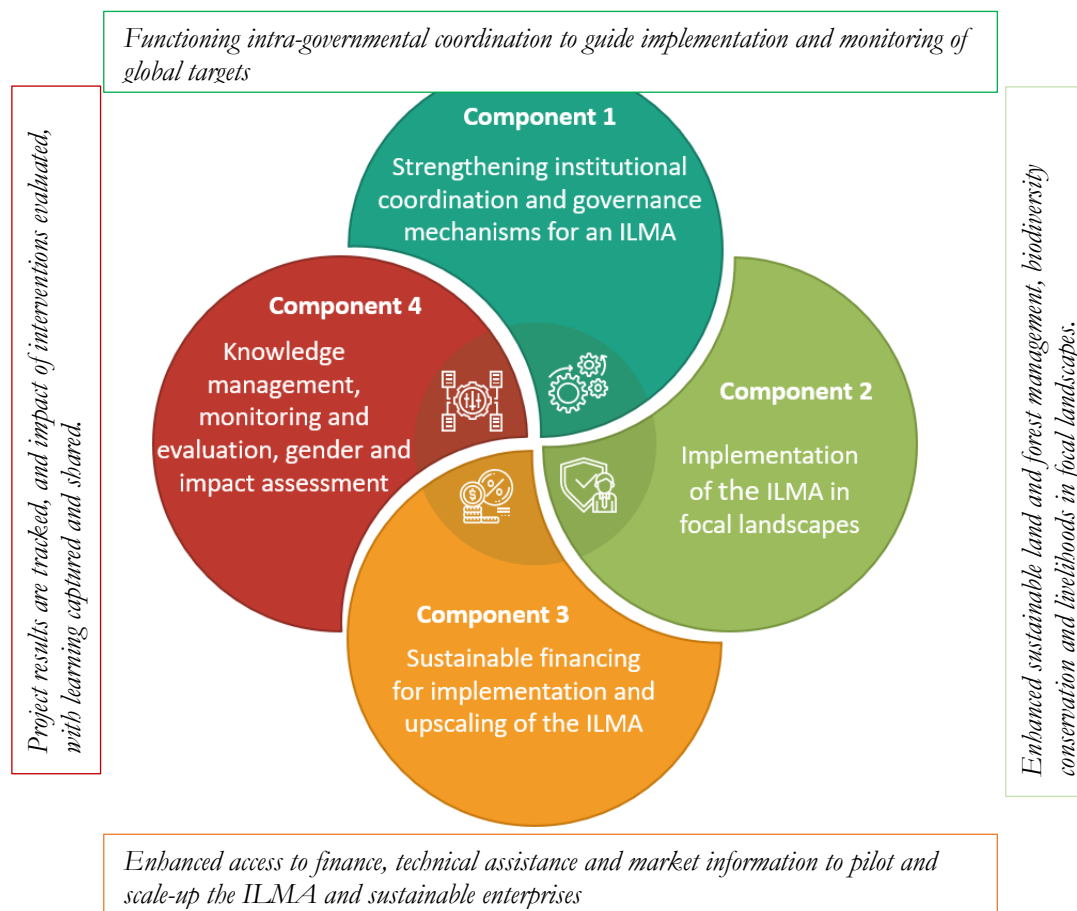
NILALEG was designed to contribute to the forest, savannah, and rangeland of Namibia's northern areas to pilot an ILM approach in five Focal Landscapes (Annex 4), including.



NILALEG draws together a wide range of stakeholders, from the public sector for intragovernmental coordination, in partnership with the private sector, civil society, research organizations, and donor and technical partners, to bring about a shift in the way Namibia approaches rural development thereby coordinating actions to reverse environmental degradation and maximize nature-based livelihoods.

2.4. Immediate and development objectives of the project

NILALEG overall objective is to promote an Integrated Landscape Management Approach (ILMA) in key agricultural and forest landscapes, reduce poverty through sustainable nature-based livelihoods, protect, and restore forests as carbon sinks, and promote Land Degradation Neutrality



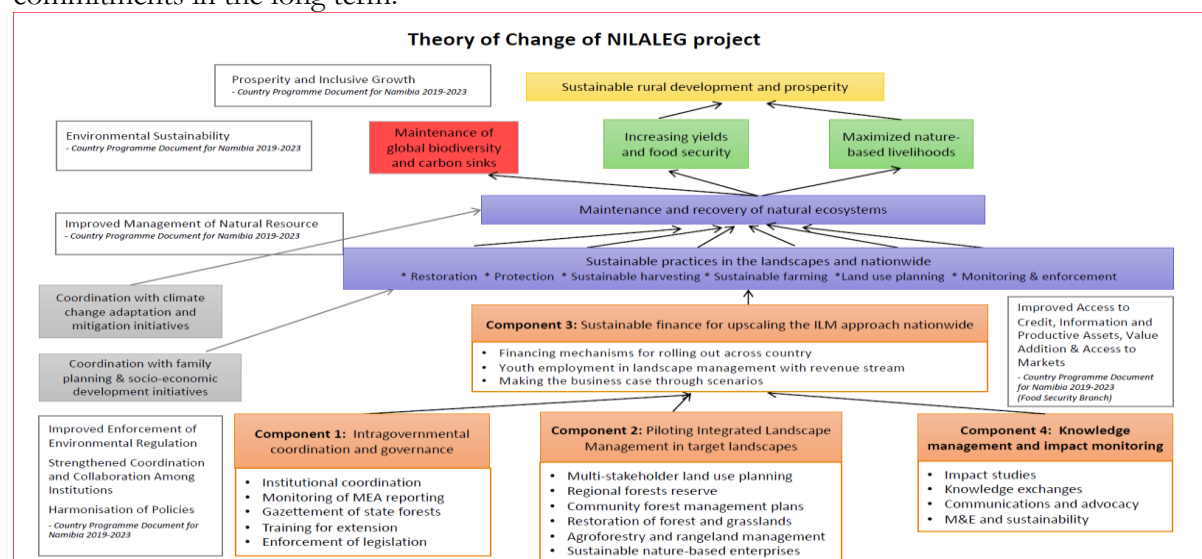
The project's strategy is to address the structural barriers to widespread adoption of an integrated approach across government and in partnership with all stakeholders, to bring about sustainable land management and to pilot and scale up a new integrated approach to landscape management.

2.5. Description of the project's Theory of Change

The following baseline values were identified during the Project development stage to enable the development of 12 outcome indicators.

- Zero multi-stakeholder coordination structures in focal landscapes.
- Zero direct project beneficiaries (people living within focal landscapes, benefiting from ILM interventions).
- Zero new nature-based enterprises in focal landscapes.
- Zero hectares of agricultural, forest, grass and shrub lands restored.
- Zero hectares better managed in Community Forests, through establishment of a new Regional Forest Reserve and new sustainable crop/rangeland management or agroforestry.
- Zero tons of CO₂-equivalent mitigated through project interventions in forest protection, restoration, and agroforestry.
- Zero report to Treasury on expansion of National Youth Service (NYS) to whole Farm Unit Resettlement Scheme (FURS) through charcoal proceeds.
- Zero new papers covering subjects related to integrated landscape management and longitudinal studies.
- Zero project website capturing learning from zero learning events (landscape and CF exchanges, dialogue events and conference).

Project ToC is triggered by NILALEG's strategy which simultaneously improves the national and regional enabling environment for an integrated approach to planning and managing landscapes and monitoring spatial, and pilots the approach at a landscape level, generating sustainable livelihoods in rural communities (Component 2). Financial mechanisms are put in place for scaling up nationally (Component 3), based on capturing and sharing of lessons learnt and the impacts achieved through new sustainable management practices (Component 4). This will enable Namibia to: a) ensure maximum Global Environmental Benefits because of the GEF-supported investments; b) apply lessons from implementation of past project experiences; c) promote stricter alignment with international and national targets through a strong thematic and geographical focus; and d) build upon firm foundations provided by key national baseline programmes, with co-finance from partners directly supporting the project outcomes. Value will be added to planned investments by the Government, private sector, and bilateral and multilateral donors by bringing about a new integrated approach to landscape management, creating multi-stakeholder platforms at national, regional and landscape levels. These platforms will build capacity to deal with biodiversity conservation, sustainable land and forest management, and climate change mitigation issues within the current system of Integrated Regional Land Use Plans. It will enable these Plans to be rolled out at landscape level to create mosaics of land use with specific management guidelines that maximise environmental sustainability and the extraction of value for livelihoods. Through piloting new approaches to small business development and finance in rural areas and enabling these to be scaled-up throughout the country, the cycle of poverty and environmental degradation will be broken, enabling Namibia to meet its international environmental commitments in the long term.



The theory of change is still valid through this NILALEG Project to the extent that reducing poverty through sustainable nature-based livelihoods, protecting, and restoring forests as carbon sinks, and promoting Land Degradation Neutrality is possible: -

- If enough support is garnered from the top levels (National offices) with sufficient coordination of activities to ensure adequate resources (where lacking) are better managed in addition to implementation support.
- If the project continues to support the extension services in building their capacity, they are better able to support the local community to improve their livelihoods through improved land management practices. This will in turn improve farming yield and improve livelihoods.
- If ongoing research will create linkage of certain practices for replication across the country and further sourcing of funding for supplementary implementation of Integrated land management.
- If strides will be made towards protecting biodiversity, promoting land degradation neutrality, and restoring forests through project activities in the NILALEG landscapes.

The project ToC is therefore not only valid for this project, but the general development of the country if applied correctly with the proper support from the relevant authorities and government agencies.

2.6. Expected Results

The strategy followed was to pilot an ILMA in key landscapes in Namibia's northern regions (Component 2), where landscape-level interventions enable the achievement of specific spatial contributions to Namibia's NDC, NBSAP and LDN targets. The process of monitoring and reporting on these achievements is used as the basis for a new streamlined, integrated monitoring and reporting system, developed through intragovernmental and stakeholder coordination at national and regional levels (Component 1). The project design will enable long-term monitoring of the results of project interventions and sustainable management approaches, capturing lessons learnt and best practice and sharing these (Component 4) to scale up this approach nationwide through work with Regional Council and government departments to build capacity and public-private cooperation on financial mechanisms to enable this scale-up (Component 3).

2.7. Financial Resources

The total cost of the NILALEG project is USD 84,936,588. This is financed through a GEF grant of USD 10,823,744, and USD 74,112,844 in parallel co-financing:

- In Kind: UNDP (USD 400,000), MEFT (USD 1,200,000), Namibian Nature Foundation (USD 50,000), University of Namibia (USD 50,000)
- Cash: MEFT (USD 11,459,364), MEFT with Government of Germany – International Climate Initiative (USD 5,847,953), Ministry of Agriculture, Water and Forestry (USD 35,899,689), Ministry of Land Reform (USD 13,205,838), Green Climate Fund - Environmental Investment Fund (USD 6,000,000).

2.8. Main Stakeholders



Active participation of stakeholder representatives in the project life cycle facilitates the strategic implementation of project activities, in line with project objectives while the inclusion of different stakeholders contributes to the adaptive collaborative management of project implementation and promotes long-term sustainability of project outcomes. The NILALEG project is implemented by the UNDP and MEFT in cooperation with other government and non-government institutions including; Ministry of Agriculture, Water and Land Reform (MAWLR), Environmental Investment Fund (EIF), National Planning Commission (NPC), the Ministry of Finance (MoF), the Ministry of Industrialization, Trade and SME Development



(MITSMED), the Ministry of Urban and Rural Development (MURD), the Ministry of Poverty Eradication and Social Welfare (MPESW), the Ministry of Land Reform, and the National Youth Service, Namibian Chamber of Commerce and Industry, Directorate of Forestry (DoF), Directorate of Agricultural Production, Engineering and Extension Services (DAPEES), Integrated Rural Development and Nature Conservation (IRNDC), Community Based Natural Resource Management Support Organizations (CBNRM), the Namibian National Farmers' Union, the Namibian Nature Foundation, the National University of Science and Technology (NUST), and the University of Namibia (UNAM).



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3. Evaluation Findings

3.1 Project Strategy

3.1.1 Project Design

NILALEG overall strategy is to promote ILMA in key agricultural and forest landscapes (Annex 4), reducing poverty through sustainable nature-based livelihoods, protecting, and restoring forests as carbon sinks, and promoting Land Degradation Neutrality, through 4 designed components with 20 outputs. This has provided the most effective route towards addressing the challenges of weak institutional capacity and governance mechanisms, climate change and centralization of functions critical to environmental management⁴. The project concept incorporated lessons from sustainable Community Based Natural Resources Management (CBNRM) programme in Namibia, that underperformed due to fragmented legislative framework and weak coordination between institutions responsible for managing natural resources (Component 1&2). NILALEG project is also in line with Namibia's 5th National Development Plan (2017-2022) which promotes conservation and sustainable use of natural resource strategies and desired outcomes, including strengthening sustainable land management (Component 1), enhancing value addition and sustainable utilization of biodiversity (Component 4), sustaining environmental awareness campaigns (Component 3).

Development of clear, accurate and comprehensive project design was critical to Namibia's global environmental obligations, national plans, and strategies. Project linkage is functioning in a policy framework that includes, among others: Namibia's Second National Biodiversity Strategy and Action Plan 2013-2022; Vision 2030; Harambee Prosperity Plan; Namibia's National Rural Development Policy and Strategy 2013/14-2017/18; National Tourism Investment Profile and Promotion Strategy 2016-2026; Paris Agreement tabled at the 2015 UNFCCC COP-21; UN Convention to Combat Desertification; UNDP Country Programme Document Output 2.1; as well Sustainable Development Goals, especially SDGs 1, 6, 7, 13, 14, and 15.

The concept was also based on international best practice and UNDP's global experience through the GEF Sustainable Land Management portfolio and the GEF Small Grants Programme⁵, as well as the experience of other GEF Implementing Agencies, as captured and analysed by the STAP in their 2018 report on "*Sustainable Land Management for Environmental Benefits and Food Security*". Development of Output 2 of component 4 of the NILALEG project was also guided by the Gender Action Plan and Gender Responsive Result Framework developed from the project Gender Assessment and Action Plan⁶. The inventories used to formulate the NILALEG project design did not include any community member at beneficiary level despite them being the most ideal candidates to identify what they need in their respective communities.

Outcome Rating	Findings of MTR (<i>Remarks for Rating</i>)
Outcome 1- Strengthen Institutional coordination and governance mechanisms for	MEA TWG was established, MEA Unit has been launched with Monitoring data sources identified and equipment has been procured. Sixteen (16) training events took place across 5 landscapes at a national level. 1533(792 Females; 741 Males) project beneficiaries were reached through capacity development. 25 (11F; 14M) forestry officials received training and 19 certified as Peace officers. ▪ 5 multi-stakeholder coordination structures established, and functioning with project funding (Achieved)

⁴ Namibia's 5th National Development Plan 2017/2018-2021/2022, Page 81-86

⁵ UNDP (2017) *Community Approaches to Sustainable Land Management and Agroecology Practices*

⁶ [Annex G 5640 Gender Analysis and Action Plan.doc](#)

Outcome Rating	Findings of MTR (<i>Remarks for Rating</i>)
an integrated landscape management approach. 5 – Satisfactory	<ul style="list-style-type: none"> Agreement by government stakeholders and partners on single, streamlined system for tracking progress on MEA spatial targets (Achieved) Increase in combined averaged scores by 20% (Achieved)
Outcome 2- Implementation of the integrated landscape management approach in focal landscapes 4 – Moderately Satisfactory	<p>Ruacana Slate harvesting, Zambezi Eco tourism enterprises, Okongo Wood Carpentry enterprise all at Inception level. At the time of MTR, a basic household income questionnaire had not been administered for the direct livelihood project beneficiaries. ILM Plans, gazetting guidelines, Enforcement action plan, IRLUP, IFMP, NILALEG profiles, information brochures, monitoring tool for ILM Plans developed or reviewed or updated. 0 hectares of forest land, grass and shrubland restored. 68,511 hectares better managed in Community Forests. 891ha under new sustainable crop/rangeland management. 5 landscape Multi-Stakeholder Coordination Structures in place in the 5 landscapes and trained.</p> <ul style="list-style-type: none"> 5 new nature-based enterprises established, one in each focal landscape, with at least 50% participation by women (Achieved). Increase in average combined annual nature-based income in participant households by 15% (Not Achieved) Across 5 focal landscapes: ILM planning undertaken across 0 hectares (Achieved)
Outcome 3- Sustainable financing for implementation and upscaling of the integrated landscape management approach 3 – Moderately Unsatisfactory	<p>Multi-stakeholder platforms helped to generate lessons, baselines, and pipelines for investments in ILM through mutual coordination, to ensure that synergies are maximized, and duplication avoided. No substantial output has been achieved under this component.</p> <ul style="list-style-type: none"> Increase in combined total annual public and private sector spending on integrated landscape management by 10% (Not Achieved) 0 report to Treasury on expansion of NYS to whole FURS through charcoal proceeds (Not Achieved)
Outcome 4- Knowledge management, monitoring and evaluation, gender, and impact assessment. 6 – Highly Satisfactory	<ul style="list-style-type: none"> Only One student has published an article in the Food Security for African Smallholder Farmer. 7 learning events: 1 conference, 3 workshops, 2 exchanges, 1 seminar, 1 dialogue undertaken. Indigenous Peoples plan, Stakeholder engagement plan, Gender Action plan and ESMP have been updated since project inception. The project managed to submit 2 PIRs, 10 quarterly reports three output verification reports and 4 monitoring visit reports. At least 5 new papers on subjects related to integrated landscape management and longitudinal studies conceptualized and planned (Achieved) 0 project website capturing learning from 6 learning events (landscape and CF exchanges, dialogue events and conference) (Achieved)

The Table on outcome ratings above reveals that Objective and Outcomes of NILALEG are clear and overall feasible to achieve in the project's timeframe. They are hinged mainly on the required intra-governmental coordination, sustainable management, and access to finance at national and regional levels, where decision-making occurs. The theory of change behind the project, which consists of sustainable practice in the landscapes and national wide for maintenance and recovery of natural ecosystem is also valid.

3.1.2 Results Framework/Log frame

The Project Log frame, reporting frameworks were presented and reviewed by all stakeholders at project inception workshop held on 08th July 2020. No changes were made to the Log frame at this workshop. The Thematic Working Groups (TWGs), Technical Steering Committee (NTSC),

PMU and UNDP CO used the original PRF in line with GEF format (Objective, Outcome Indicators, Outputs) in their planning and reporting.

3.1.2.1 Review of Indicators

- Indicator 1: Partnership mechanisms
- Indicator 2: Direct project beneficiaries
- Indicator 3: Unified system to track progress
- Indicator 4: Capacity Building
- Indicator 5: Nature-based enterprise
- Indicator 6: Household incomes
- Indicator 7: Zoned and managed area
- Indicator 8: Greenhouse gas emissions
- Indicator 9: PPP
- Indicator 10: FURS
- Indicator 11: Publication
- Indicator 12: Learning events

All 12 indicators were clearly stated, with purpose and rationale, baseline of measurement, data source and collection methods with their frequency indicated. Means of verification as guidelines to interpret and use data was clearly defined. Strengths and weaknesses of the indicator and the challenges in their use was included as assumptions and risks under the PD. These provided relevant information to project objectives and outcomes; particularly information that provides the strategic insight required for effective planning and sound decision-making in implementation of the NILALEG

An overview of the MTR assessment of the project's PRF and how "SMART" the indicators of the project are compared to the defined end-of-project targets is presented in Figure 3 below.

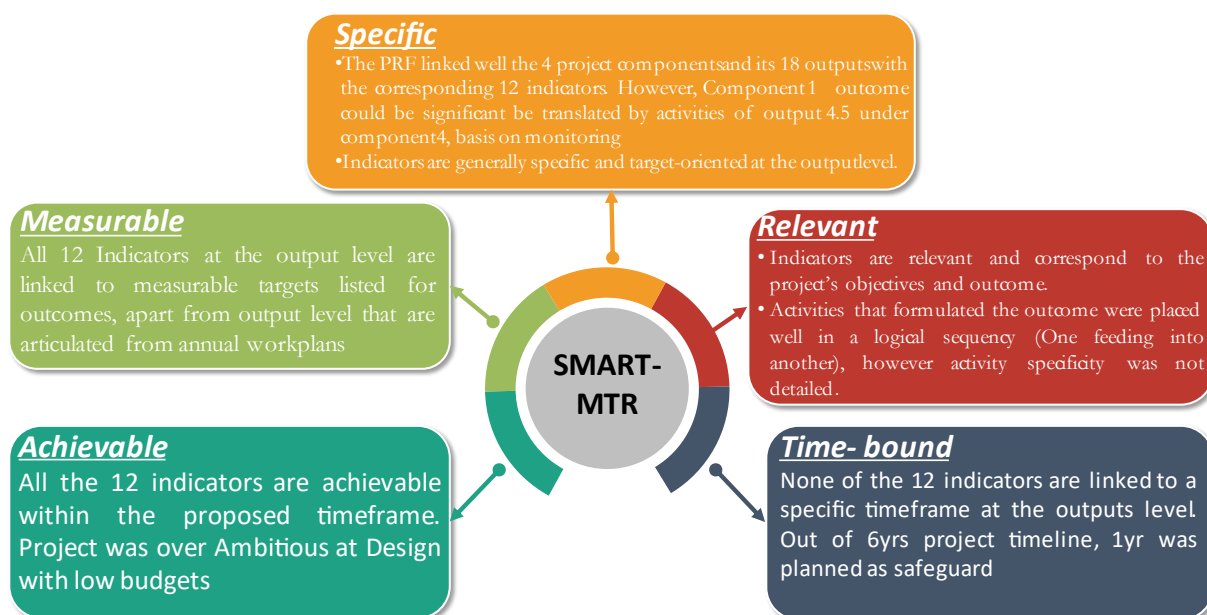


Figure 3: MTR Assessment of the extent to which PRF were "SMART"

However, specific activities were not clearly defined to detail: E.g., POD Component 2, Output 2.2 "Restoration of forest and savannah over at least 10,000 hectares, zoned to meet LDN and NDC targets" did not clearly give direction of activities. Specifically, it was not spelled out how the 10,000-ha restoration will be done, at which specific locality in the landscape, by when and by whom. Furthermore, restoration is a long-term ecological process which cannot be completed within the NILALEG project duration. Rather, the project must aim to set all the restoration interventions by the end of the duration of the project. Besides, to assess the success of restoration, one must predefine the desired end, based on set reference conditions.

3.1.2.2 Assumptions and Risks

The NILALEG project is designed to address some of the critical development challenges of Namibia, namely: poverty, environmental degradation, and governance, directly responding to the need for "integrated management of Namibia's rural landscapes, to reverse environmental degradation and maximize sustainable livelihoods based on nature".

Risk 1: Vulnerable or marginalized groups, including indigenous people, might not have the capacity to fully claim their rights **(MS)**.

Risk 2: Potential further discrimination/ marginalisation of already disempowered groups such as women, youth, and poorer men **(MS)**.

Risk 3: Unsustainable use of natural resources and loss of biodiversity resulting from restoration and de-bushing operations **(MS)**.

Risk 4: Potentially lead to an introduction of invasive alien species **(LS)**.

Risk 5: Unregulated/indiscriminate use of arboricide in the de-bushing operations **(LS)**.

Risk 6: Project activities and outcomes will be vulnerable to the potential impacts of climate change, such as droughts and floods **(MS)**.

Risk 7: Reduced access to resources and economic displacement. **(MS)**.

Risk 8: Over-extraction of valuable species **(LS)**.

Risk 9: Pollution from the generation of non-hazardous waste from charcoal, tar and biochar production activities **(LS)**.

All cited nine (9) risks during project formulation stage, for NILALEG activities can be identified with a reasonable degree of certainty **(MS)** and are currently addressed through application of standard best practice, mitigation measures and stakeholder engagement during implementation cited under the Environmental and Social Management Plan (ESMP).

3.1.2.3 Lessons from other relevant projects incorporated into the project design.

The project design mentions knowledge and lessons learned from various projects, engagements and 25 cited initiatives⁷, including.

- NAFOLA project (GEF ID 4832, PASS –GEF ID 4729 and SCORE - GEF ID 5343)- Community forestry, protected area management and enforcement.
- NAMPLACE (GEF ID 3737)- Implementation of nature-based tourism approaches
- German-Namibian bilateral development cooperation meetings (GIZ in 2018)
- GEF-funded Country Pilot Partnership (CPP) for Integrated Sustainable Land Management that was implemented from 2005 to 2011 to combat land degradation using integrated cross-sectoral approaches, bench marked India CPP.

All these were backed by evidence/sources, which informed the project's theory of change, including: project strategies, importance of capacity development for government institutions; and importance of knowledge management and information systems.

The project was initiated to mirror the 2nd phase of NAFOLA and conforms to several projects and programs implemented by the Republic of Namibia and UNDP-CO. Based on the lessons and best practices from the cited programs/projects/ meetings, NILALEG project was designed to tackle the various experienced challenge, including; developing sustainable economic opportunities for rural communities: through strongly focusing on nature-based enterprises, including eco-tourism, and the extension of the youth employment scheme in bush thinning and sustainable production of charcoal and by-products, mobilizing a range of national institutions to harness technical support for delivering interventions

Indeed, the PMU has utilized cited lessons and best practices in developing Output based activities that have not only supported the project through the COVID-19 pandemic period (Challenge), but also delivered satisfactory output-based results. This well referenced project design will enable long-term monitoring of the results of project interventions and sustainable management approaches that will enable capturing of NILALEG lessons learnt and best practice to scale up nationwide.

3.2 Progress Towards Results

⁷ POD, Table presenting 25 Initiatives with relevance to NILALEG (Page 17 -21)

Results achieved from project implementation were assessed through the review of: Progress towards objectives and expected outcomes; Relevance; Effectiveness; Efficiency; Sustainability; Country ownership; Gender equality and women's empowerment; and progress to impact.

Green	Completed, the indicator shows successful achievement	HS & S
Yellow	On target to be achieved by the end of the project	MS & MU
Red	Not on target to be achieved by project closure	U, HU, & UA

These achievements were analyzed using the GEF rating system with a descriptive analysis. Successive lessons learnt and best practices, corrective actions for the design, implementation, M&E; and proposals for future directions underlining main objectives were drawn. OECD/DAC evaluation criteria have been used with the Capacity Development Monitoring and Evaluation Scorecard developed during the project's formulation stage. The results of the assessment were considered as a baseline in the revised Log-Frame (Section 5.2 & 5.3).

3.2.1 Progress towards outcomes analysis

MTR assessed the achievements of outcomes against the 12 indicators, the progress made towards achievement was dependent on actual midterm delivery project outputs regarding various factors that affected their delivery, such as project design, project's linkages with other activities, extent and materialization of co-financing, and stakeholder involvement.

6 = Highly Satisfactory (HS)
5 = Satisfactory (S)
4 = Moderately Satisfactory (MS)
3 = Moderately Unsatisfactory (MU)
2 = Unsatisfactory (U)
1 = Highly Unsatisfactory (HU)
0 = Unable to Assess (UA)

The assessment was conducted according to the UNDP/GEF evaluation guidelines against established baseline in the PD and the findings, interviews with key stakeholders, data provided in the annual reports and technical reports reviewed. This is presented in Figure 4.

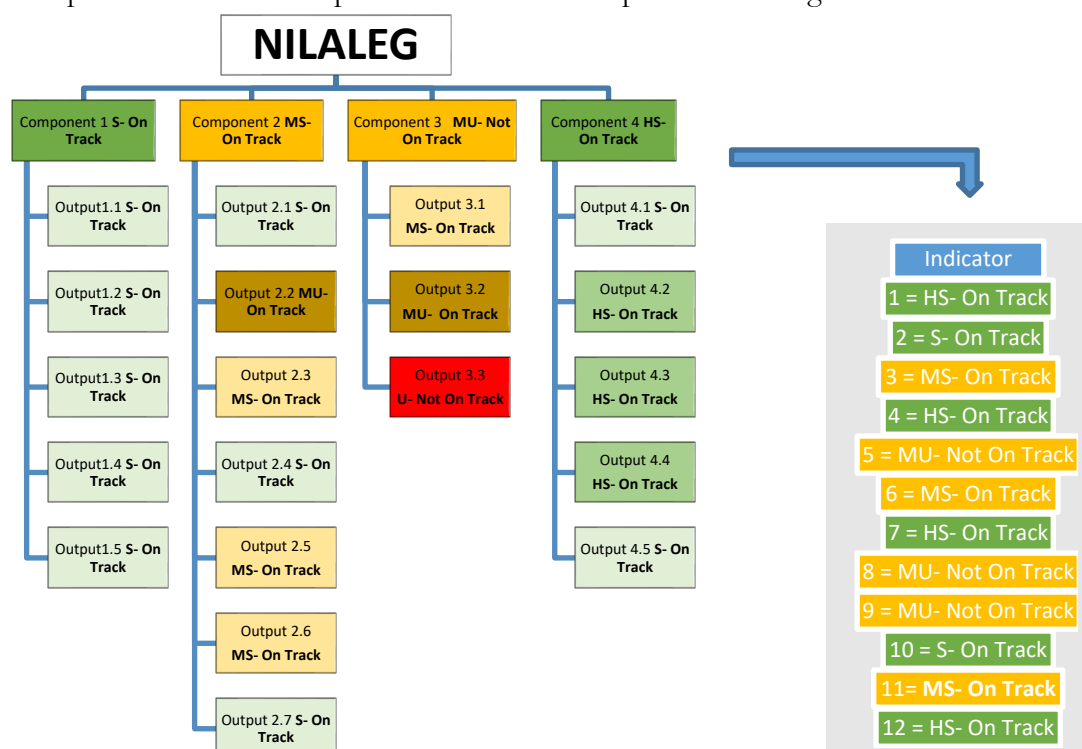


Figure 4: MTR Assessment Ranking

MTR has established that out of 20 output level, activities have attributed to a **Moderately satisfactory rating (75%)**; 12 outcome level targeted indicators, and 6 have been fully achieved and/or surpassed with a satisfactory rating (50%). It is on this ground that the **overall project performance at outcome level is rated as Moderately Satisfactory (MS) with a score of 4/6, with component 3 not on track.**



Figure 5:: MTR NILALEG outcome analysis

The project logic was comprehensive and is anticipated to satisfactorily articulate all apparent barriers or challenges, and risks involved in implementation of SDGs 1, 6, 7, 13, 14, and 15, UNDP Strategic Plan: Output 1.3 and UNDAF/Country Programme. The project exhibits great sustainability potential through its emphasis on, participation through multistakeholder structures, ownership, contribution, and capacity building including beneficiaries as well as via the postgraduate training at the University of Namibia and the Namibia University of Science and Technology.

Outcome 1: Functioning intra-governmental coordination to guide implementation and monitoring of global targets

Relevance	<p>This project has a direct linkage to SDG17 which calls for building, multi-stakeholder partnerships, ensuring policy and institutional coherence as well as data, monitoring, and accountability. Under NDP5, the government of Namibia is committed to effective service delivery to its people, and to accomplish this there is need to adopt and strengthen prudent and accountable practices that result-driven and performance-oriented through strengthening the monitoring system. However, inadequate coordination amongst institutions, evidenced in limited implementation and enforcement of existing legislation and compliance with environmental regulations, remain critical challenges, a challenge defined in NILALEG ToC and currently being addressed through the project.</p> <p>NILALEG was designed to address sustainable development, biodiversity conservation and landscape restoration in five landscapes across Namibia through introducing an integrated landscape management approach. The preservation of ecological integrity within these landscapes will secure ecosystem services and goods that maintain current and future development options for local communities, while also proactively supporting sustainable land and forest management, biodiversity conservation, climate-smart agriculture and sustainable livelihood options that benefit these communities.</p> <p>The project has conducted, National ILM Workshop, Regional ILM conference, and various trainings aimed at multi stakeholder coordination structures and various project stakeholders. It has developed Baseline Capacity scorecard, Guidelines for Gazzeting Regional and Communal forests and State Forests Reserves, Action plan on Enforcement to uphold environmental legislation, and review of Integrated Regional Land Use Plans.</p>
Effectiveness & Efficiency	<p>About 1533 people were reached through a virtual Panel discussion, trainings, conferences, and workshops, that triggered 100% involvement of cited stakeholders. All these were sensitized International/Local Consultant expertise on ILM, that reinforced NILALEG project buy-in by stakeholders.</p> <p><i>Effective:</i> Output 1.1, 1.2,1.3,1.4 and 1.5 as per project log frame have been satisfactory achieved (80%)</p> <p><i>Efficiency:</i> 583,449.05 USD spent by end of September 2022. Example Ministry of Land Reform had 494-</p>

	man days input. 365- man days input at MEA unit lab by UNAM.
Sustainability	UNDP in partnership with other UN Agencies, NSA, CSOs and academia, prioritize enhancement of capacity and support better coordination of the national statistical system for a well-managed and robust data ecosystem ⁸ , within which NILALEG is aligned. 2 workshops were held on streamlining the system for tracking the progress of MEA Spatial targets with Government stakeholders, where a consensus was reached. The MEA Unit at UNAM has also developed a digital monitoring tool. Together with MEFT, the MEA will cooperate to draft reports on the 3 Rio Conventions. The MEA at the University of Namibia has made strides to solicit additional funding for its activities. These include funding to support the MEA Unit and postgraduate students. Sustainability is assured at MEA through the Unit being coordinated by UNAM Academic staff and one or two technologists who provide technical support to the MEA while pursuing their Master's degree. One of the technologists is a member of staff of UNAM. Furthermore, since the Government of Namibia is a signatory to some UN Conventions on the environment (e.g. UNCBD, UNFCCC etc), the obligation to submit period reports, which are prepared through MEFT, will necessitate support by Government to the MEA Unit.
Country Ownership	Country ownership of NILALEG project is evidenced through the integration of project implementation in the National Implementation Modality and MEFT, which is a custodian of the Environmental Management Act, 2007, and Environmental Management Act regulations 2012, leading project logical activities with support partnership with MoF, MAWLR, MLR and research bodies.
Gender equality and women's empowerment	Women's low political representation is often used as an indicator of gender inequality. NILALEG has ensured that there is gender representation during dialogues, conferences and workshops held at both national and regional levels; with deliberate inclusion of views from women in the trainings and workshops; and inclusion of gender focal expert on the technical working group for MEAs (ToR). Component 1 output activities have been aligned to the Ministry of Gender Equality and Child Welfare Strategic Plan 2017 – 2022 and National Gender Policy (2010-2020).



Outcome 2: Enhanced sustainable land and forest management, biodiversity conservation and livelihoods in target landscapes.

Relevance	<p>Major barriers at Namibia's sub-national level, in government within regions, and landscape levels. There is deficiency in the knowledge, coordination and capacity needed to implement the IRLIP system through zoning for different land uses and rolling out activities. There is also an absence of enforcement to ensure plans are implemented and to prevent environmental crimes.</p> <p>NILALEG was designed to promote integration among government institutions, and closer interactions between these institutions and community-based organizations working on natural resource management, forest management. The design cited partnership-building at the center, since it is only through a multi-stakeholder partnership at national, regional and landscape levels that a truly integrated landscape management approach can be achieved, with attendant environment and development benefits sustained in the long term.</p> <p>As per MTR, project has conducted, socio-economic and baseline survey, preliminary feasibility assessment on the establishment of the Regional Forest Reserve, and feasibility study for 5 Nature Based Enterprises, developed a template for Participatory Land Use planning, Integrated Forest Management Plan, and Environmental management plans. Setup 5 Multi-Stakeholder Coordination Structures, Water Point Committees, demo plot, and plant nurseries supported. Devils Claw harvesters, employed local youth, and awarded grants.</p>
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⁸ Country Programme Document for Namibia 2019-2023; Programme Rationale; Page 3

	NILALEG, is aligned to NDP5, conservation and sustainable use of natural resources strategies (2017-2022), with its desired outcomes, including strengthening sustainable land use and sustain environmental awareness campaigns. This has been evidenced through Participatory Land Use planning and development of 5 landscape ILMPs
Effectiveness & Efficiency	<p>Reference to identified knowledge gaps identified in the POD, the project has established capacity development of multi-stakeholder coordination structures in 5 focal landscapes and are operating, following training based on the baseline survey on Capacity Development, that recorded about 314 Project beneficiaries. Feasibility and Market analysis studies of Nature Based Enterprise in the 5 landscapes have given clear guidance on the viability of the identified projects. It should be noted that most of the activities identified for implementation are still in prefeasibility stage.</p> <p><i>Effective:</i> Output 2.1, 2.3 & 2.7 as per project log frame have been satisfactory achieved, whereas Output 2.2, 2.4, 2.5 & 2.6 have been moderately satisfactory achieved. Outcome 70% achieved.</p> <p><i>Efficiency:</i> 3,250,064.77 USD spent by end of September 2022.</p>
Sustainability	<p>Key government ministries and agencies for land & forest management, agricultural extension, climate change adaptation and mitigation, rural development and planning, small business support; Conservancies, community forest management structures, NGOs, CBOs, farmer organizations, women's groups, socially marginalized groupings, cooperatives; Private sector partners involved in agriculture, agri-processing, bush thinning and biomass processing, ecotourism and processing of wild harvested products, schools are pivot to sustainability of component 2, with reference to the key strategies and proposed Interventions for NILALEG⁹. Restoration activities are being implemented using local native tree species. These emanated from consultations and assessment conducted to develop restoration, agro-forestry and sustainable crop and rangeland management plans for each of the focal landscapes in line with international best practice and consideration of the local context.</p> <p>The integrated landscape approach for managing production landscapes, forests and wildlife is therefore proven in the Namibian context as the most logical and sustainable approach to managing the environment, with substantial buy-in at high levels of government and is well understood at the local community levels</p>
Country Ownership	<p>The role played by several government structures both at national and sub national levels [MEFT (DoF) in cooperation with MAWLR (DAPEES), MURD, MPESW, MLR, MITSMED, civil society] well evidences the country ownership of the project hence increasing the likelihood of sustainability. For example, in the Nkulivere landscape, the Mpungu Constituency Development Committee (MCDC) was adopted to take up the role of coordination structure rather than establishing a new duplicate structure. The capacity that has been developed under the project shall continue mainstreaming and implementation of multilateral environmental agreements to which Namibia is a signatory in national planning and development agendas.</p>
Gender equality and women's empowerment	<p>Over 500 women have benefitted from Component 2 of NILALEG, as it has: -</p> <ul style="list-style-type: none"> • Ensured gender representation among the facilitators and trainees on participatory land use planning, mapping, zoning, and management. • Conducted socio-economic and environmental data surveys with gender disaggregation. • Ensured gender consideration in the process to demarcate, improve legal framework and development of capacity and plans for the management of the forests. • Ensured gender-balance during the formation and capacity development of trainings, Water Point Committees. • Ensured that the infrastructures and tools for sustainable harvesting (Devils Claw harvesters), agroforestry and fodder processing are gender sensitive. • Ensure gender representation in the recruitment of the youth in the youth employment schemes. • Ensured that the micro capital grant facility is accessible to women. • Ensured the inclusion of local women in the planning and business development process of nature-based enterprises

⁹ https://undpgefpmis.org/attachments/5640/215386/1725186/1737130/Annex_V_5640_Strategies_to_promote_sustainable_rangeland_and_forest_management_and_NRM_approaches.pdf



Outcome 3. Enhanced access to finance, technical assistance and market information to pilot and scale up the integrated landscape management approach and sustainable enterprises

Relevance	NILALEG was designed with strong emphasis on sustainable financing for integrated landscape management, working for a scale-up approach and nature-based enterprises through sustainable finance mechanisms. Providing support to Environmental Investment Fund (EIF) to help communities across Namibia access grants and loans for integrated landscape management and sustainable nature-based businesses.
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At Mid-point of the NILALEG project, the following have been carried out:- Joint Technical Advisory

	<p>Forum was formed, a baseline survey of the funding sources for Natural Resource Management was conducted, a concept for an ILM pipeline working with banks was drafted, a fact finding and verification visits was carried out to NYS farms and developed business, EIF and the NYS signed a Memorandum of Agreement and procurement plan for the piloting of bush control and charcoal production at National Youth Service (NYS) Farms was identified.</p> <p>Through the NILALEG project, youth are being empowered by assisting them to access loan finance, for equipment so they can set up their own small businesses such as bush thinning and charcoaling. The developed business and procurement plan for the Pilot plant for bush control for NYS, is aligned to NDP5, youth empowerment strategies (2017-2022), basis on its desired outcomes, including strengthening enterprise development and sustainability, promote youth health and wellbeing, and youth development.</p>
Effectiveness & Efficiency	<p>Conducted baseline survey of funding sources for Natural Resource Management provided baseline information on the funding landscape, whereas finalization of the ILM approach and sustainable enterprises Concept Note for EIF Led Investment conference explored the potential ways to enhance access to finance, technical assistance and market information under NILALEG</p> <p><i>Effective:</i> Output 3.1- Moderately satisfactory achieved, 3.2- Moderately Unsatisfactory and 3.3 Not achieved. Outcome 50% achieved.</p> <p><i>Efficiency:</i> 565,790.50 USD spent by end of September 2022.</p>
Sustainability	<p>General funding trends across ministerial lines indicates that many governmental actors sometimes play a substantial role in development cooperation. The engagement of diverse ministries can be attributed to a perception of value-addition through the mobilization of additional resources, the provision of sectoral expertise, the expansion of networks or the reliance on implementation channels that offer an alternative to the operating models favored by bilateral and multilateral development agencies¹⁰. Based on this, fact finding and verification visits to NYS farms were done to establish value for money, optimal costing and present business case models for Bush thinning and control with Charcoal production, and restoration using bush feed, hence the guiding document “<i>Business and procurement plan for the Pilot plant for bush control for National Youth Service</i>”.</p>
Country Ownership	<p>The Government’s willingness to contribute about USD 67,612,844 (79.6%) of the total committed project financing resources (USD 84,936,588) is a good indicator that the government played an active role. EIF in cooperation with MITSMED, MoF, private sector will support the development of nature-based enterprises, which may necessitate the arrangements for Access Benefit Sharing (ABS) arrangements as provided for in the Community Based Natural Resource Management (CBNRM 2013 Policy), once progress is on track.</p>
Gender equality and women’s empowerment	<p>The developed business and procurement plan highlighted gender representation (inclusion of NYS) in capacity enhancement programs on business operation, upscaling, expansion and sustainability with gender sensitive targeted scenarios. This will attribute to amplify the number of women mentored to submit business proposals and effectively funded under EIF.</p>

Outcome 4. Project results are tracked, and impact of interventions evaluated, with learning captured and shared

Relevance	<p>NILALEG was designed to create a more systematic knowledge base on integrated landscape management practices, through knowledge sharing for replication of best practice locally, nationally, and internationally. This could be achieved through knowledge exchange visits to share learning on best practice for restoration, mutual learning and solution-sharing for more rapid and sustainable development progress.</p> <p>As per MTR, the project has; awarded MSc and Ph.D. scholarships, published an article, conducted seminars, trainings, public dialogues, learning exchanges, and a learning visit. Developed Profiles for the 5 NILALEG Landscapes, a Project Communications strategy, Project documents Cloud systems, and monitoring tool for ILM Plans. Translated NILALEG information brochures into 5 landscape local languages and updated the indigenous people’s plan as well a stakeholder engagement plan.</p> <p>NILALEG aims at establishing partnerships at the early stage of the project with universities and bursaries provided for MSc and PhD students to work alongside the project and facilitate impact studies. NDP5, aspires to improve coordination of sectoral initiatives as to avoid duplication. NILALEG has created a platform through public dialogue that hance feedback mechanism which encourages shared knowledge and synergies between sectors of maximizing impact of; replication of best practice locally, nationally and internationally, and public awareness, advocacy, communications and knowledge</p>
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¹⁰ Bureaucratic Pluralism in Global Development (Page 30-38)

	<p>management. For example, learning exchange was conducted with participation from 3 Community Forests and 3 conservancies from the Ohangwena and Zambezi Regions with a total number of 31 (11F; 20 M) within 3 regions in the Nkulivere, Okongo, and Zambezi Landscapes. The learning exchange focused on how to implement Community Forest and Conservancy co-management as well as creating Income Generation for Community Forests and their members. Also, a learning visit was conducted by the Omaipanga, Odongo, and Ruacana landscapes. The learning was aimed at exposing the landscape coordinators and GRN officials to the implementation of restoration activities such as sand storage dams and their operations for replication in their respective landscapes. Eight (8) (3F; 5M) people attended the tour.</p> <p>These will attribute to a change in improvement of socio-economic livelihoods for 20,818 beneficiaries, and will contribute to UNDP's Strategic Plan output "Solutions developed at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals and waste", as well as the UN Country program's outcome that : "By 2023, vulnerable populations in disaster-prone and biodiversity-sensitive areas are resilient to shocks and climate change effects, and benefit from natural resources management".</p>
Effectiveness & Efficiency	<p>Profiles for the 5 NILALEG Landscapes were developed, Project Communications strategy updated, 46 media publications on the project and Cloud systems for project documents have been developed</p> <p><i>Effective:</i> Output 4.1, 4.2, 4.3,4.4 and 4.5 as per project log frame have been satisfactory achieved (90%)</p> <p><i>Efficiency:</i> 431,876.43USD spent by end of September 2022.</p>
Sustainability	<p>Partnering with tertiary and research institutions for longitudinal studies on project impact (beyond outcome level). NILALEG information brochures were translated into 5 landscape local languages</p>
Country Ownership	<p>MEFT strong cooperation with NPC (M&E), and tertiary institution evidenced country ownership of the project. There has also been a strong and positive contribution of UNAM via the MEA Unit through active collection of LDN data in support to MEFT preparation of the 3 Rio Convention Reports and generation of data to be used later during the development of NDP 6.</p>
Gender equality and women's empowerment	<p>UNDP and GEF require that projects approved from 2018 have a gender analysis and action plan. 47 landscape-level project stakeholders (4.2.1) were capacitated on gender mainstreaming and a training gender-mainstreaming manual was produced for landscape-level training provision and translated into 5 local languages spoken in the 5 landscapes (Oshiwambo, Otjiherero, Rukwangali, and Silozi). Sex disaggregated data to capture gender statistics was developed and updated.</p> <p>The consortia undertook a gender mapping exercise to identify and give baseline data on gender representation amongst the CBOs of the 5 landscapes. This gave a gender mainstreaming profile on the organizations in the landscapes and assisted with targeted invention planning. Gender sensitization and empowerment training targeted women in the Omaipanga landscape with a total of 35 women reached.</p> <p>Indigenous Peoples Plan was developed¹¹ and was updated in the implementation state to document the identified and specified actions for affected indigenous communities that have been identified as measures for avoiding, minimizing, or compensating for negative impacts. Gender Integration Assessment was conducted to assess the milestones achieved with the integration of gender in the project activities and identify gaps and opportunities (Has been updated).</p>



3.2.2 Remaining barriers to achieving the project objectives.

As per MTR, there were several barriers identified to achieving NILALEG objectives and targets, reference to PIR and consultations.

¹¹ PIMS 5640_NILALEG Indigenous Peoples Plan 29 March-draft for further development during implementation.doc

- **Output 1.1:** ILM conference was delayed due to the unavailability of presenters, worsened by the global COVID 19 pandemic in the country. PMU should make conference arrangements now that we are in the post-COVID era.
- **Output 1.2:** The MEA Unit at UNAM is collecting data needed for LDN yet there is no MOU signed between UNAM and MEFT regarding future operations of the Unit. Signing an MOU and developing a joint sustainability strategy between UNAM and MEFT will assure sustained operation of the MEA Unit and generation of LDN data. There is limited support from MEFT leadership on activities under 1.2
- **Output 1.4:** The Development of Training course as well as conducting the training has been delayed mainly due to delayed appointment of current Technical Specialist as the first appointed TSs contract was cancelled due to non-performance.
- **Output 2.1:** For the establishment of the Coordination structures, some delays have been experienced mainly because the concept of the coordination structure needs to be extensively discussed and understood by stakeholders otherwise it will fail without their buy-in. This requires more consultations than was previously envisaged. Furthermore, for some members, lack of funding is a barrier to attend meetings. Project beneficiary Targets have not been reached mainly due to delayed implementation in Capacity Development activities and Small Grants Facility.
- **Output 2.2:** The feasibility study for the establishment of the regional forest reserve has been completed and found the RFR feasible to implement. The regional stakeholders were engaged and are in agreement of the RFR. A barrier to this activity would be if the upcoming process of GRN are slow (forest inventory, producing of management plans etc.) and delayed and local stakeholders start losing interest in establishing the reserve. In addition, a delay might cause more people to start fencing off pieces of land in the envisaged RFR.
- **Output 2.3:** Delayed progress from the Technical Specialist responsible for agroforestry, rangeland management, and restoration. Slow forest inventory data analysis process (inventory report) from GRN officials responsible.
- **Output 2.4:** ILM Plans have been completed but there is slow pace of implementation.
- **Output 2.5:** Activities were slightly delayed due to slowed implementation by landscape consortia's
- **Output 2.6:** The project has not received any responsive bids for JV partnerships for 4 of the 5 NBE projects (Okongo, Ruacana, Zambezi and Omaipanga). This causes a huge barrier as these projects are will not succeed without a partner.
- **Output 2.7:** The activity is delayed because not all grants were awarded and for those awarded there is an identified capacity gap for proper implementation of such grants. To date, 14 grants have been awarded under the NILALEG Small Grant Facility, with investments made in all 5 targets landscapes. The TAP meeting (final evaluation) was delayed due to members not being available (no quorum) with the spurge and impacts of the COVID -19 Delta variant. Some of the grants awarded are not in line with the project objectives and most infrastructure for awarded grants are not up to standard.

Output 3.1 An investment survey to determine baseline for annual public and private sector spending on integrated landscape management has been completed. There is need to speed up the implementation to scale up the ILMA and enterprises.

Output 4.2: As an output of the training, the consortia and their stakeholders are currently working on a landscape-level Gender Action plan. This plan will also feed into the Project GAP to enhance monitoring and reporting.

Output 4.3: Profiles are currently under review and will be updated on a biannual basis. + The learning exchange visit on community forest management structures was not conducted due to delayed implementation.

Output 4.5: One landscape was not visited due to clashing meetings and available time.

Other challenges/barriers faced by the project

Analysis of data and information collected during the MTR revealed additional barriers which should be addressed during the remaining time of the NILALEG project, to accelerate the implementation of respective project activities thereby enhance achievement the project goals and objectives. These include

but are not limited to the following: -

1. **Inadequate and disjointed coordination and implementation mechanisms.** Because of weak planning, it is evident that implementation of project activities is disjointed. For example, PMU, Consortia, Technical Specialists, EIF, largely, make visits to landscapes to implement their project activities in isolation. Some beneficiary local communities are not informed in advance by the IP regarding for example installation of a borehole by a contractor.
2. **Relatively poor-quality control and adherence to standards.** The MTR has shown that in general, some NILALEG infrastructure installed at some landscapes have much to be desired in terms of quality and poor workmanship in some cases. The MTR attributes this partly to IPs working in isolation and failing to involve appropriate stakeholders and technical experts in the landscape multistakeholder structure. For example, one borehole was installed in Omaoipanga landscape with incorrect pipes because of not involving technical staff from the Department of Rural Water Supply. Similarly, the local communities in Omaoipanga landscape were appalled to see the poor drainage which was constructed around the excavated water spring but could not take the contractor to task because both the consortia and local communities were not officially involved in implementation of this project activity. Other substandard quality and workmanship was noted in Zambezi landscape whereby only the Borehole had defects already and could not pump water to fill the tanks. In the same Zambezi landscape, the Goat Breeding structure is of poor quality yet even the goats looked so sickly and overcrowded.
3. **Inadequate stakeholder engagement.** The MTR has revealed a glaring inadequate stakeholder engagement. Most IPs and other project participants, including regional and local councils and communities were not engaged from the project design stage. Being a relatively complex project, it took the communities long to understand the NILALEG project and hence some delays for the project implementation to set off. Hence the need for more in-depth and continuing engagement of stakeholders in the remaining project time.
4. **Inadequate monitoring and supervision including high-level IPs.** This too emanates from weak planning and disjointed coordination. Due to the extent and remote spatial location of landscape, the MTR noted that Project activities have not been adequately monitored and supervised by high level members / units such as PMU, UNDP, PSC and even at ministerial level.
5. **Weak exploitation of potential synergies and inadequate establishment of partnerships.** One of the strengths of the NILALEG project is the wealth of expertise and experiences of members of the management of project implementation, ranging from UNDP CO, MEFT, Civil Society representatives, PMU, UNDP GEF, RTA, Project Technical Specialists, Landscape Consortia, MAWLR, EIF and NPC. The MTR has revealed that the experience and expertise in implementing similar projects other than NILALEG has not been exploited, nor synergies enhanced. NAMSIP and EDF 11 have high potential for synergies. Furthermore, it is evident that there is great potential for establishing lasting partnerships not only for the NILALEG project to accelerate achievement of project goals but also for future similar projects. This too can be achieved by deliberate effort by the MEFT through PMU and UNDP
6. **Delays in financial released and reporting:** Discussions with various IPs during the MTR have revealed that since NILALEG is a NIM project, the Procurement Act of Namibia has been adopted and this, together with the UNDP requirement to retire unused funds in each reporting quarter contributes to delays which some IPs have raised. This has been flagged to adversely affect implementation of some project activities.
7. **Insufficient transparency and accountability.** One common chorus heard during the MTR stakeholder consultations especially at the landscape engagement with Regional Councils, Multistakeholder and beneficiary level, was the need for IPs to share information or to be open regarding project activity implementation, engagement of contractors and amount of funds involved. Some stakeholders have questioned the cost of some infrastructure and how some contractors were engaged, monitored and how in some cases were paid even before some works were completed.
8. **Inadequacies in experience and expertise and capacity amongst some implementing personnel and local communities.** The MTR team noted that the PMU had difficulties reviewing and commenting on some technical reports and submissions from technical experts. EIF experienced similar challenges regarding implementation of the Youth Charcoal project component which necessitated hiring a consultant to assist. There is hence need for capacity development or hiring more

specialists on a need's basis. Furthermore, there is need to capacitate local communities to develop grant proposal applications.

3.2.3 Progress to Impact

Additional to the cited barriers (Section 3.2.2), MTR has revealed the slow approval of protocols and procurement plans from the landscapes by the PMU. This has contributed to delays in the implementation of activities and hence needs to be addressed urgently, especially considering that the implementation is at mid-point. Therefore, no more time should be lost in the processing of requests. Alternatively, since the ILM plans and activities were recently finalized, these activities must be approved at the beginning of the year/quarter so that there is no need for approval at the time of implementation of these activities, but rather just the processing of approved activities. It was noted during MTR that most Regional GRN stakeholders do not have sufficient resources (e.g., petrol in the cars) to support project activities, and this slows down implementation of NILALEG activities. Equally, however, regional heads need to understand their role in the co-financing of the project and should not expect the project to cover all costs of support services. This forms part of ownership or participation in NILALEG project for sustainability beyond the project life. Progress towards impact is further impeded by lack of coordinated implementation between technical specialists and Landscape consortia much as has been expressed for the need for PMU to facilitate effective coordination of all project plans at the national, subnational and landscape level as provided for in the ToR of the PMU. It was noted that in some landscapes, lack of dedicated staff to the NILALEG activities from the contracted consortia results in slow progress onsite.

The above notwithstanding, however, NILALEG has registered notable achievements including but not limited to: -

- All 5 MSCS established, trained, and fully functioning. These were involved/consulted during the development of the ILMPs.
- TWG was established, MEA launched with Monitoring data sources identified and equipment procured.
- 16 training events took place across 5 landscapes at a national level. 1533(792 females; 741 males) project beneficiaries were reached through capacity development. 25 (11F; 14M) forestry officials received training and 19 certified as Peace officers.
- ILM Plans, gazettement guidelines, Enforcement action plan, IRLUP, IFMP, NILALEG profiles, information brochures, monitoring tool for ILM Plans developed or reviewed or updated.
- 844ha of agricultural land restored. 68,511 hectares better managed in Community Forests. 891ha under new sustainable crop/rangeland management.
- One student has published an article in the Food Security for African Smallholder Farmer
- 7 learning events: 1 conference, 5 workshops, 2 exchanges, 1 seminar, 1 dialogue undertaken.
- A total of 14 grants were awarded by the end of 2022 and Grants Portfolio valued at N\$ 11,108,052.07, with Direct Project Beneficiaries (grant recipient CBOs) - 457 (F: 180 M: 277)
- Successful rehabilitation of the Okongo Small Scale Commercial Farmers' Kraal valued at N\$ 730,250.00. Since completion, 2 auction events were held at the auction kraal with: 391 cattle received, 356 auctioned, and N\$ 3,181,200.00 sale made, benefiting 109 F:7 M:102 famers.



NILALEG has progressed well since it began implementation, despite a slow start and the impact of the Covid-19 pandemic on project implementation and expenditures. The project has Moderately Satisfactorily (MS) achieved its mid-term targets.

3.3 Project Implementation and Adaptive Management

3.3.1 Management Arrangements

The project has been implemented following UNDP's National Implementation Modality (NIM), per the Standard Basic Assistance Agreement (SBAA) between UNDP and the Government of the Republic of Namibia, and the Country Programme Document (CPD) (as indicated in **Error! Reference source not found.**). The Implementing Partner for this project is the Ministry of Environment, Forestry Tourism (MEFT), responsible and accountable for managing this project, approving and signing the multiyear workplan, combined delivery report at the end of the year; and, signing the financial report or the funding authorization and certificate of expenditures, monitoring and evaluation of project interventions, achieving project outcomes, and for the effective use of UNDP resources. The project management arrangements were developed in the Project Document, presented and agreed during the inception workshop. Roles and responsibilities are clear. No changes were proposed during the inception phase. Stakeholder engagements, including various IPs during the MTR, revealed that the majority of, or, if not almost all implementers joined the project from 2020 with some even only in 2021 due to Covid-19 and following their recruitment, despite the project officially commencing in 2019. For example, the PMU was recruited and staffed in 2020.

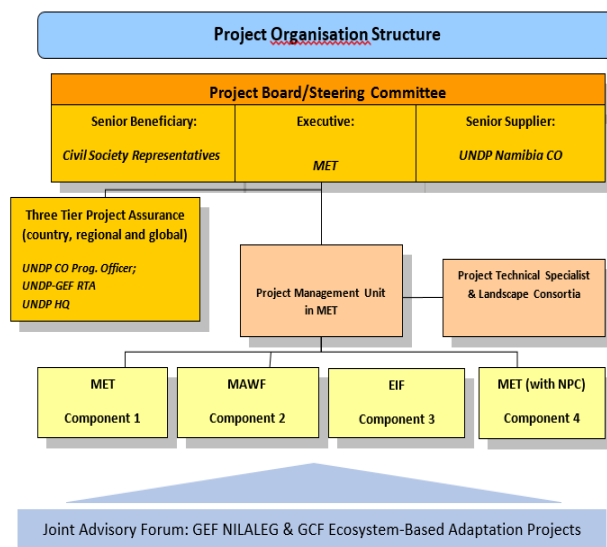


Figure 6: NILALEG Project Organizational Structure

While the project management structure and roles and responsibilities are clearly defined in the project document, the MTR has rated the effectiveness of implementation to be moderately satisfactory. This is partly due to relatively weak project management especially in coordinating the implementation of project plans and operations. In addition, there was relatively ineffective monitoring and supervision of project and ineffective vertical and horizontal communication and feedback mechanisms. These have pulled back project progress that has great promise to achieve the set goals and objectives.

Recommended areas for improvement during the remaining half of the project duration include but are not limited to the following: - the PMU must consolidate all workplans from the IPs into one master-NILALEG-plan with the Project Manager to execute more effectively and with more hand-on coordination and oversight role of all the planned activities. Based on the formulated project masterplan, all communication portfolios or staff and Monitoring officers at all levels of project implementation must further develop corresponding well-coordinated Communication and Monitoring and Evaluation masterplans that speak to the project masterplan. Effectiveness of implementation of these 3 masterplans must be overseen and further guided by the PSC during their set / scheduled meetings. The guidance of the PSC will be reflected in the minutes of their meetings.

All IPs have been actively involved in the implementation of their respective project mandates, with varying levels of effectiveness of execution, evident in how much they have achieved at project mid-point, as reflected in Annex 2 (Matrix for rating the achievement of outputs). The overall moderately satisfactory achievement of project activities at mid-point should be accelerated during the second half of the project. This will be achieved through effective coordination of planned activities and efficient implementation. The PMU with the oversight of the PSC need to enhance the coordination of the Project.

The NILALEG Project management structure includes the Joint Technical Advisory Forum (JTAF) for The NILALEG Project and The Ecosystem-Based Adaptation Project. The JTAF's objective is to oversee, advise and guide the development and the implementation of sound landscape interventions, review project implementation reports and provide direction, provide guidance on technical challenges in implementing the project activities and facilitate strategic processes that mainstream project activities, national policies and programmes. Despite the project implementation starting in earnest in January 2020, the PMU facilitated and finalized the setting up of the JTAF only in June 2022, with their first meeting conducted in August 2022. Hence NILALEG did not benefit from JTAF, which is supposed to serve its complementary role to PSC, to provide technical guidance, as needful. The JTAF should have been established at the outset. It is recommended that the JTFA should actively play its advisory role to the NILALEG during the remaining half duration of the project.

The MTR has revealed that UNDP CO have provided adequate support to the NILALEG project especially to the PMU although some planned landscape visits did not materialise. These high-level visits to the landscapes must be well planned and executed during the second hand of the project time left.

NILALEG PMU has met regularly and discussed important NILALEG project matters regarding all landscapes. At landscape level, respective consortia have also held meetings with members of the established Multistakeholder structures. However, at times, there is low attendance by the beneficiaries who are the key stakeholders of NILALEG project. This is partly attributed to the fact that they lack transport.

The MTR has recorded various adaptive management changes that have been carried out and shared by NILALEG project to different stakeholders as appropriate. A few of these include but are not limited to: - cancellation of 2 Technical specialists' positions, alignment of procurement services with Public Procurement Act since the project is also implemented as a NIM Project., use of local labor by contractors in some landscapes, weekly meetings, Farmer Information Days (FID), Building Early Childhood Development (ECD) Skills. PMU and UNDP currently hold monthly meetings to support the progress in project implementation.

PMU carries out annual meetings to review project progress and coordinate planning for the landscapes and share best practice for the consortia. The project also conducts quarterly implementation meetings to review the workplans of the quarter and address any implementation issues that might be experienced. In addition, consortia are expected to submit weekly workplans for better implementation management and monitoring of progress on the ground.

3.3.2 Work planning

The MTR has noted that the NILALEG project suffered start-up and implementation delays. After the project was approved in October 2019, the Inception Workshop took place only in July 2020. During the global Covid 19 pandemic, project activities were delayed and slowed down partly because travel was prohibited or restricted and in-person meetings with stakeholders were therefore not possible. However, the project has been quite flexible and shifted to virtual activities to manage the new Covid19 risk to implementation. These virtual meetings to some extent assisted the project IPs, especially the PMU, to coordinate development of project activities at different levels of implementation with stakeholders and partners. Despite this setback, and implementing under challenging circumstances, the project activities were accelerated and hence the achievements reported so far as listed in Annex 2 (Matrix for rating the achievements of the output). It is noted, with satisfaction, the efforts made by all IPs to develop and submit quarterly and annual plans that align with project goals and objectives as outlined in the project's results framework / log-frame. No changes were made to the log-frame.

The MTR team note that restoration in ecological usage is a long-term intervention. It takes time to undertake restoration and it is a challenge to assess if successful restoration has been achieved. One requirement of restoration assessment is to pre-define the desired state which will constitute successful restoration. Under Project Outcome 2: “Enhanced sustainable land and forest management, biodiversity conservation and livelihoods in target landscapes” the MTR team is suggesting the following changes to the specific indicators: -

GEF Core Indicator # 3 Area of land restored: 10,000 hectares	
3.1 Area of degraded agricultural lands restored – 1,000 ha	3.1 Area of degraded agricultural lands revegetated and brought under sustainable land management practices – 1,000 ha
3.2 Area of forest and forest land restored – 2,000 ha	3.2 Area of forest and forest land re-afforested and brought under sustainable forest management – 2,000 ha
3.3 Area of natural grass and shrubland restored – 7,000 ha	3.3 Area of natural grass and shrubland replanted and brought under sustainable grass and scrubland management – 7,000 ha

3.3.3 Finance and co-finance

The MTR assessed the financial management with specific reference to the cost-effectiveness of the interventions. These are presented in Tables below with specific commentary.

GEF Grant Amount:	10,823,744
Co-financing:	74,112,844

Sources of Co-financing	Name of Co-financier	Type of Co-financing	Amount confirmed at CEO Endorsement (US\$)	Actual Amount contributed at stage of MTR as of Jun 30, 2022 (US\$)	Actual Amount contributed at stage of MTR as of November 30, 2022 (US\$)	Actual % of expected Amount
Recipient Government	Ministry of Environment, Forestry and Tourism's (MEFT)	Grants	17,307,317	2,525,098	4,812,677.31	58%
Recipient Government		In Kind	1,200,000	17,157	77,792.42	92%
Recipient Government	Ministry of Agriculture, Water & Forestry (MAWF)	In Kind	23,334,798	0		100%
Recipient Government		Grants	12,564,891	0		100%
CSO	Namibian Nature Foundation (NNF)	In Kind	50,000	0	102,459.68	0%
Others	University of Namibia	In Kind	50,000	0		100%
GEF Agency	UNDP	Grants	400,000	0		100%
Donor Agency	Environmental Investment Fund-GCF (EIF)	Grants	6,000,000	128,524	4,069,413.41	30%
Recipient Government	Ministry of Land Reform	Grants	4,622,043	0	395,882.35	91%
Recipient Government		In Kind	8,583,795	0	0	100%
Recipient Government	UNAM	In Kind	(not set or not applicable)	100,000	24,788.20	100%
GEF Agency	UNDP	Grants	(not set or not applicable)	200,000		100%

Sources of Co-financing	Name of Co-financier	Type of Co-financing	Amount confirmed at CEO Endorsement (US\$)	Actual Amount contributed at stage of MTR as of Jun 30, 2022 (US\$)	Actual Amount contributed of MTR as of November 30, 2022 (US\$)	Actual % of expected Amount
Donor Agency	Integrated Forest Resource Management	Grants	(not set or not applicable)	405,947		100%
Donor Agency	Capacity Development Design Team	Other	(not set or not applicable)	279,000		100%
Total			74,112,844	3,655,725	9,380,553.69	84%

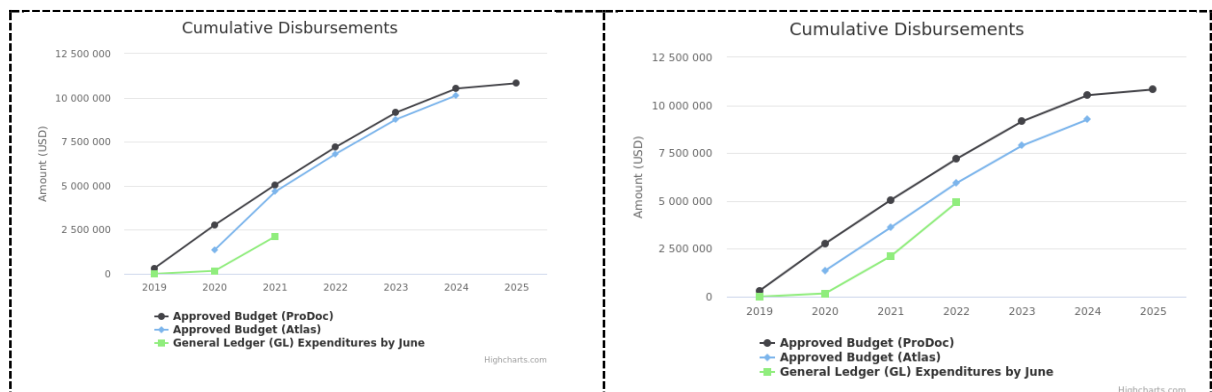


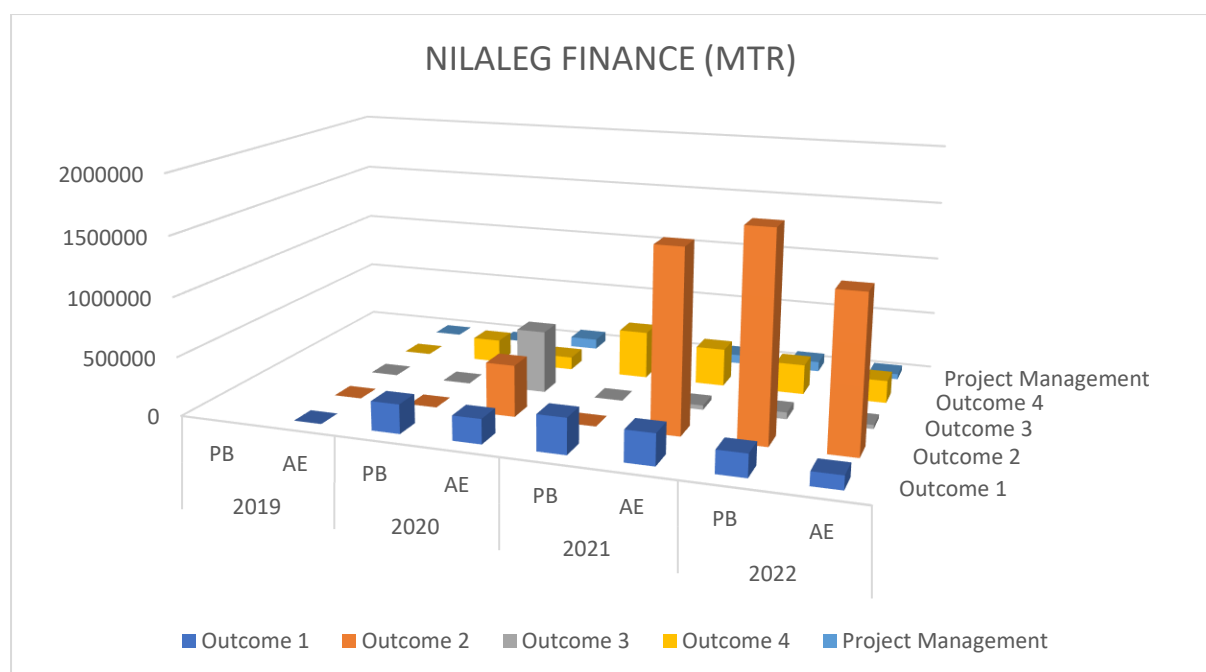
Figure 7: Fund Disbursement period

	2021	2022
Cumulative GL delivery against total approved amount (in ProDoc):	19.6%	45.46%
Cumulative GL delivery against expected delivery as of this year:	41.97%	68.34%
Cumulative disbursement as of 30 June:	2,121,160	4,920,111
2021		2022
<p>Financial performance: severe low delivery rate against the expected delivery, it has 14.41% which is less than 15% delivery rate against the ProDoc budget; thus, it is flagged and considered a high SEMER portfolio-level risk.</p> <p><i>Comment:</i> Project utilization of about 14.41% against the GEF approved grant amount of USD 10,823,744 was way below the anticipated 50% total spend by MTR.</p>		

Outcome	2019 USD	2020 USD	2021 USD	2022 USD	Total USD
Indicative Breakdown of Project Budget in Project Document:					
Outcome 1		244,913.00	299,854.00	190,832.00	735,599.00
Outcome 2		565,105.00	2,095,969.88	1,722,983.00	1,722,983.00
Outcome 3		258,113.00	401,599.00	57,570.00	57,570.00
Outcome 4		197,857.00	405,264.00	255,532.00	858,653.00
Project Management		101,247.00	93,707.00	84,615.00	84,615.00
Total	\$0	1,367,235.00	3,296,393.00	\$2,311,532.00	4,663,628.00

Outcome	2019 USD	2020 USD	2021 USD	2022 USD	Cumulative Totals at Midterm 2019 – end Sept 2022 USD
Annual Work Plan Budgets and Actual Expenditures Incurred through Midterm:					
Outcome 1:					

Outcome	2019 USD	2020 USD	2021 USD	2022 USD	Cumulative Totals at Midterm 2019 – end Sept 2022 USD
Annual Work Plan				\$0	
Disbursed				\$0	
Balance (AWP-Disbursed)	\$0	207,513.05	261,399.00	\$114,537.00	583449.05
Outcome 2:					
Annual Work Plan				\$0	
Disbursed				\$0	
Balance (AWP-Disbursed)	\$0	434,015.77	1,523,569.00	\$1,292,480.00	3,250,064.77
Outcome 3:					
Annual Work Plan				\$0	
Disbursed				\$0	
Balance (AWP-Disbursed)	\$0	528,659.50	37,131.00	\$33,778.00	565,790.50
Outcome 4:					
Annual Work Plan				\$0	
Disbursed				\$0	
Balance (AWP-Disbursed)	\$0	109,367.43	322,509.00	\$190,973.00	431,876.43
Project Management					
Annual Work Plan				\$0	
Disbursed				\$0	
Balance (AWP-Disbursed)	\$0	87,305.69	75,087.00	\$45,609.00	162,392.69
Grand totals					
Annual Work Plan	\$0	\$1,366,861.44	\$2,219,695.00	\$1,677,376.00	
Total Disbursed	\$0	\$1,366,861.44	\$2,219,695.00	\$1,677,376.00	
Balance (AWP-Disbursed)	\$0	\$1,366,861.44	\$2,219,695.00	\$1,677,376.00	



PB- Planned Budget

AE- Actual Expenditures

Figure 8: Actual budget spent Vs Planned budget.

Total expenditure against the GEF grant as of November 2022 stood at US\$ 5,263,933 (PIR, November 2022) or 70% of originally planned budget (Appendix IX- ProDoc, page 57). Expenditure per Outcome proved to be properly aligned with the level of effort which was needed to deliver results through the proposed activities. The review of the financial management aspects of the project indicated that Project Management had been affected by delays in disbursement of funds from the funding agency. PMU mitigated the potential impacts of these delays by rolling over activities which had not been completed from one cycle to another. The high utilization of funds had also been made possible by the transfer of responsibility for project implementation to the entities responsible for specific projects. Monitoring and reporting were also assessed to have been effective with all scheduled quarterly and annual reports being submitted to the implementation partner in spite the time gaps. Overall, financial management systems adopted for project implementation were assessed to have been effective.

The NILALEG project is a NIM project hence all financial controls, procurement and reporting of finances are transacted following the Government of Namibia Procurement Act. It has been noted further that PMU need to meet the requirement of retiring all or up to 80% of funds disbursed during the previous tranche. Furthermore, it has been noted that these NILALEG funds are disbursed to PMU from UNDP through their Office in Malaysia. PMU and other Ips have indicated that the adherence to Procurement Act of Namibia, retirement of unused funds and applying for funds for subsequent tranches, hinder timely implementation of project activities due partly to the long approval or waiting time. It is the view of the MTR team that these obstacles can be circumvented via effective planning and coordination to improve absorption and use of funds received. The need for sharing information with all stakeholders especially at landscape level regarding funds used for different project activities as is acceptable has been raised and expressed.

Furthermore, MTR has shown that most project activities were under budgeted and that the time-lag between the development and approval of the project and its implementation has been overtaken by inflation over these years. For example, PhD students experience financial hardships to effectively undertake their project activities especially field data collection, to cite one example. Hence, there is need therefore to increase co-financing including soliciting more project funds through research proposals and grants from other funding agencies. As part of their contribution, Government, CBO and other stakeholders must include some funds in their annual budgets for NILALEG project activities that fall within their mandates.

3.3.4 Project-level monitoring and evaluation systems

NILALEG M&E has mainly been guided by Project document, Project Monitoring and Evaluation (M &E) plan, Project results framework project. The M&E plan was prepared incorporating all the major project indicators as well as sub-indicators that are derived from the major indicators, data and information is being collected from regions to continuously update the M&E tool. A monitoring tool for ILM Plans, school tree planting initiative and local employment was developed.

The project has implemented annual review meetings, reference to monitoring project results framework, through collective peer review of project progress, and coordinated planning for the landscapes and best practice sharing for the Landscape consortia. The project also conducts quarterly evaluation implementation meetings and M&E site visits against the workplan to ensure the project effectively achieves the set targets. The UNDP Country Office has worked with MEFT to ensure UNDP M&E requirements are met in a timely fashion and to high quality standards and GEF-specific M&E requirements are undertaken in accordance with the GEF M&E policy. This independent MTR process is a result of such requirement.

The Project Manager is responsible for the day-to-day project management and regular monitoring of project results and risks, including social and environmental risks. The project recruited a project

monitoring & evaluation, capacity development and research officer who is responsible for overseeing all consultancies and project implementation/coordination project monitoring and evaluation and supervising the work of the Survey. The Project Steering Committee takes corrective action as needed to ensure that the project achieves the desired results (3 meetings held). Additional M&E and implementation quality assurance and troubleshooting support may be provided by the UNDP-GEF Regional Technical Advisor and the UNDP-GEF Directorate as needed by NILALEG. However, the project faces; inadequate monitoring and supervision funds, limitations in understanding monitoring tools among regional focal persons and cancelled high level joint monitoring and supervision.

The above notwithstanding, the MTR field visits to landscapes have revealed the need for more well-planned and coordinated M&E activities and visits, to maximize involvement of all IPs and stakeholders, including project beneficiaries. Some infrastructure that has been installed or constructed at some landscapes are of poor quality or reveal poor workmanship, suggesting inadequate monitoring to assure quality and adherence to set standards. Where cheap materials have been used to construct various infrastructures, longevity of operation and sustainability is under threat if one does not consider quality over quantity during implementation. PMU should facilitate development of a well-coordinated Project M&E master plan that should be developed from M&E plan of all IPs and to include members of the Multistakeholder Structure. Such a plan will not only be cost-effective but will also foster ownership, assure quality of infrastructure or project benefits and adherence to standards. PMU M&E unit, in liaison with the Project Manager, must uphold the practice of effective consultation, communication and involvement of all stakeholders and IPs to facilitate effective monitoring and evaluation of all project activities.

3.3.5 Stakeholder engagement

The NILALEG project design is logical and sound with proper linkages between the project interventions and problems being addressed. The design was well informed by empirical studies that articulated problem indicators well, leading to corresponding interventions and performance measurement. To this end, the MTR has noted that the project is well aligned with national priorities, UNDP country strategy as well as GEF global focus and priorities. The NILALEG project is a country and needs driven project. It is unique in that it has great potential for being highly transformative through, not only addressing livelihoods of local communities including women, youth, and the marginalized communities (Leaving no one behind), but also by its contribution to sustainable land and forest management, biodiversity conservation and restoration of degraded landscapes thereby enhancing ecosystem services. It is not surprising therefore that the NILALEG project has stakeholder involvement at international, national, subnational, local, and beneficiary involvement. A few specific stakeholder involvements in the NILALEG project are cited below.

NILALEG provides a vehicle for an effective multi-stakeholder approach to integrated landscape management which is vital if Namibia is to meet its global environmental obligations and national development goals, addressing poverty and environmental degradation, and achieving inclusive and sustainable economic growth in the long run.

- Ministry of Environment, Forestry, and Tourism (MEFT); Project Coordination
- Directorate of Rural Water Supply and Sanitation (DRWS); Borehole site identification
- Ministry of Gender Equality, Poverty Eradication and Social Welfare: Women empowerment through trainings
- Ministry of Youth, National Service, Sport and Culture (MYNSC); Piloting of a charcoal production
- Ministry of Information and Communications Technology (MICT)/ Namibian Association of Youth with Disabilities (NOYD)/ Nam Water; International Day of Persons with disabilities and the public dialogues
- Directorate of Forestry (DoF); Participating in all activities
- Directorate of Agricultural Production, Extension and Engineering Services (DAPEES) and Directorate of the Veterinary Services (DVS); Partnership with all four Consortia

NILALEG project draws together a wide range of stakeholders from the public sector for intragovernmental coordination, in partnership with the private sector, civil society, research organizations, and donor and technical partners, to bring about a shift in the way Namibia approaches rural development, while coordinating actions to reverse environmental degradation and maximize nature-based livelihoods

- Parastatals; Activities under Component 3
- University of Namibia (UNAM)/ Namibia University of Science and Technology (NUST)/ International Literacy Association, Nigeria/ Integrated Rural Development and Nature Conservation (IRDNC); postgraduate training Information sharing, and lessons drawn; UNAM housing and leading the MEA Unit.
- University of Rwanda/ Namibian Association of Community -Based Natural Resources Management Support Organisation (NACSO); Shared lessons learned.
- Namibia Development Trust (NDT); Mapping/demarcation of the mining area
- Namibia Nature Foundation (NNF); Component 3
- Deutsche Gesellschaft fur International Zusammenarbeit (GIZ); collaboration during the Forestry Law Enforcement training
- Landscape Level Stakeholders: Project activities are mainstreamed into government activities.
- Traditional Authorities; Administer land and land-based resources in communal areas.
- Landscape level: beneficiaries engagement



Overall, the visibility of the NILALEG Project in the landscapes has been enhanced by the impact of project activities that have been implemented especially provision of water and other benefits, in addition to training and public awareness that have been carried out by various IPs.

3.3.6 Reporting

The NILALEG reporting is as prescribed in the ProDoc. To date, reports for Project preparation inception workshop (January 2018) and project inception workshop (July 2020) are available. In addition, 2021 and 2022 Project Implementation Report (PIR), were submitted. In addition, PMU and respective sections and IPs and Landscape Consortia also prepare and submit Work Plans. Quarterly and annual reports are submitted as required.

The PMU, through the Communications desk, has since July 2022 adopted a new system of drafting and keeping minutes of all quarterly planning and implementation meetings with all the 5 landscapes. In the past, they only made notes when they discussed the workplans. Recording and keeping minutes will assist follow up of planned activities and enable better monitoring.

EIF, one of the IPs is mandated to implement NILALEG project Component 2 grant facility and Component 3 dealing with sustainable financing for implementation and upscaling of the integrated landscape management approach, with 3 specific outputs including piloting sale of charcoal and by-products from bush control on state and resettled farms (as per ProDoc). Being an accredited financing organization, EIF adjusted its grant approval criteria and process to accommodate for example, landscapes where there were no formal or registered CBO (a very important approval criterion for EIF). Hence grant proposals from some informally organized

groups were accommodated. This was to cast wide access of the NILALEG grants to potential beneficiaries in the landscapes. The letter of agreement between EIF and PMU took long to sign and effect due to variance requirements of EIF grant approval criteria and processes (as per EIF ACT) and expectations of PMU regarding how grants should be administered to ensure timely approval and implementation of grants in landscapes. As at mid-point of the project, variances have largely been ironed out and communicated. It is anticipated that EIF and PMU will work more closely to speed up implantation of mandated project activities.

3.3.7 Communications

The project contains an entire Outcome (4) dedicated to knowledge management, communication designed to achieve project results as tracked, and impact of interventions evaluated, with learning captured and shared. Internal and external communications are carried out as per NIM established management systems. The project has updated the project communications strategy, translated NILALEG information brochures into 5 landscape local languages and made 46 media publications (Radios, TV, Telephone, Newspapers). Regarding knowledge management, NILALEG has generated a substantial amount of data through its stakeholders at the landscape level. The project commemorated World Disability Day by facilitating the participation of 9 (4F;5M) representatives from the landscapes in the Official commemoration in Windhoek, the event had a total of 150 (79F; 70M) participants. Communication was articulated at planning, and communications & Audio-visual Equipment awarded USD 50,000 at budget level. NILALEG project has a communications officer in the project management team, and the budget for components of work allows for production of these and other innovative forms of communication and awareness raising. The Project Communications, Gender is also responsible for M&E. However, the project faces cited challenges, including but not limited to disjointed communication avenues, inadequate feedback mechanisms, over loaded communication tasks and staff, no project specific focused website vs MEFT website, no visibility and planned publicity of project interventions, lack of documented good practices and video documentary. In a nutshell, while UNDP, PMU, IPs as well as Landscape Consortia have communication desks, more effective coordination of their communication mandates is needful.

3.4 Sustainability

3.4.1 Financial risks to sustainability

EIF has made major strides in establishing long-term funding vehicles for environmental management, and NILALEG is helping communities across 5 landscapes in Namibia through access to EIF grants for integrated landscape management and sustainable nature-based businesses, developing criteria to improve social inclusion, and support investment-ready project development. Although over 47 (25F; 22M) grant beneficiaries, 214 (126F; 88M) grant applicants trained, awarded 12 grants, project's results financed through a GEF grant of USD 10,823,744, and USD 74,112,844, in parallel co-financing face several different financial risks. These include but are not limited to the following: - Lack of adequate staffing and a junior staff member managing the project grants at EIF; Services required under this component that are budgeted for in the ProDoc and delayed disbursement of grants. This means that much needed financial resources are not reaching the intended beneficiaries on time to enable them to kick-start, which further impacts the implementation pace of the proposed interventions, which if not addressed would further negatively impact the full achievement of the targets.

However, NILALEG devised adaptive and sustainable strategies, including recruitment of a technical specialist to assist in the administration of the NILALEG Grant Facility and the Piloting of Charcoal Production Facility (Component 3). This should improve the delivery of the components. A plan of mainstreaming some of the project activities in the Regional Council Development plans is underway which promotes sustainability. In kind contribution to the project activities e.g. WSP/committees fee, Public Private Partnership strategy on some project

interventions. Other sustainability interventions include promotion of enterprise through Grant Award Scheme, incomes and profits generated through IGAs; and use of pool of government technical staff at various levels who are already salaried; Notifying stakeholders that work directly with the communities in landscapes about budget management revision addressing changes that have occurred in expenditure and the assumptions made when the budget was initially drawn. The risk of lack of funds to sustain implemented project activities at the landscape level, after the 6 years of the project have elapsed is notable. This may be related to maintenance of infrastructure, capacity to sustain the benefits especially livestock and other nature-based enterprises. There is need for a planned and executed exit plan. ***Sustainability Rating= Likely (L)***

3.4.2 Socio-economic risks to sustainability

NILALEG project's socio-economic risks are characterized as moderate risk as there has been solid support among the pilot communities for managing and owning community forests. The Project has a designated component -output 2.6 that focuses on social-economic attributes including tourism, value-addition, and processing of natural products, involving women, youth, people with disabilities, and socially marginalized groups. Omaiopanga landscape, inhabited by indigenous people, bears a social risk of these groups not being fully engaged in decisions that affects their landscapes. In line with the UNDP Social and Environmental Standards, the groups were consulted at project design phase and a draft Indigenous Peoples Plan Framework prepared, which guided consultations during the first six months of project implementation.



Risk of integrated landscape management approach faces a technical expertise and knowledge gap that is not necessarily readily available in these landscapes, and therefore full participation or engagement is limited. Also reduced access to resources and economic displacement may be faced. To a limited extent, the affected local population may be temporarily cut-off from utilising the degraded lands as restoration activities are being implemented. All these were articulated and mitigated well in the ESMP and annual workplans. Socio-economic

and baseline survey report was prepared and various social attributes were triggered by the project, including; diversification of community alternative income sources (e.g. women involved in goat revolving scheme, enterprises involved in project activities and employing number of people directly and indirectly, alternative IGAs as result of gains from NILALEG project); WSPs like boreholes and Earth dams have enabled small gardens; 76 community youth have been employed in NILALEG enterprises as well as Contractors using local communities for labor.

Namibia's social landscape is characterized by gender inequalities in relation to land and land-based resources and are apparent in social, economic, and political spheres of life. A panel discussion on social economic and Gender equality-105 people, 70 were online and 35 (16F; 19M) were face-to-face- was conducted by the project. ***Sustainability Rating= Likely (L)***

Livelihoods, Gender and Stakeholder Engagement Assessment
Gender Assessment and Action Plan
Namibia Integrated Landscape Approach for Enhancing Livelihoods and Environmental Governance to Eradicate Poverty (NILALEG)

March 2019

3.4.3 Institutional framework and governance risks to sustainability

The major key risks noted at MTR include non-existence of **coordinated** relevant institutional and governance structures, coupled with inadequate capacity, budget and government will to enforcement against deforestation as cited by interviewed stakeholder. NILALEG is a NIM project embedded within National and Government structures – MEFT, RCs, and buoyed through the 5 Multistakeholder coordination structures, Water Source Point Committees, Community Forest Committees, Traditional authorities, and Consortia NGOs as governance structures of the project. The realization of an integrated landscape management approach at national and sub-national levels, empowers rural farmers and local communities to plan for and manage their agricultural lands, rangelands, and forest resources on a sustainable basis. PMU must ensure that this is realized now than after the project lifespan.



NILALEG has a designated project component (1) on strengthening institutional coordination and governance mechanisms for an integrated landscape management approach designed to achieve the outcome of functioning intra-governmental coordination to guide implementation and monitoring of global targets. The project has put in place institutional framework and policies for sustained conservation, including guidelines for gazettement regional and communal forests and state forests reserves, forest management plans, action plan on enforcement to uphold environmental legislation and has updated Integrated Regional Land Use Plans. During project implementation, MEFT requested new implementation modalities for Output 2.7: Grant Facility. Under the new arrangements, a new committee comprising of EIF, MEFT and UNDP was formed to assess the grants¹². *Sustainability Rating= Likely (L)*

3.4.4 Environmental risks to sustainability

Idegineous Seedling established at Linaelao Project



At project design stage, the envisioned environmental risks, included; unsustainable use of natural resources and loss of biodiversity resulting from restoration and de-bushing operations and activities; introduction of invasive alien species of flora in the bid to balance environmental and economic outcomes of forestation restoration interventions; and potential impacts of climate change. It is the view of the MTR team that these risks can be averted by empowering beneficiaries and local

communities to work closely with the landscape consortia and the established Multistakeholder Structures beginning from the second half of the project as part of the exit plan. Furthermore,

¹² Project Implementation Report 2022, Page 36

PMU must implement the ESMP in coordination with the multistakeholder structure and local communities so they can also embrace and implement the ESMP.



NILALEG addresses SDG 15 that aims to “protect, restore, and promote sustainable use of terrestrial ecosystems”; sustainably manage forests, combat desertification, halt and reverse land degradation and biodiversity loss.” Furthermore, NILALEG is aligned to the current fifth National Development Plan’s Environmental Sustainability Pillar, while it is anchored under the third Pillar of the United Nations Partnership Framework (UNPAF) in Namibia, which focuses on environmental sustainability. NILALEG as NIM project is anchored within MEFT and ESMP in promotion, conservation, and sustainable use of biodiversity; sustainable land and forest management; and climate change mitigation. Adapting to Climate Change and Promoting Environmental Sustainability through Improved Land Use Planning; use of mechanical bush removal techniques and will not advocate for the indiscriminate use of herbicides. *Sustainability Rating= Likely (L)*

4. Conclusions, Lessons Learnt and Recommendations

4.1 Conclusions

The NILALEG project is at mid-point through its duration. Despite delays to start project activities, mainly due to the global Covid-19 pandemic in 2020, much has been achieved half-way through its lifespan.

Project design

The NILALEG project addressed the need for integrated management of Namibia's rural landscapes to reverse environmental degradation and maximize sustainable livelihoods based on nature as articulated in the ProDoc. Furthermore, the project adopted a multistakeholder approach to integrated landscape management. This is commended, as it contributed to the good progress achieved at mid-point of the NILALEG project. This project will not only enable Namibia to meet its national development goals, by addressing poverty and environmental degradation, but also to meet its global environmental obligations.

Although there were wide consultations at project design stage, most stakeholders who are participating as beneficiaries at the 5 landscapes and those taking part in its implementation were not involved during the project design. This, together with the onset of the Covid-19 pandemic contributed to delays in starting the implementation of the project.

The project document makes provision for consideration of gender and the marginalized. These facilitated gender mainstreaming and development of Indigenous people's plan.

Results Framework / logical framework

Different elements of the results framework are well integrated with clear linkages between objectives, outcomes and associated outputs and indicators. The baselines and targets both at midpoint and end of project are presented.

Regarding the Project Outcome 2 "Enhanced sustainable land and forest management, biodiversity conservation and livelihoods in target landscapes", the MTR team suggests an amendment to GEF Core Indicator #3 Area of land Restored. More specifically, 3.1 Area of degraded agriculture lands restored-1,000ha should be changed to Area of degraded agricultural lands revegetated and brought under sustainable land management practices – 1,000 ha, 3.2 Area of forest and forest land restored – 2,000 ha changed to Area of forest and forest land re-afforested and brought under sustainable forest management – 2,000 ha and finally, Area of natural grass and shrubland restored – 7,000 ha to 3.3 Area of natural grass and shrubland replanted and brought under sustainable grass and scrubland management – 7,000 ha. These suggestions are made in view of the need to clearly specify what must be done to later assess whether restoration has been achieved.

MTR has established that out of 20 output level, activities have attributed to a Moderately Satisfactory rating (75%); 12 outcome level targeted indicators, and 6 have been fully achieved and/or surpassed with a satisfactory rating (50%). It is on this ground that the overall project performance at outcome level is rated as Moderately Satisfactory (MS) with a score of 4/6, with component 3 not on track.

Project Implementation

The project has been implemented following UNDP's National Implementation Modality

(NIM), per the Standard Basic Assistance Agreement (SBAA) between UNDP and the Government of the Republic of Namibia, and the Country Programme Document (CPD) (as indicated in Figure 6). The Implementing Partner for this project is the MEFT, responsible and accountable for managing this project. Several challenges have been identified during the MTR. These include but are not limited to the following:- weaknesses in planning, inadequate and disjointed coordination and implementation mechanisms, ineffective vertical and horizontal communication and feedback mechanisms, relatively poor-quality control and adherence to standards, inadequate stakeholder engagement, inadequate monitoring and supervision including high-level IPs, weak exploitation of potential synergies and inadequate establishment of partnerships, delays in financial released and reporting, insufficient transparency and accountability, inadequacies in experience and expertise amongst some implementing personnel. Recommendations have been suggested below to address these barriers.

Efficiency (Finance and co-Finance)

At midpoint of the project, total expenditure against the GEF grant as of November 2022 stood at US\$ 5,263,933 (PIR, November 2022) or 70% of originally planned budget (Appendix IX-ProDoc, page 57). Co-financing stood at 16% against amount confirmed at CEO Endorsement. Expenditure per Outcome proved to be properly aligned with the level of effort which was needed to deliver results through the proposed activities. The review of the financial management aspects of the project indicated that Project Management had been affected by delays in disbursement of funds from the funding agency. It is hoped that these challenges will be addressed early during the remaining half of the project.

Project level monitoring and Evaluation

The NILALEG M&E has mainly been guided by Project Document, Project Monitoring and Evaluation (M &E) plan and Project results framework project. Various IPs produce and submit quarterly, and yearly workplans, held site visits and hold meetings from which minutes are prepared and shared. While this is all good practice, to a large extent, this has been carried out in silos, being restricted to each IP.

MTR field visits to landscapes have revealed the need for more well-planned and coordinated M&E activities and site visits, to maximize involvement of all IPs and stakeholders including project beneficiaries. This will lead to the project being delivered efficiently. Recommendation is suggested in the section below to address this.

Stakeholder engagement

From the analysis of results, the NILALEG project is a country and needs driven project. By addressing both the livelihoods of local communities including women, youth, and the marginalized communities and promoting ecological restoration of degraded landscapes, it has high potential of being transformative hence “leaving no one behind”. It is therefore not surprising that the NILALEG project has stakeholder involvement at international, national, subnational, local, and individual beneficiary level. Stakeholder engagement has contributed to the progress made at mid-point of the NILALEG Project.

Sustainability

The NILALEG Project has succeeded in establishing the multistakeholder structures at all the 5 landscapes. This is envisaged to function in an integrated manner to manage the landscapes and hence contribute to sustainability. However, lack of funding and effective coordination post-

project lifetime may be a risk to sustaining benefits of the project. There is hence need for a clear coordination exit plan.

While project funding has contributed to what has been achieved at mid-point, lack of funding or poorly funded members of the landscape multi stakeholders' structure may prove to undo the progress achieved. There is need to develop and implement a financial exit strategy at different levels but especially at Regional and Local Council or Traditional Authority and landscape level.

The project has so far received very good support both vertically and horizontally hence social and political support. However, high variance in the speed at which project activities are implemented in different landscapes may arise a perception that some landscapes are favored. This may risk decent or low involvement of some stakeholders at some landscapes.

Environmental risks to sustainability are relatively low because the project developed and is implementing the Environmental and Social Management Plan (ESMP). So as needful, most project activities are also subjected to environmental impact assessment.

Lastly but not least, it is possible to achieve NILALEG goals and objectives if project activities are well planned, coordinated and executed by all IPs during the remaining half. To achieve these by the end of the project lifetime, the momentum of project implementation should be maintained if not, enhanced. No effort should be spared that will facilitate achievement of project goals during the remaining project time. Stakeholders should address barriers flagged in this MTR report and implement recommendations put forward. The NILALEG project, through the PMU, as guided by the PSC and supported by UNDP CO should ensure that all IPs effectively plan and execute their project mandates. If the NILALEG project is well executed, it has great promise to be replicated elsewhere in Namibia and to serve as a model project that addresses livelihoods of local communities while aiming to restore degraded landscapes.

Gender and Human Rights

Gender Action Plan and Gender Responsive Result Framework were developed from the project Gender Assessment and Action Plan¹³. Implementing gender action plan, NILALEG has ensured that there is gender representation (proportion of women and the youth) during dialogues, conferences and workshops held at both national and regional levels; with deliberate inclusion of views from women in the trainings and workshops; and inclusion of gender focal expert on the technical working group for MEAs (ToR). Over 500 women have benefitted from Component 2. Gender disaggregated data to capture gender statistics was developed and updated.

4.2 Lessons Learned

There are many lessons learned at mid-point the project duration, some of which have also been translated into recommendations.

Project Design stage

Multidisciplinary project. NILALEG is a multidisciplinary project that is complex yet holds great promise to be transformative to address poverty needs of local communities while promoting restoration of degraded forest and agriculture lands. MTR stakeholder engagements revealed that most stakeholders implementing the project were not involved in the conceptualization and drafting of the NILALEG Project. The first lesson is that for future projects, stakeholders, including local

¹³ [Annex G 5640 Gender Analysis and Action Plan.doc](#)

communities should be meaningfully consulted from the project conceptualization phase and inclusively, throughout the project life cycle. This will enhance and increase the chance of better project coordination and participation.

Country and needs driven project. Furthermore, the NILALEG project is transformative and unique in seeking to address livelihood needs of local communities while at the same time focusing on restoration of degraded landscapes thereby enhancing ecological restoration. Since local communities manage and live off ecosystems, one lesson from NILALEG project is the need for more local community involvement. This will help them take responsibility to manage their natural resources and assure sustainability of livelihoods associated with ecosystem services in their landscapes. Local communities will also feel the ownership of the restoration process and nature-based livelihoods.

Stakeholder involvement at design stage. The MTR has revealed that most IPs and other project participants, including regional and local councils and communities were not adequately, if at all, engaged from the project design stage. Being a relatively complex project, it took a while for most implementers to understand the NILALEG project. This contributed to some delays in starting the project implementation. Furthermore, local community beneficiaries expressed concerns that their inputs would have addressed their needs even more specifically had they been involved from the outset of the project and to assure ownership and more involvement. Stakeholder engaged throughout the project life cycle, commencing such engagement as early as possible in the project development process and in a timeframe that enables meaningful consultations with stakeholders on project design is key to success. Hence one lesson learned is that in future there must be timely involvement of stakeholders at all stages of the project life.

Under-budgeted project. There was a time lag between project development and approval and when the project was implemented. The PIF was approved on 30th November 2017 and though it started on 7th August 2019 and the first disbursement was on 19th February 2020, this coincided with the onset of Covid-19 pandemic with its restrictions around March 2020. This not only delayed the project implementation, but also led to budgets being overtaken by inflation due to timelapse. The lesson is that in future, budgeting must consider inflation and hence budget for contingencies. A second lesson is timely initiation of project activities once the project is approved.

Project Implementation and Management

Adoption of an integrated landscape management approach is most desirable but has challenges. This approach adopted by NILALEG project, to reduce rural poverty through sustainable nature-based livelihoods while at the same time protecting biodiversity and restoring degraded agricultural and forests landscapes, is a unique and transformative approach. However, it also necessitated multidisciplinary and interdisciplinary stakeholders' involvement, with a wide range of expertise and experiences. This is evident in the organizational structure of NILALEG Project. While the NILALEG project has shown that to effectively manage such a complex but highly promising project, there is need to develop detailed consolidated annual workplans, implementation has not been very effective. One lesson drawn from this is the need to develop a detailed, consolidated implementation plan. Another lesson to derive from this is that any workplan and or implementation plan will only be effective if all implementing partners and stakeholders undertake their assigned roles and responsibilities on time and effectively.

Enhancement of responsiveness, i.e., adaptive management promotes speedy progress towards achieving project goals. While it is important to adhere to the results log frame, a complex project such as NILALEG requires a degree of responsiveness to barriers that arise during implementation. Although the project executed some elements of adaptive management, as indicated in the results analysis above, the NILALEG project has largely been rigid. For example, some stakeholders who were interviewed reported that the NILALEG is rigid and that the PMU in some instances did not give timely feedback nor were they flexible in addressing needs on the ground. For example, while technical experts were given specific contacts, there was need to engage them more in aspects of the project implementation where they would have contributed to fast-tracking of project implementation. For example, in landscapes such as Omaiopanga, where it was noted earlier on that local communities had challenges to develop grant proposals. PMU or EIF should have facilitated urgent adjustment to the contractual agreements with

landscape consortia to allow them to assist with the grant proposal where local communities had capacity constraints. This is despite efforts by EIF to train locals to draft and submit grant proposals. One lesson learned therefore is for PMU to provide timely feedback and support to beneficiaries. This will ensure or promote access to earmarked funds for local community nature-based enterprises and livelihoods as per project plans. Another lesson is that for the remaining part of the NILALEG project and for other similar future projects, delays or barriers in processing grants to beneficiaries should be identified and addressed timeously.

Replicate the model Namungandu Borehole in other landscapes. The borehole at Namungandu in Nkulivere landscape is installed in such a way that the water troughs are located about 1km away from the borehole in the 4 cardinal points. This model ensures that water is provided away from the source to reduce potential for land degradation but at the same time provide water close to human settlements. This model borehole should be replicated for boreholes that will be drilled and installed during the remaining second half of the project. The lesson learned from this is that such a model should be adopted, funds permitting, or that such model boreholes should be budgeted for in similar future projects.

Adaptive management.

In response to landscape-level interventions, stakeholder engagement at implementation stage in the NILALEG landscapes triggered NILALEG project to first provide local communities with water through sinking and installing boreholes before implementing project activities. This adaptive management is commended by the NILALEG project. This later led NILALEG project to focus on aspects of restoration of degraded landscapes including but not limited to establishing of nursery sheds in Omaopianga and rehabilitation of cattle Kraal in Okongo, citing few examples. Another notable lesson learned include the need for constant communication as a key pre-requisite for the smooth project implementation. A well-structured inception workshop where there is high and thorough engagement with stakeholders on project activities to be implemented is also key. In future, there is need for carrying out an inception workshop much earlier in project implementation. Another lesson learned is that timeframes from project development to implementation should be reduced because when too much time passes between the two stages factors like finance and changes in the environment create huge burdens to project implementation as the variance creates huge implementation challenges which render some activities null and void. The lesson learned therefore is timely implementation of projects upon approval. Since projects are time sensitive, applying the public procurement act for NIM projects with no exemptions hinders project progress, one lesson derived from this is that the PMU must explore exemptions with reasonable bounds for donor-funded projects.

4.3 Recommendations

In view of the results and findings of this MTR, the following recommendations are put forward.

Project Design

Recommendation 1. Strengthen Stakeholder Consultation and Engagement.

In future, MEFT and other project proponents must ensure involvement of wide range of stakeholder including project proponents, potential project implementers, supporting and coordinating organizations such as UNDP and potential project beneficiaries. Such stakeholder engagement will foster project buy-in, ownership and participation. While such stakeholder engagement is for future projects, NILALEG can benefit from present deliberate and continuing stakeholder engagement. This will contribute to the achievement of project goals but more so to sustainability of the project activities beyond its lifetime.

Recommendation 2. Revise the Core Indicator # 3 (Ares of land Restored) under the Project outcome 2.

PMU should revise Core Indicator #3 under the Project Outcome 2 as follows: - 1) change 3.1 from “Area of degraded agriculture lands restored “ to “area of degraded agriculture lands revegetated and brought under sustainable land management practices- 1,000 ha 2) change 3.2 from “Area of forest and forest land restored...: “to “Area of forest and forest land re-afforested and brought under sustainable forest management-2,000 ha.” and 3) change 3.3 from “Area of natural grass and shrubland restored...” to “Area of natural grass and shrubland replanted and brought under sustainable grass and scrubland management -7,000ha....”.

Project Implementation

Recommendation 3. Strengthen planning of project activities and EIF alignment/Adjustment

The PMU should continuously and timeously facilitate coordinated development of project work plans and consolidation into a yearly masterwork plan which should be further subdivided per quarter. The masterplan should be shared and agreed upon for implementation by all stakeholders involved. PMU must further develop an implementation plan to roll out the consolidated annual masterplan.

Furthermore, **Environmental Investment Fund (EIF)** should in addition to involving the 2 members of the Project Management Committee (from PMU, who are not subject experts) consider adjusting the letter of agreement with MEFT to accommodate technical experts during the grants processing to ensure that approved projects are those that align with NILALEG goals and objectives. In addition, EIF grants must be signed by EIF and PMU as supported by technical experts.

Recommendation 4. Improve project coordination and implementation including redefining some implementation roles and responsibilities.

The PMU should improve coordination of implementation of planned project activities. This will address the observed disjointed implementation of most project activities. For example, PMU, Consortia, Technical Specialists, EIF, largely, make visits to landscapes to implement their project activities in isolation. We further propose that PMU should revisit the ToR for landscape Consortia, Technical Specialists and even EIF to ensure that they assume additional roles. For Example, Consortia can play a more direct role to assist landscape beneficiaries to apply for EIF grants. The PMU must facilitate improvement of engagement and participation of other staff in the consortia. After all, consortia are engaged as an organization and not their specific staff. To

this end, PMU must be more visible and more connected to beneficiaries and local communities at the landscape level. Furthermore, we recommend budgeting for a new position of Implementation Officer (or Programme Officer) to work alongside and support the Project Manager to oversee implementation of the annual project masterplan that will have been developed. He/she will serve as an assistant to the Project Manager. Justification is based on underscore in annual project masterplan implementation oversight, tracking and coordination.

Recommendation 5. Enhance and strengthen communication and feedback mechanisms.

The largely disjointed implementation of project activities is evident in ineffective communication especially among PMU, IPs and with beneficiaries. Hence, we recommend that the PMU through the Project Communications, Gender, and Safeguard Officer should:- 1) Mobilize and liaise with communication officers at UNDP, IPs, and landscape Consortia and develop a consolidated communication plan, 2) Project Communications, Gender, and Safeguard Officer should develop, produce and document knowledge products for example Best Practices and Video Documentaries for future replication, 3) PMU, especially the Project Manager must ensure timely and comprehensive feedback upon receipt of queries and requests. Where necessary detailed clarification of issues must be provided and documented. The PMU must be responsive and proactive.

UNDP Communications Officer should document good practice examples and lessons learned in this project for use in other projects elsewhere and in future.

Recommendation 6. Promote effective monitoring, evaluation (M&E) and supervision.

The first half of the NILALEG project has been characterized by many disjointed activities. The PMU, specifically the Projects M&E and Capacity Development Officer, in close liaison with the Project Manager should develop and implement a consolidated M&E plan that reflects workplans of M&E from UNDP, PMU, all IPs and Landscape Consortia.

Recommendation 7. Adhere to Financial, Planning and Reporting Requirements.

The apparent delays in financial release as expressed by several IPs interviewed, have been blamed on the requirement to adopt and follow the Procurement Act of Namibia and UNDPs requirement to retire unused funds before issuance of the next tranche. To address this, PMU through the Project Manager should; 1) Prepare and submit their funding requests in good time, 2) Coordinate funding requests with all IPs, 3) Fasttrack absorption of funds received via efficient implementation of planned and funded activities.

Recommendation 8. Undertake a Technical Audit and Value for money, for all NILALEG infrastructure projects before handover.

Some NILALEG infrastructure installed at some landscapes have much to be desired in terms of quality and poor workmanship in few cases. The MTR attributes this partly to IPs working in isolation and failing to involve appropriate stakeholders in the landscape multistakeholder structure. To address the barrier of quality, PMU must facilitate implementation of a technical and value for money Audit in all landscapes. In addition, for a given benefit including infrastructure that will be installed in different landscapes, the PMU in liaison with other IPs should ensure that these are of the same design, quality and meeting the appropriate standards. For Example, boreholes. More specifically, PMU for example must replicate Namungandu Borehole Model for all NILLEG boreholes especially ones that will be drilled and installed during the second half of the project.

Recommendation 9. Promote transparency and accountability.

PMU and all other IPs should promote information sharing or be open, regarding project activity implementation, engagement of contractors and amount of funds involved. Some stakeholders

have questioned the cost of some infrastructure and how some contractors were engaged, monitored and how in some cases were paid even before some works were completed.

Recommendation 10. Strengthen Analysis of Gender and the vulnerable and the marginalized including indigenous peoples.

PMU Project Communications, Gender and Safeguards Officer should strengthen tracking and analysis of Gender results and the vulnerable and marginalized in the landscape project implementation sites with reference to NILALEG Indigenous Peoples Plan and Gender Analysis and Action Plan.

Recommendation 11. Strengthen the supportive, oversight, and guidance and implementation roles in the Project Management Organization.

The following must strengthen their participation as mandated in their roles in the supporting, oversight, and guidance roles in the NILALEG Project, the NILALEG project; Project steering committee, MEFT, UNDP CO, UNDP-GEF RTA. For example, the PSC and Joint Advisory Committee must have a high hand and effectively guide the PMU.

Project Sustainability

Recommendation 12. Develop an exit sustainability strategy

To avert the adverse effects of risks associated with financial, institutional frameworks and governance, environment, and socio-economic factors and to ensure sustainability after project duration, the following strategies must be developed and implemented during the second half of the project time. These include the following: - PMU in liaison with Landscape Consortia, RC and T/A should: _ 1) strengthen and support functioning of landscape multistakeholder structures and engagement, 2) Develop, support, and monitor financial exit strategy, for functionality.

Recommendation 13. Exploit potential synergies and enhance establishment of lasting partnerships.

The MEFT, should foster enhancement of potential synergies present in the wealth of expertise and experiences of members of the management of project implementation, ranging from UNDP CO, MEFT, Civil Society representatives, PMU, UNDP GEF, RTA, Project Technical Specialists, Landscape Consortia, MAWLR, EIF and NPC not only for NILALEG but for other future similar projects. For example, NAMSIP and EDF 11 have high potential for synergies. Furthermore, MEFT and UNDP and other IPS should harness the great potential for establishing lasting partnerships not only for the NILALEG project to accelerate achievement of project goals but also for future similar projects.

Recommendation 14. Strengthen Capacity Development

PMU must continue to oversee development and implementation of different capacity development training and skills transfer for example how to look after livestock such as goats (some beneficiaries given goats were doing so for the first time), or at landscape level, on how to draft grant proposals. Such training will contribute to effective implementation of project activities and sustainability

5. Annexes

1. INTRODUCTION

This is the Terms of Reference (ToR) for the Midterm Review (MTR) of the full-sized UNDP-supported GEF-financed project titled *Namibia Integrated Landscape Approach for enhancing Livelihoods and Environmental Governance to eradicate poverty (NILALEG)* (PIMS 5640) implemented through the *United Nations Development Programme (UNDP)/MEFT*, which is to be undertaken in 2022. The project started on 7 August 2019 and is in its third year of implementation. 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*.¹

2. PROJECT BACKGROUND INFORMATION

The project was designed to contribute to the forest, savannah and rangeland of Namibia's northern areas to pilot an integrated landscape management approach, reducing poverty through sustainable nature-based livelihoods, protecting and restoring forests as carbon sinks, and promoting Land Degradation Neutrality (LDN).

Project overall objective: To promote an integrated landscape management approach in key agricultural and forest landscapes, reducing poverty through sustainable nature-based livelihoods, protecting and restoring forests as carbon sinks, and promoting Land Degradation Neutrality.

Project Outcomes:

1. Functioning intra-governmental coordination to guide implementation and monitoring of global targets.
2. Enhanced sustainable land and forest management, biodiversity conservation and livelihoods in target landscapes.
3. Enhanced access to finance, technical assistance and market information to pilot and scale up the integrated landscape management approach and sustainable enterprises.
4. Project results are tracked, and the impact of interventions evaluated, with learning captured and shared.

The project duration is 6 years and 3 months (September 2019 to August 2025) with a total budget of USD 10,823,744 and planned co-financing of USD 74,112,844. The project objectives are achieved by a strategy which develops national and regional capacity for an integrated approach to planning and managing landscapes, monitoring spatial results in reporting on multilateral environmental agreements (MEAs), and for compliance with environmental legislation (Component 1).

The project works in a set of focal landscapes to demonstrate how to achieve the related and overlapping spatial targets of these MEAs, implementing the Integrated Regional Land Use Plans through fine-scale participatory land-use planning and management with communities, businesses, and local government and traditional authorities. This landscape-level work will enable a demonstration of the impacts of integrated landscape management for rural development and wealth creation, through sustainable land and forest management interventions on the ground with communities, and nature-based enterprise development (Component 2). Innovative financial mechanisms will be put in place for scaling up nationally (Component 3), based on capturing and sharing of lessons learnt and impact achieved through the new integrated landscape management approach (Component 4).

The project draws together a wide range of stakeholders from the public sector for intragovernmental coordination, in partnership with the private sector, civil society, research organizations, and donor and technical partners, to bring about a shift in the way Namibia approaches rural development, coordinating actions to reverse environmental degradation and maximize nature-based livelihoods.

COVID-19 situation, first cases of COVID-19 in Namibia were registered in March 2020, and the government implemented a national lockdown in the following month. During the crisis, the economy contracted by 11% in 2020 according to the National Statistical Agency (NSA)². Significant impact was recorded in the tourism sector with 96.5% of tourism businesses adversely affected, and the manufacturing and construction sectors contracted by 9.2% and 5.7% respectively in 2020. UNECA estimates show that the COVID-19 pandemic is expected to increase poverty levels from 17.2% to 19.5% in Namibia⁴. From 3 January 2020 to 9 June 2022, there have been 167,565 confirmed cases of COVID-19 with 4,040 deaths, reported to WHO⁵. As of 1 January 2022, a total of 643,829 vaccine doses have been administered.

3. MTR PURPOSE

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 to set the project on-track to achieve its intended results within the available resources (time and finance). Its overall objective is to increase the chance of the project success at the project completion. The MTR will also review the project's strategy and its risks regarding sustainability.

4. MTR APPROACH & METHODOLOGY

The MTR report 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 Social and Environmental Screening Procedure/SESP), the Project Document, project reports including annual PIRs, project budget revisions, 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 Core Indicators/Tracking Tools submitted to the GEF at CEO endorsement, and the midterm GEF focal area Core Indicators that must be completed before the MTR field mission begins. The MTR team is expected to follow a collaborative and participatory approach⁶ ensuring close engagement with the Project Team, government counterparts (the GEF Operational Focal Point), the UNDP Country Office(s), the Nature, Climate and Energy (NCE) Regional Technical Advisor, direct beneficiaries, and other key stakeholders.

The engagement of stakeholders is vital to a successful MTR.⁷ Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to: (1) MEFT (Department of Environmental Affairs, in particular, the Directorate of Forestry, the Environmental Investment Fund (EIF), Ministry of Industrialization, Trade and SME Development (MITSMED) and other senior government officials and task team/ component leaders, key experts and consultants in the subject area, Project Steering Committee (PSC), project stakeholders, academia, local government and CSOs, etc. Additionally, the MTR team is expected to conduct field missions to five landscapes namely: Omaipanga in the Kunene Region, Ruacana in the Omusati Region, Okongo in the Ohangwena Region, Nkulivere in the Kavango East Region and Zambezi in the Zambezi Region. The PMU will support the MTR consultant to develop its field mission itinerary in consultation with relevant stakeholders should a mission be possible.

The specific design and methodology for the MTR should emerge from consultations between the MTR team and the above-mentioned parties regarding what is appropriate and feasible for meeting the MTR purpose and objectives and answering the evaluation questions, given limitations of budget, time and data. The MTR team must, however, use gender-responsive methodologies and tools and ensure that gender equality and women's empowerment, as well as other cross-cutting issues and SDGs are incorporated into the MTR report.

The final methodological approach including interview schedule, field visits and data to be used in the MTR must be clearly outlined in the Inception Report and be fully discussed and agreed between UNDP, stakeholders and the MTR team. The final MTR report must 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.

As of 11 March 2020, the World Health Organization (WHO) declared COVID-19 a global pandemic as the new coronavirus rapidly spread to all regions of the world. If it is not possible to travel to or within the country for the MTR mission then the MTR team should develop a methodology that takes this into account the conduct of the MTR virtually and remotely, including the use of remote interview methods and extended desk reviews, data analysis, surveys and evaluation questionnaires. This should be detailed in the MTR Inception Report and agreed with the Commissioning Unit.

If all or part of the MTR is to be carried out virtually then consideration should be taken for stakeholder availability, ability or willingness to be interviewed remotely. In addition, their accessibility to the internet/computer may be an issue as many government and national counterparts may be working from home. These limitations must be reflected in the final MTR report.

If a data collection/field mission is not possible then remote interviews may be undertaken through telephone or online (skype, zoom etc.). International consultants can work remotely with national evaluator support in the field if it is safe for them to operate and travel. No stakeholders, consultants or UNDP staff should be put in harm's way and safety is the key priority.

A short validation mission may be considered if it is confirmed to be safe for staff, consultants, stakeholders and if such a mission is possible within the MTR schedule. Equally, qualified and independent national consultants can be hired to undertake the MTR and interviews in country as long as it is safe to do so.

5. DETAILED SCOPE OF THE MTR

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)
 - o Were relevant gender issues (e.g., the impact of the project on gender equality in the programme country, involvement of women's groups, engaging women in project activities) raised in the Project Document?
- ☐ If there are major areas of concern, recommend areas for improvement.

Results Framework/Log frame:

- ☐ Undertake a critical analysis of the project's log frame 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 catalyze 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 log frame 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; color 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 ⁸	Baseline Level ⁹	Level in 1st PIR (self-reported)	Midterm Target ¹⁰	End-of-project Target	Midterm Level & Assessment ¹¹	Achievement Rating ¹²	Justification for Rating
Objective:	Indicator (if applicable):							
Outcome 1:	Indicator 1:							
	Indicator 2:							
Outcome 2:	Indicator 3:							
	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 analyze the GEF Tracking Tool/Core Indicators 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.
- ☐ Do the Executing Agency/Implementing Partner and/or UNDP and other partners have the capacity to deliver benefits to or involve women? If yes, how?
- ☐ What is the gender balance of project staff? What steps have been taken to ensure gender balance in project staff?
- ☐ What is the gender balance of the Project Board? What steps have been taken to ensure gender balance in the Project Board?

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/log frame 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 by the Commissioning Unit and project team, 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?

Sources of Co-financing	Name of Co-financer	Type of Co-financing	Co-financing amount confirmed at CEO Endorsement (US\$)	Actual Amount Contributed at stage of Midterm Review (US\$)	Actual % of Expected Amount
		TOTAL			

- Include the separate GEF Co-Financing template (filled out by the Commissioning Unit and project team) which categorizes each co-financing amount as 'investment mobilized' or 'recurrent expenditures. (This template will be annexed as a separate file.)

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?
- ☐ Review the extent to which relevant gender issues were incorporated in monitoring systems. See Annex 9 of Guidance for Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects for further guidelines.

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?
 - ☐ How does the project engage women and girls? Is the project likely to have the same positive and/or negative effects on women and men, girls and boys? Identify, if possible, legal, cultural, or religious constraints on women's participation in the project. What can the project do to enhance its gender benefits?

Social and Environmental Standards (Safeguards)

- Validate the risks identified in the project's most current SESP, and those risks' ratings; are any revisions needed?
- ☐ Summarize and assess the revisions made since CEO Endorsement/Approval (if any) to:
 - The project's overall safeguards risk categorization.
 - The identified types of risks¹³ (in the SESP).
 - The individual risk ratings (in the SESP).
- Describe and assess progress made in the implementation of the project's social and environmental management measures as outlined in the SESP submitted at CEO Endorsement/Approval (and prepared during implementation, if any), including any revisions to those measures. Such management measures might include Environmental and Social Management Plans (ESMPs) or other management plans, though can also include aspects of a project's design; refer to Question 6 in the SESP template for a summary of the identified management measures.

A given project should be assessed against the version of UNDP's safeguards policy that was in effect at the time of the project's approval.

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 & Knowledge Management:

- ☐ 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.
- ☐ List knowledge activities/products developed (based on knowledge management approach approved at CEO Endorsement/Approval).

iv. Sustainability

- ☐ Validate whether the risks identified in the Project Document, Annual Project Review/PIRs and the ATLAS Risk Register 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 in the MTR report for evidence-based conclusions, in light of the findings. Additionally, the MTR consultant/team is expected to make recommendations to the Project Team. 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 an 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 the (Namibia Integrated Landscape Approach for enhancing Livelihoods and Environmental Governance to eradicate poverty (NILALEG))

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)	
Project Implementation & Adaptive Management	(rate 6 pt. scale)	
Sustainability	(rate 4 pt. scale)	

6. TIMEFRAME

The total duration of the MTR will be approximately 50 working days over a time period of 13 weeks starting 4th August 2022 and shall not exceed five months from when the consultant(s) are hired. The tentative MTR timeframe is as follows:

ACTIVITY	NUMBER OF WORKING DAYS	COMPLETION DATE
Document review and preparing MTR Inception Report (MTR Inception Report due no later than 2 weeks before the MTR mission)	4 days	4 August – 9 th August '22
MTR mission: stakeholder meetings, interviews, field visits	20 days	10 August – 30 August, '22
Presentation of initial findings- last day of the MTR mission	1 day	5 September '22
Preparing draft report (due within 3 weeks of the MTR mission)	8 days	6 Sept – 28 Sept. '22
Finalization of MTR report/ Incorporating audit trail from feedback on draft report (due within 1 week of receiving UNDP comments on the draft)	4 days	29 Sept – 30 October '22

Options for site visits should be provided in the Inception Report. The Inception Report must include the proposed field mission itinerary. The field mission is expected in July 2022. The proposed field mission itinerary must be developed in close consultation with PMU

7. MIDTERM REVIEW DELIVERABLES

#	Deliverable	Description	Timing	Responsibilities
1	MTR Inception Report	MTR team clarifies objectives and methods of Midterm Review	No later 9 th August 2022 (before the MTR mission)	MTR team submits to the Commissioning Unit and project management
2	Presentation	Initial Findings	5 th September 2022 (End of MTR mission)	MTR Team presents to project management and the Commissioning Unit
3	Draft MTR Report	Full draft report (using guidelines on content outlined in Annex B) with annexes	28 September 2022 (Within 10 days of the MTR mission)	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	30 October 2022 (Within 1 week of receiving UNDP comments on draft)	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 (if possible) for the MTR team and will provide an updated stakeholder list with contact details (phone and email). 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

An independent consultant will conduct the MTR. The consultant cannot have participated in the project preparation, formulation, and/or implementation and should not have a conflict of interest with project's related activities. The qualification, experience, and technical expertise and competencies of the applicants will be evaluated

using the following criteria; thus, it is important that the relevant expertise and experience are highlighted in the applications. The overall assessment rating is out of 100.

Education (5)

- ☐ A Master's degree in environmental management, development studies, evaluation theory or other closely related field.

Past relevant Experience (50)

- ☐ Relevant experience with result-based management evaluation methodologies;
- ☐ Experience applying SMART indicators and reconstructing or validating baseline scenarios;
- ☐ Competence in adaptive management, as applied to land degradation, specifically Sustainable Forest Management (SFM);
- ☐ Experience in evaluating projects;
- ☐ Experience working in Southern Africa;
- ☐ Experience in relevant technical areas for at least 10 years;
- ☐ Demonstrated understanding of issues related to gender, land degradation and SFM; experience in gender sensitive evaluation and analysis.
- ☐ Excellent communication skills;
- ☐ Demonstrable analytical skills;
- ☐ Project evaluation/review experiences within United Nations system will be considered an asset;
- ☐ Experience with implementing evaluations remotely will be considered an asset.

Language

- ☐ Fluency in written and spoken English.

10. ETHICS

The MTR team will be held to the highest ethical standards and is required to sign a code of conduct upon acceptance of the assignment. This MTR will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. The MTR team must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The MTR team must also ensure security of collected information before and after the MTR and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information, knowledge and data gathered in the MTR process must also be solely used for the MTR and not for other uses without the express authorization of UNDP and partners.

11. PAYMENT SCHEDULE

- ☐ 20% payment upon satisfactory delivery of the final MTR Inception Report and approval by the Commissioning Unit
- ☐ 40% payment upon satisfactory delivery of the draft MTR report to the Commissioning Unit
- ☐ 40% payment upon satisfactory delivery of the final MTR report and approval by the Commissioning Unit and RTA (via signatures on the TE Report Clearance Form) and delivery of completed TE Audit Trail

Criteria for issuing the final payment of 40%¹⁴:

- ☐ The final MTR report includes all requirements outlined in the MTR TOR and is in accordance with the MTR guidance.
- ☐ The final MTR report is clearly written, logically organized, and is specific for this project (i.e., text has not been cut & pasted from other MTR reports).
- ☐ The Audit Trail includes responses to and justification for each comment listed.

In line with the UNDP's financial regulations, when determined by the Commissioning Unit and/or the consultant that a deliverable or service cannot be satisfactorily completed due to the impact of COVID-19 and limitations to the MTR, that deliverable or service will not be paid.

Due to the current COVID-19 situation and its implications, a partial payment may be considered if the consultant invested time towards the deliverable but was unable to complete to circumstances beyond his/her control

5.2 Annex 2: Matrix for rating the Achievement of Output

This project will contribute to the following Sustainable Development Goal (s): SDGs 1, 6, 7, 13, 14, and 15			
This project will contribute to the following country outcomes included in the UNDAF/Country Programme Document: By 2023, vulnerable populations in disaster-prone and biodiversity-sensitive areas are resilient to shocks and climate change effects, and benefit from natural resources management			
This project will be linked to the following output of the UNDP Strategic Plan: Output 1.3. Solutions developed at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals and waste			
Components and Outcomes	Output	Midterm Project Status (Activities)	Midterm Level -Output
Component 1 Outcome 1: Functioning intra-governmental coordination to guide implementation and monitoring of global targets	Output 1.1 Improved intra-governmental coordination to achieve targets for Land Degradation Neutrality, biodiversity conservation and climate risk management	1.1.1 Baseline Capacity scorecard developed	S
		1.1.2 314 people were reached through a virtual Panel discussion on Restoration for socio-economic growth	
		1.1.3 A Regional ILM conference was conducted to sensitize regional 63 stakeholders (24F & 39M) on the concepts of Integrated Land Management and stakeholder coordination	
		1.1.4 National ILM Workshop was conducted to capacitate 21 National stakeholders (13 F; 9M) on ILM concepts and get inputs on landscape lever ILM activities. RDCC structures are finalized	
		1.1.5 ToR for Technical Working Group (TWG) on Multilateral Environmental Agreement and its membership have been developed. By date, TWG focus on the UNCCD – LDN based on consultations with the NILALEG PMU	
	Output 1.2: National system for monitoring progress towards spatial targets in Multilateral Environmental Agreements (MEAs).	1.2.1 A Fully equipped MEA Unit was established and officially launched.	S
		1.2.2 A workshop was conducted to outline the establishment of the MEA Unit. Operational guidelines were produced	
		1.2.3 An assessment on the available current, national spatial data generation and the availability of complementary open-source technologies was completed, and the report thereof is available	
		1.2.4 Several data sources to inform the long-term monitoring were identified	
		1.2.5 Baseline maps developed to be used as the baseline for integrated MEA spatial monitoring and reporting	
		1.2.6 A working session on the new Integrated MEA Spatial monitoring system was attended by 15 participants from MEFT, NUST, UNAM	
		1.2.7 3 M.Sc. positions, attached to the MEA unit in support of research in the 5 landscapes were advertised and shortlisting is underway	
		1.2.8 Equipment for the MEA Unit was procured	
		1.2.9 The MEA unit was availed two Labs by UNAM for the work of the unit. Renovations to the labs are currently underway	
		1.2.10 7 (3F; 4M) MEA Unit members received training on how to operate the Drones for MEA monitoring activities	
		1.2.11 Procurement process for NatureServe- NGO A global leading NGO in designing and developing Biodiversity Indicators Programs ‘Data to Decision’	
	Output 1.3: Strengthening of Namibia’s State Forest network through legal protection	1.3.1 Developed Guidelines for Gazetting Regional and Communal forests and State Forests Reserves	S
		1.3.2 The Management plans for the Hamoye State Forest and Kanovlei State Forest have been developed and approved. This equates to a total of 34454 ha of land under improved land management and sustainable land practices.	
		1.3.3 The Gazetting Notice for the Gazetting the Kanovlei and Hamoye State Forests have been published and approved which equates to a combined 33048 ha of forest under state protection.	
		1.3.4 A Consultation Meeting with the Mafwe Traditional Authority on Gazetting the Zambezi State Forest was undertaken.	
	Output 1.4: In-service training of agriculture and forestry officials and CBOs at national and regional levels, to carry out extension for integrated landscape management	1.4.1 156 (76F; 80M) Regional Forestry officers and community forests Management members from 10 Northern Regions received training in Sustainable Forest Management and income generation from Forest Resources	S
		1.4.2 A Learning exchange was conducted with participation from 3 Community Forests and 3 conservancies from the Ohangwena and Zambezi Regions with a total number of 31 (11F; 20 M) within 3 regions in the Nkulivere, Okongo, and Zambezi Landscapes. The learning exchange focused on how to implement Community Forest and Conservancy co-management as well as creating Income Generation for Community Forests and their members	
		1.4.3 A workshop on Participatory Land Use Planning (PLUP) Workshop conducted for regional stakeholders and CBOs Including officials of DAPEES and DOF In the 5 landscapes with a total of 86 (32F; 54M) participants.	
		1.4.4 A Regional ILM Workshop was conducted to sensitize regional stakeholders, 63 (24F; 39M)	

Components and Outcomes	Output	Midterm Project Status (Activities)	Midterm Level -Output
	Output 1.5: Inspection and enforcement capacity to uphold environmental legislation and prevent illegal forest clearing, poaching, grazing, settlement, mining and infrastructure development	1.5.1 28 (11F; 17M) Forestry officials received training on the enforcement of environmental legislation and 23 (10F; 15M) officers were certified as Peace officers. 1.5.2 An Action plan on Enforcement to uphold environmental legislation was developed in consultation with the Directorate of Forestry (DOF). The document will be used as a guide to build capacity, source funding, and support DOF to uphold and enforce environmental legislation 1.5.3 A review of the Sand and Gravel Mining regulations was undertaken 1.5.4 A Review of Integrated Regional Land Use Plans was conducted to find recommendations on a basis for scaling up participatory planning and management in landscapes and make recommendations	S
Component 2 Outcome 2: Enhanced sustainable land and forest management, biodiversity conservation and livelihoods in target landscapes	Output 2.1: Establishment and capacity development of multi-stakeholder coordination structures in five focal landscapes of at least 20,000 ha each, applying Integrated Regional Land Use Plans to zone areas for sustainable	2.1.1 The Socio-economic and baseline survey report has been finalized 2.1.2 Five (5) Multi-Stakeholder Coordination Structures are currently in place in the 5 landscapes to assist in the implementation of Integrated Landscape Management. 2.1.3 109 (41F, 68M) MSCS members across received training on Participatory Land Use Plan (PLUP) and Integrated Landscape Management 2.1.4 286 Project beneficiaries have been recorded 2.1.5 A template for Participatory Land Use planning was developed to be used as a guideline for Land Management planning in the 5 landscapes. 2.1.6 ILM plans with targets set for over 317,534 ha of land to be managed for multiple global environmental benefits	S
	Output 2.2: Agreement at national and regional levels to demarcate a Regional Forest Reserve of at least 10,000 ha and establish infrastructure for sustainable management and restoration	2.2.1 An Onsite preliminary feasibility assessment on the establishment of the Regional Forest Reserve in the Nkulivere landscape was conducted in partnership with DOF/DWNP 2.2.2 Work on the rehabilitation of an earth dam at Nepara village was completed. The earth dam will support sustainable management and restoration activities in the area.	MU
	Output 2.3: Implementation of existing Forest Policy in focal landscapes through new sustainable forest management plans in Community Forest/s across at least 3,000 ha, with agreements for sustainable extraction and benefit sharing	2.3.1 Forest inventories were conducted in Sikandjabuka, Zilitene, Bukalo, Ncaute, and Kaping Kamwalye Community Forests (18511 ha planned) 2.3.2 In the Nkulivere landscape, 181 community members are trained in organic harvesting. Organic harvesting manuals were produced and translated in the local languages 2.3.3 The Devils Claw harvesters in the Nkulivere landscape were supported with harvesting material such as drying nets, knives, storage bags and a storage shipping container 2.3.4 228 community members across 8 villages in the Nkulivere landscape were trained on Devil's Claw sustainable harvesting practices. The last harvest was done and was a success's 2.3.5 The Okongo Community Integrated Forest Management Plan and Constitution was reviewed and updated with project funding 2.3.6 114 (79F; 35M) Community members in the Nkulivere landscape successfully harvested and sold 3445kg of devil's claw and made a combined total of N\$ 113 685 in the 2021 harvesting season 2.3.7 In support of the Sustainable Forest Management Plan For Okongo CF, an annual Fire Management plan was developed resulting in a total of 4999ha of forest being protected against wildfires. Trainings and exchange visits were provided. 2.3.8 Developed a fire cutlines maintenance protocol of which: 38km of cutlines (57ha) for Zambezi and 174km of cutlines (261) for Okongo will be maintained and protected against fire. 2.3.9 Intergraded Forest Management Plans, as well as Fire Management plans for Bukalo Community Forest (CF), Sikandjabuka CF, and Zilitene CF, were developed the documents are meant to guide the Community forests on sustainable forest management practices. This is a total area of 18511 ha of Community Forest that is under improved management with the guidance of the Management Plans. Trainings on conservation agriculture was provided. 2.3.10 In Zambezi landscape, a total of 76 community youth was employed for the de-bushing and digging of pipe trenches for the Borehole construction in the landscape: 33-Zambezi, 38-Nkulivere (7F; 31M), 5-Okongo	S

Components and Outcomes	Output	Midterm Project Status (Activities)	Midterm Level -Output
	Output 2.4: Restoration of forest and savannah over at least 10,000 hectares, zoned to meet LDN and NDC targets	<p>2.4.1 The Fire Management strategies for Okongo Landscape were reviewed</p> <p>2.4.2 A total of 50 schools (10 per landscape) registered to be part of the tree planting initiative. A total of 800 Trees were planted across the 5 landscapes which translates to 844 ha of land planted.</p> <p>2.4.3 Seed collection protocols for the Zambezi and Nkulivere landscapes were developed, and seed collection has commenced in the Zambezi landscape. The seeds will be used for the nurseries and planting grass fodder plots</p> <p>2.4.4 Twelve (12 ha (6 x 2ha)) of land across 6 villages in the Nkulivere landscape has de-bushed and thinned. Within the 2ha, a small demo plot has been put aside as a demonstration site for grass cultivation.</p> <p>2.4.5 A total of three plant nurseries were constructed in the Okongo, Omaoipanga, and Ruacana Landscapes respectively. The nurseries will have both indigenous and fruit plants with an aim to encourage tree planting in restoration efforts</p>	MS
	Output 2.5: Extension support to promote agroforestry and sustainable crop/rangeland management, across at least 15,000 ha	<p>2.5.1 The Kunene, Ohangwena, and Omusati Regions received nursery materials in support of nursery establishments in the respective regions.</p> <p>2.5.2 877 goats were procured and handed over to 75 (48F; 27M) beneficiaries in support of livelihood enhancement as well as rangeland management.</p> <p>2.5.3 7 boreholes, 4 in Okongo, 1 in Nkulivere and 1 in the Zambezi, and 1 in Omaoipanga were drilled to support agroforestry, sustainable rangeland, and crop management.</p> <p>2.5.4 7 Environmental management plans are developed for the 5 boreholes and two earth-dams in Okongo and Nkulivere Landscape.</p> <p>2.5.5 39 (7F; 32M) Water Point Committees in the Okongo and Nkulivere landscapes were revitalized /established. The committees received training on Water Demand Management and basic rangeland management for the water points in line with the Environmental Management Plans developed.</p> <p>2.5.6 13 (2F; 11M) Borehole caretakers were also trained for the Okongo boreholes to ensure basic maintenance of the boreholes</p> <p>2.5.7 208(94F; 114M) community members from 6 villages trained on basic rangeland management</p>	MS
	Output 2.6: Nature-based enterprise development through PPPs and community-based enterprises, including tourism, value-addition and processing of natural products, involving women, youth, people with disabilities, and socially marginalized groups	<p>2.6.1 Lithon Consulting was appointed to conduct a feasibility and market analysis for the Ruacana Slasto harvesting enterprise as well as the Zambezi Eco tourism enterprises. An inception meeting for the Slasto Project was conducted</p> <p>2.6.2 Mulela Investments was contracted to conduct feasibility and market analysis for the Okongo Wood Carpentry enterprise. An Inception meeting was conducted.</p> <p>2.6.3 The Consultant to conduct value chain analysis on the Timber Plant in Nkulivere was readvised due to non-responsive bids</p> <p>2.6.4 The Consultant to conduct a value chain analysis for the Ecotourism facility in Omaoipanga landscape is advertised</p> <p>2.6.5 Five Feasibility study reports for 5 Nature Based Enterprises across the 5 landscapes were found feasible. The Final reports for all the projects were presented to the respective Regional Councils and Beneficiary communities.</p> <p>2.6.6 Expression of interest for 5 Nature Based Enterprises (NBE) have been advertised for joint investments in the NBEs.</p> <p>2.6.7 The Mutjimagumwe Woodwork cooperative members received training on how to establish and run a cooperative</p> <p>2.6.8 A total of 14 grant applications were received of which 12 grant applications are pre-approved for funding. A total of 47 (25F; 22M) Direct beneficiaries. Engagements with stakeholders were undertaken in November 2022 with CBOs and extension staff in the Omaoipanga, Ruacana, and Zambezi landscapes. This was done in order to workshop the NILALEG Project's objectives and programs and align project proposals with them. 6 project ideas for the aforementioned landscapes with unfinished funding projects are now being finalised by the EIF project team with assistance from the landscape consortia. The completion of proposal development and the granting of these projects will bring the overall number of awards to 20.</p> <p>2.6.9 A total of 214 (126F; 88M) grant applicants across the 4 landscapes have received training on finance and M&E reporting</p> <p>2.6.10 To meet the target of 20 grants, a second call for grants was advertised</p> <p>2.6.11 Nkulivere NBE cooperative has been registered and piece of land secured from the Ukwangali Traditional Authority for the construction of a woodwork warehouse</p>	MS

Components and Outcomes	Output	Midterm Project Status (Activities)	Midterm Level -Output
	Output 2.7:	<p>2.7.1 EIF awarded - under the first call for grants- on November 2021 a total of 10 grants to various beneficiaries from 4 out of the total 5 landscapes. The grants awarded were as follows:</p> <p>1. Okongo landscape Grants:(a) Odjele Farmers' Cooperative - Enhancing market competitiveness of livestock and products, (b) Oshalande Community Development project - Establishment of a market place, (c) Linaelao Community Project - Establishment of a greenhouse and garden, (d) Okongo Small Scale Commercial Farmers' Organisation - Rehabilitation of kraal (loading pen)</p> <p>2. Omaoipanga landscape Grants: (a) Okatjandja Kozomenje Conservancy - Earth dam rehabilitation and garden</p> <p>3. Ruacana landscape Grants:(a) Epupa Youth Constituency Youth Forum - Fodder production, (b) Ngaturikute Pamwe Women Group - Poultry farming</p> <p>4. Zambezi landscape Grants: (a) Gunkwe Farmers' Association - Goats breeding scheme, (b) Makononga Integrated Farmers' Association - Revolving livestock scheme, (c) Sikanjabuka Community Forest - Establishment of a hammer mill</p> <p>5. Nkulivere landscape: The awarding of grants in the Nkulivere landscape was delayed due to a lack of both formal and informal structures (Community Based Organizations). Following extensive deliberation between the EIF and the PMU, it was recommended that the landscape consortia, i.e. NNF, be designated as the local level executing entity for grants projects in the landscape. Their responsibilities include formalising and capacitating beneficiary groups in the landscape, as well as carrying out project activities for these groups. The agreement was finalised in July 2022. EIF also signed (June 2022) a letter of agreement with the IRDNC on behalf of the Okatjandja Kozomenje Conservancy project for similar reasons. A total of 4 grants under the Nkulivere landscape were awarded on July 2022, and they are as follows:</p> <p>2.7.2 Grantee kit (application forms and relevant templates) developed in February 2021.</p> <p>2.7.3 Grants awareness materials (brochures) developed and disseminated March 2021.</p> <p>2.7.4 NILALEG project webpage developed and operationalised (February 2021).</p> <p>2.7.5 2 Risk assessment (due diligence) site visits were conducted for provisionally approved applications received under the first call in July 2021 and proposals received under the second call in April 2022.</p> <p>2.7.6 A total of 77 participants (41 females and 32 males) from ten (10) CBOs attended a training workshop on grant reporting requirements in August 2021.</p> <p>2.7.7 Successful rehabilitation of the Okongo Small Scale Commercial Farmers' Kraal valued at N\$ 730,250.00. Since completion, 2 auction events were held at the auction kraal with: 391 cattle received, 356 auctioned, and N\$ 3,181,200.00 sale made, 2.7.8 benefiting 109 F:7 M:102 famers.</p> <p>2 Training workshops conducted for the grant beneficiaries on the grant reporting and implementation requirements (Progress Reporting, Financial Reporting, Request for Disbursements, etc.). A total of 77 participants (41 females and 32 males) from ten (10) CBOs attended a training workshop on grant reporting requirements in August 2021.</p> <p>2.7.9 A total of 17 project beneficiaries attended the M&E site visits conducted in November 2022: Ruacana (F = 7 M= 1), Omaoipanga (F = 1 M = 2), Zambezi (F = 3 M=3)</p>	S
Component 3 Outcome 3. Enhanced access to finance, technical assistance and market information to pilot and scale up the integrated landscape management approach and sustainable enterprises	Output 3.1: Scale-up of Integrated Landscape Management approach and nature-based enterprises through sustainable finance mechanisms	<p>3.1.1 A baseline survey of the funding sources for Natural Resource Management was conducted to provide baseline information on the funding landscape and serve as a guide for the implementation of component 3 activities.</p> <p>3.1.2 EIF Led Investment conference to explore the potential ways to enhance access to finance, technical assistance and market information to pilot and scale up the integrated landscape management approach and sustainable enterprises Concept Note has been finalized.</p> <p>3.1.3 Joint Technical Advisory Forum was formed to serve as a technical advisory committee for the upcoming conference. The conference is scheduled for the second quarter of 2023.</p> <p>3.1.4 Drafted a concept for an ILM pipeline working with banks on innovative financing mechanisms for reducing the high search costs for ILM projects with good risk-return profiles</p> <p>3.1.5 Compiled literature and data critical for the establishment of Community Forest Management Fund, and modelling of income sources for the endowment fund modalities</p>	MS
	Output 3.2: Scale-up of a public works programme for landscape restoration, piloting sale of charcoal and by-products from bush control on state and resettlement farms, with three pilot areas of 1,000 ha each.	<p>3.2.1 A feasibility study on piloting charcoal production from bush control completed by Monasa Advisory and Associates, and approved in November 2021.</p> <p>3.2.2 The NYS Rietfontein Centre and Gembokpan farm were structurally assessed by EIF in-house consulting engineers. In October 2021, the final report with BOQs submitted.</p> <p>3.2.3 Finalisation of the Charcoal Pilot Project Implementation Plan and Procurement Plan, as well as the Funding Modality and Budget.</p> <p>3.2.4 In November 2022, the EIF and the NYS signed a Memorandum of Agreement.</p>	MU

Components and Outcomes	Output	Midterm Project Status (Activities)	Midterm Level -Output
		3.2.5 EIF engineering consultants completed and submitted the tender documents for the acquisition of equipment and machinery (phase 1). The tender will be awarded in early April 2023. 4.3.1 Fact finding and verification visits to NYS farms were done to establish value for money, optimal costing and present business case models for Bush thinning and control with Charcoal production, and restoration using bush feed 4.3.2 The business and procurement plan for the Pilot plant for bush control for National Youth Service has been completed.	
	Output 3.3: Targeted Scenario Analysis to value ecosystem services, making the case for investment by comparing a Business-as-Usual scenario vs Integrated Landscape Management scenario	No action as of date	
Component 4 Outcome 4. Project results are tracked, and impact of interventions evaluated, with learning captured and shared	Output 4.1: Partnering with tertiary and research institutions for longitudinal studies on project impact (beyond outcome level)	4.1.1 10 Students were awarded Ph.D. scholarships, 8 have approved concept Notes for the Ph.D. studies and fieldwork has commenced. 4.1.2 One student has published an article in the Food Security for African Smallholder Farmer 4.1.3 A Ph.D. seminar was conducted to ensure projects are in line with project objectives and to create a platform for peer review between students and landscape consortia	s
	Output 4.2: Implementing gender action plan and gender impact study	4.2.1 47 landscape-level project stakeholders were capacitated on Gender Mainstreaming. From the PMU, Melba Mabuko, Naomi Shaninga and Jonas Nghishidi were part of the training as well. 4.2.2 A Gender Mainstreaming Training manual was produced for landscape-level training provision. The manual will be translated into local languages as well. 4.2.3 The consortia undertook a gender mapping exercise to identify and give baseline data on Gender representation amongst the CBOs of the 5 landscapes. This gives a gender mainstreaming profile on the organizations in the landscapes and assists with targeted invention planning. 4.2.4 The Gender Mainstreaming ILM Manual has been developed and translated into 5 local languages spoken in the 5 landscapes (Oshiwambo, Otjiherero, Rukwangali, and Silozi). 4.2.5 Gender sensitization and empowerment training targeting women was conducted in the Omaopanga landscape with a total of 35 women reached. 4.2.6 Gender Integration Assessment was conducted to assess the milestones achieved with the integration of gender in the project activities and identify gaps and opportunities. 4.2.7 Sex disaggregated data to capture gender statistics was developed and updated. 4.2.8 Indigenous Peoples Plan was developed to document the identified and specified actions for affected indigenous communities that have been identified as measures for avoiding, minimizing, or compensating for negative impacts. 4.2.9 World Disability Day was commemorated by facilitating the participation of 9 (4F;5M) representatives from the landscapes in the Official commemoration in Windhoek, the event had a total of 150 (79F; 70M) participants	HS
	Output 4.3: Knowledge sharing for replication of best practice locally, nationally and internationally	4.3.1 Profiles for the 5 NILALEG Landscapes were developed 4.3.2 NILALEG information brochures were translated into 5 landscape local languages. A panel discussion was held under the theme; Socio-economic impact of Covid-19 on gender equality on the 2 nd September 2021 at Franco Namibia Cultural Centre. A total of 105 people attended of which 70 were online and 35 (16F; 19M) were face-to-face. 4.3.3 A public dialogue titled: Violence against persons with disabilities was held with different stakeholders. 150 People participated (F 71; 79M) 4.3.4 A Learning exchange was conducted with participation from 3 Community Forests and 3 conservancies from the Ohangwena and Zambezi Regions with a total number of 31 (11F; 20 M) within 3 regions in the Nkulivere, Okongo, and Zambezi Landscapes. The learning exchange focused on how to implement Community Forest and Conservancy co-management as well as creating Income Generation for Community Forests and their members 4.3.5 A learning visit was conducted by the Omaopanga, Okongo, and Ruacana landscapes. The learning was aimed at exposing the landscape coordinators and GRN officials to the implementation of restoration activities such as sand storage dams and their operations for replication in their respective landscapes. 8 (3F; 5M) people attended the tour.	HS
	Output 4.4: Public awareness, advocacy, communications, and knowledge management for project	4.4.1 The Project Communications strategy updated 4.4.2 A Project Branding manual was developed 4.4.3 The project had 46 media publications for the reporting period	HS

Components and Outcomes	Output	Midterm Project Status (Activities)	Midterm Level -Output
	Output 4.5 Conduct project monitoring and evaluation and sustainability plan, for the achievement of all project outcomes	4.4.4 Cloud systems for project documents have been developed. 4.5.1 Two Support supervision and progress monitoring visits were conducted to 5 NILALEG landscapes by project staff 4.5.2 A monitoring tool for ILM Plans was developed. 4.5.3 A monitoring tool for the school tree planting initiative was developed. 4.5.4 A monitoring tool for local employment was developed. 4.5.5 The 2022 PIR has been submitted. 4.5.6 4 quarterly reports have been submitted	S

5.3 Annex 3: Matrix for rating the Achievement of Outcomes

This project will contribute to the following Sustainable Development Goal (s): SDGs 1, 6, 7, 13, 14, and 15
This project will contribute to the following country outcomes included in the UNDAF/Country Programme Document: By 2023, vulnerable populations in disaster-prone and biodiversity-sensitive areas are resilient to shocks and climate change effects, and benefit from natural resources management
This project will be linked to the following output of the UNDP Strategic Plan: Output 1.3. Solutions developed at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals and waste

Extracted from project document (IP indicates if there have been approved changes)

Components and Outcomes	Indicators	Baseline Level	Mid-term Target ¹⁴	End of Project Target ¹⁵	Midterm Level & Assessment	Achievement Rating	Justification for Rating
Project Objective: To promote an integrated landscape management approach in key agricultural and forest landscapes, reducing poverty through sustainable nature-based livelihoods, protecting and restoring forests as carbon sinks, and promoting Land Degradation	<u>IRRF Indicator 1.3.1</u> # new partnership mechanisms with funding for sustainable management solutions of natural resources, ecosystems services at national and/or subnational level	0 multi-stakeholder coordination structures in focal landscapes	5 multi-stakeholder coordination structures established, and functioning with project funding	5 multi-stakeholder coordination structures in focal landscapes, fully capacitated to implement NRM solutions, and with financial sustainability plan in place	1.4.3 IRLUP workshop 86 (32F; 54M) 1.4.4 A Regional ILM Workshop was conducted 63 (24F; 39M) 2.1.2: 5 Multi-Stakeholder Coordination Structures Ruacana-33members>line ministries & 8 representatives of marginalized communities; Okongo-50 members; Zambezi-15 members; Nkulivere, Mpungu Constituency Development Committee (MCDC) adopted Omaoipanga landscape, 2.1.3 MSCS members- PLUP 109 (41F, 68M) 4.2.9 World Disability Day was commemorated 9 (4F;5M) representatives from the landscapes. The event had 150 (79F; 70M) participants	HS	All 5 MSCS established, trained, and fully functioning. These were involved/consulted during the development of the ILMPs (On Track)
	<u>Mandatory indicator:</u> (also GEF Core Indicator #11) # direct project beneficiaries (people living within focal	Omaoipanga =0 Ruacana = 0 Okongo = 0 Nkulivere = 0	8,550 people (at least 50% female) across 5 focal landscapes	20,818 people (at least 50% female) across 5 focal landscapes	<u>Total Direct beneficiaries – 4 522</u> 1.1.2: 314 people were reached through a virtual Panel discussion on Restoration for socio-economic growth	S	

¹⁴ Expected level of progress by completion of 2nd GEF PIR

¹⁵ Expected level when MTR undertaken

Components and Outcomes	Indicators	Baseline Level	Mid-term Target ¹⁴	End of Project Target ¹⁵	Midterm Level & Assessment	Achievement Rating	Justification for Rating
Neutrality	landscapes, benefiting from integrated landscape management interventions)	Zambezi = 0	benefitting directly from project	benefitting directly from project	1.1.3 Regional ILM workshop 63 (24F & 39M)		
					1.1.4 National ILM Workshop 21(13 F; 9M)		
					1.2.10 Drone operation training 7(3F; 4M)		
					1.4.1Community forest Management Training 156 (76F; 80M)		
					1.4.2 Community Forest Learning Exchange 31 (11F; 20 M)		
					1.4.3 IRLUP training 86 (32F; 54M)		
					1.5.1 Peace Officers/Forestry Law enforcement Training 28 (11F;14M)		
					2.1.3 MSCS members trained -PLUP 109 (41F, 68M)		
					2.1.4: 286 Project beneficiaries		
					2.3.2: 181 community members trained in organic harvesting.		
	2.3.4: 228 community members across 8 villages in the Nkulivere landscape were trained on Devil's Claw sustainable harvesting practices						
	2.3.6 Devils claw harvesters 114 (79F; 35M)						
	2.5.2 Goat Beneficiaries 75 (48F; 27M)						
	2.5.5 Training Water Point Committees 39 (7F; 32M)						
	2.5.6: 13 (2F; 11M) Borehole caretakers' takers						
	2.5.7: 208(94F; 114M) trained on basic rangeland management						
	2.6.8 Grant Beneficiaries 47 (25F; 22M)						
	2.6.9 Grant Management Training 214 (126F; 88M)						
	4.1.3 Ph.D. seminar was conducted. 10 students						
	4.2.5 Gender Training Omaoipanga 35(35F: 0M)						
	4.3.5: A learning visit -3landscapes. 8(3F; 5M)						
	4.3.2 A panel discussion on social economic and Gender equality-105 people 70 were online and 35 (16F; 19M) were face-to-face.						
	4.3.3A public dialogue titled: Violence against persons with disabilities 150 (F 71; 79M)						
	4.3.4 Learning exchange 31 (11F; 20 M)						
	4.3.5 Learning visit 8(3F;5M)						
	Total Indirect beneficiaries – 7898						
	Community Forests supported with development of Integrated Landscape Management Plans – 7989						
	-School tree planting – 643 Learners						
	Indirect Beneficiaries						

Components and Outcomes	Indicators	Baseline Level	Mid-term Target ¹⁴	End of Project Target ¹⁵	Midterm Level & Assessment	Achievement Rating	Justification for Rating
Component 1 Outcome 1: Functioning intra-governmental coordination to guide implementation and monitoring of global targets	National baseline and targets in place in unified system to track progress on existing spatial LDN, NDC and NBSAP targets	Multiple, separate systems for tracking progress on MEA spatial targets	Agreement by government stakeholders and partners on single, streamlined system for tracking progress on MEA spatial targets	Implementation of single, streamlined system for tracking progress on MEA spatial targets	1.1.5- ToR- TWG-MEA 1.2.1 Fully equipped MEA launched. 1.2.2. A MEA unit Operational guidelines 1.2.3, 1.2.4, 1.2.5, 1.2.11- Monitoring data sources 1.2.8- MEA Equipment 1.2.9- Two Labs to MEA unit by UNAM 1.2.11-Procurement process for NatureServe 1.5.4-Review of IRLUP for scaling up participatory planning and management in landscapes 4.5.1:2Support supervision and progress monitoring visits conducted by project staff 4.5.2 Monitoring tool for ILM Plans developed. 4.5.3 Monitoring tool for school tree planting 4.5.4Monitoring tool for local employment 4.5.5 2022 PIR has been submitted. 4.5.6: 4 quarterly reports submitted	MS	TWG was established, MEA launched with Monitoring data sources identified and equipment to used procured (On Track) However, No Agreement is in Place. It is still pending
	Capacity of regional national and regional agriculture and forestry officials and CBOs enhanced, with increases of at least 45% in scores on UNDP Capacity Development Scorecard	Scorecard to be administered with training recipients to acquire capacity baseline	Increase in combined averaged scores by 20%	Increase in combined averaged scores by 45%	1.1.1 Developed Capacity scorecard 1.1.3Regional ILM conference-63(24F;39M) 1.1.4National ILM Workshop-21(13 F;9M) 1.2.6 Integrated MEA Spatial monitoring system working session (15No) 1.2.7: 3 M.Sc. positions, attached to the MEA unit in support of research 1.2.10 Drone operation training 7(3F; 4M) 1.4.1 Trained 156 (76F; 80M) RFO 1.4.2 Learning exchange 31 (11F; 20 M) 3 Community Forests and 3 conservancies 1.4.3 Trained 86 (32F; 54M) CBOs-IRLUP 1.4.4 Regional ILM Workshop 63 (24F; 39M) 1.5.1 Forestry officials trained 28 (11F; 17M) 1.5.2 Action plan on Enforcement, a guide to build capacity- Environmental legislation 1.5.3Reviewed Sand and Gravel Mining regulations 2.5.2 Trained 75 (48F; 27M) beneficiaries of the goat scheme 2.5.5 Water Demand Management 39 (7F; 32M) 2.6.9 Grant applicants trained 214 (126F; 88M) 2.5.6 Borehole caretakers' takers 13 (2F; 11M) 4.2.5:35 women sensitized in 2 gender sensitivity training workshops 4.3.1: 5 NILALEG profiles developed 4.3.2 NILALEG information brochures were translated into 5 landscape local languages 4.3.4 Learning exchange 31 (11F; 20 M) of 3 Community Forests and 3 conservancies 4.3.5Learning visit 8(3F;5M) landscape coordinators	HS	16 training events took place across 5 landscapes at a national level. 1533(792 Females; 741 Males) project beneficiaries were reached through capacity development 25 (11F; 14M) forestry officials received training and 19 certified as Peace officers. (On Track)

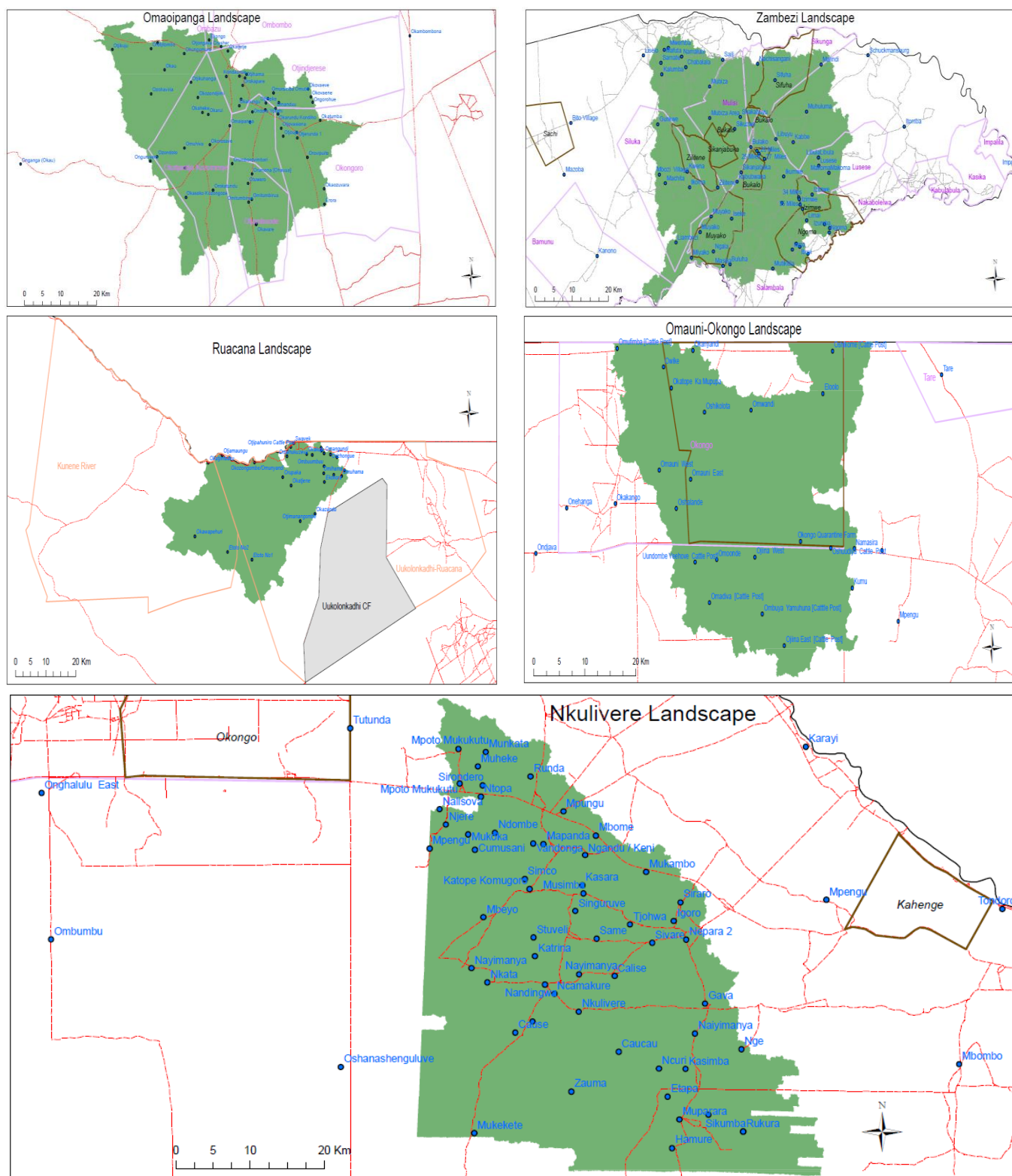
Components and Outcomes	Indicators	Baseline Level	Mid-term Target ¹⁴	End of Project Target ¹⁵	Midterm Level & Assessment	Achievement Rating	Justification for Rating
Component 2 Outcome 2: Enhanced sustainable land and forest management, biodiversity conservation and livelihoods in target landscapes	At least one nature-based enterprise established in each focal landscape, with market linkages, with at least 50% participation by women	0 new nature-based enterprises in focal landscapes	5 new nature-based enterprises established, one in each focal landscape, with at least 50% participation by women	5 new nature-based enterprises established have market linkages and are operating at a profit, with at least 50% participation by women	and GRN officials 2.6.1 Feasibility and market analysis for the Ruacana Slasto harvesting enterprise as well as the Zambezi Eco tourism enterprises (Inception). 2.6.2 Feasibility and market analysis for the Okongo Wood Carpentry enterprise (Inception). 2.6.3 Readvised consultancy for value chain analysis on the Nkuliye Timber Plant 2.6.4 Advertised for value chain analysis for the Ecotourism facility in Omaipanga landscape 2.6.5 Five Feasibility study reports for 5 NBE 2.6.6 Advertisement-NBE -PPP 2.6.7 Mutjimagumwe Woodwork cooperative members received training on how to establish and run a cooperative 2.6.11 Nkulivere NBE cooperative registered 4.2.2 Gender Mainstreaming Training manual was produced for landscape-level training provision. 4.2.3 Gender mapping exercise for gender mainstreaming profile on the CBOs 4.2.4 Gender Mainstreaming ILM Manual has been developed and translated 4.2.5: 35 women sensitized in 2 gender sensitivity training workshops 4.2.6 Gender Integration Assessment conducted 4.2.7 Sex disaggregated data reported 4.2.8 Indigenous Peoples Plan developed 4.3.2 A panel discussion on Gender equality-105 people 70 were online and 35 (16F; 19M) were face-to-face. 4.3.3A public dialogue titled: Violence against persons with disabilities 150 (F 71; 79M) Partnership meeting for project implementation with MEFT & NACSO		Ruacana Slasto harvesting, Zambezi Eco tourism enterprises, Okongo Wood Carpentry enterprise all at Inception level. Nkuliye Timber Plant and Ecotourism facility in Omaipanga advertised. Five Feasibility study reports for 5 NBE produced 50% women participation recorded and only one Nkulivere NBE cooperative has been registered (Not On Track)
	At least 40% average increase in household incomes in key villages in target landscapes	Household survey including nature-based income to be administered with landscape management interventions and nature-based enterprise participants recipients to acquire income	Increase in average combined annual nature-based income in participant households by 15%	Increase in average combined annual nature-based income in participant households by 40%	1.1.2: 314 people were reached through a virtual Panel discussion on Restoration for socio-economic growth 2.1.1 Socio-economic and baseline survey report 2.3.6 Sold 3445 kg of devil's claw with an income of N\$ 113 685 114 (79F; 35M) 2.3.10: 76 community youth employed for Borehole construction 2.5.2: 75(48F; 27M) beneficiaries received goats 2.6.8: 12 grants awarded. 47 (25F; 22M) Direct beneficiaries 2.6.9 Grant applicants trained 214 (126F; 88M)		232 (128F; 104M) direct livelihood enhancement beneficiaries achieved At the time of MTR, a basic household income questionnaire had been administered for the direct livelihood project beneficiaries (Pending Report).

Components and Outcomes	Indicators	Baseline Level	Mid-term Target ¹⁴	End of Project Target ¹⁵	Midterm Level & Assessment	Achievement Rating	Justification for Rating
		baseline			2.6.10: 2 nd call for grants was advertised >>20 grants - Establishment of Nature based enterprises 4.3.2 A panel discussion on social economic -105 people 70 were online and 35 (16F; 19M) were face-to-face. 4.5.4 Monitoring tool for local employment		(On Track)
	Total area effectively zoned and managed for multiple global environmental benefits and nature-based livelihoods – participatory ILM planning to be undertaken for at least 100,000 hectares of the total area of the five target landscapes (860,079 ha)	Across 5 focal landscapes: ILM planning undertaken across 0 hectares	Across 5 focal landscapes: ILM planning undertaken across 0 hectares	Across 5 focal landscapes: ILM planning undertaken across 0 hectares	1.3.1 Gazetting guidelines developed 1.3.2 State Forest Management plans 34,454ha 1.3.3 Gazetting notice for 33,048 ha 1.3.4 MTA Consultation Meeting-Zambezi SF 1.5.2 Action plan on Enforcement, a guide to support DOF - Environmental legislation 1.5.3 Reviewed Sand and Gravel Mining regulations 1.5.4 Review of IRLUP for scaling up participatory planning and management in landscapes 2.1.2: 5 Multi-Stakeholder Coordination Structures 2.1.5 Template for PLUP was developed 2.1.6 ILM plans amounting to 31,7534 ha 2.3.2 Organic harvesting manuals produced and translated in the local languages 2.3.5 Okongo Community IFMP and Constitution was reviewed and updated 2.3.7, 2.4.1 Fire Management plan developed 2.4.3 Seed collection protocols for the Zambezi and Nkulivere landscapes developed 4.2.8 Indigenous Peoples Plan developed 4.3.1: 5 NILALEG profiles developed 4.3.2 NILALEG information brochures were translated into 5 landscape local languages 4.5.2 Monitoring tool for ILM Plans developed.	HS	ILM Plans, gazetting guidelines, Enforcement action plan, IRLUP, IFMP, NILALEG profiles, information brochures, monitoring tool for ILM Plans developed or reviewed or updated. The ILM Plans include activities focused on meeting the targets of total area ha (On Track)
	Specific targets and benefits within the landscape through targeted interventions are as follows: ▪ GEF Core Indicator # 3 Area of land restored: 10,000 hectares, including: ▪ 3.1 Area of degraded agricultural lands restored – 1,000 ha ▪ 3.2 Area of forest and forest land restored – 2,000 ha ▪ 3.3 Area of natural grass and shrubland restored – 7,000 ha	Across 5 focal landscapes: 0 hectares of agricultural lands restored 0 hectares of forest land restored 0 hectares of grass and shrubland restored	Across 5 focal landscapes: 300 hectares of agricultural lands restored 650 hectares of forest land restored 2,500 hectares of grass and shrubland restored	Across 5 focal landscapes: 1,000 hectares of agricultural lands restored 2,000 hectares of forest land restored 7,000 hectares of grass and shrubland restored	1.3.2 Management plans for state forest (34,454ha) procurement 2.4.2 10 schools planted 800 trees= 844ha 2.4.3 Seed collection commenced in Zambezi 2.4.4 De-bushed and thinned 12ha. Within the 2ha, a small demo plot for grass cultivation setup. 2.4.5 3 Constructed plant nurseries 2.5.1 Received nursery materials 4.5.3 Monitoring tool for school tree planting	MS	0 hectares of forest land, grass and shrubland restored 844ha of agricultural land restored (Not On Track)
	GEF Core Indicator # 4 Area of landscapes under improved	Across 5 focal landscapes:	Across 5 focal landscapes:	Across 5 focal landscapes:	2.3.1 Forest inventories, 18511ha CF planned 2.3.8 Developed a fire cutlines 212 km (318ha)	MS	68,511 hectares better managed in Community

Components and Outcomes	Indicators	Baseline Level	Mid-term Target ¹⁴	End of Project Target ¹⁵	Midterm Level & Assessment	Achievement Rating	Justification for Rating
	<p>practices areas: 28,000 hectares, including:</p> <ul style="list-style-type: none"> 4.1 Area of landscapes under improved management to benefit biodiversity – 3,000 hectares better managed in existing Community Forests through implemented management plans and 10,000 hectares better managed through establishment of a new Regional Forest Reserve 4.3 Area of landscapes under sustainable land management in production systems – 15,000 hectares under sustainable crop/rangeland management or agroforestry 	<p>0 hectares better managed in Community Forests</p> <p>0 hectares better managed through establishment of a new Regional Forest Reserve</p> <p>0 hectares under new sustainable crop/rangeland management or agroforestry</p>	<p>1,000 hectares better managed in Community Forests</p> <p>0 hectares better managed through establishment of a new Regional Forest Reserve</p> <p>5,000 hectares under new sustainable crop/rangeland management or agroforestry</p>	<p>3,000 hectares better managed in Community Forests</p> <p>10,000 hectares better managed through establishment of a new Regional Forest Reserve</p> <p>15,000 hectares under new sustainable crop/rangeland management or agroforestry</p>	<p>2.3.9 Intergraded Forest Management Plans (18511ha)</p> <p>1.4.2 9community forests committee members trained (50000 ha-CF)</p> <p>2.2.1Onsite preliminary feasibility assessment, 10000ha including a Regional Forest Reserve.</p> <p>2.2.2Rehabilitated Nepara village earth dam</p> <p>2.3.3 Devils Claw harvesters, 5 ha of land</p> <p>2.3.10 76 community youth employed for Borehole construction</p> <p>2.4.2 10 schools planted 800 trees= 844ha</p> <p>2.4.4 12ha of land have been put aside for buffalo grass trial plots</p> <p>2.5.3:7boreholes drilled in support of agroforestry and rangeland management activities</p> <p>2.5.4 Earth dams rehabilitated</p> <p>2.5.5 Water Demand Management training 4ha of rangeland</p> <p>2.5.7: 208(94F; 114M) community members from 6 villages trained on basic rangeland management (30ha).</p> <p>Earmarked 4478 ha of land across community forests in the 3 Landscapes for controlling of wildfires, halting conversion of forests into crop fields, wood carving activities</p>		<p>Forests 891ha under new sustainable crop/rangeland management</p> <p>(On Track)</p>
	<p>GEF Core Indicator # 6 Greenhouse gas emissions mitigated:</p> <p>6.1 Carbon sequestered or emissions avoided in the sector of agricultural, forestry and other land use – 1,310,143 tonnes of CO₂-equivalent emissions avoided through achievement of forest protection, restoration and agroforestry</p>	<p>0 tonnes of CO₂-equivalent mitigated through project interventions in forest protection, restoration and agroforestry</p>	<p>300,000 tonnes of CO₂-equivalent mitigated through forest protection, restoration and agroforestry</p>	<p>1,310,143 tonnes of CO₂-equivalent mitigated through forest protection, restoration and agroforestry</p>	<p>2.1.6 Eight hundred and ninety-five thousand three hundred and forty-nine-point nine (-895,349.9) tonnes of CO₂-equivalent mitigated through forest protection, restoration and agroforestry.</p>	MU	<p>The implementation for these activities are still ongoing, once the set targets have been reached it is estimated that for 491000 ha managed, contributing to the national GHG emission reduction of 21.996 MtCO_{2e} as per the 2021 Namibia NDC to UNFCCC</p> <p>(Not On Track)</p>
Component 3 Outcome 3. Enhanced access to finance, technical	<p>30% increase in total investment by public and private and public sectors in integrated landscape management</p>	<p>Investment survey to be undertaken to determine baseline for annual public and private</p>	<p>Increase in combined total annual public and private sector spending on</p>	<p>Increase in combined total annual public and private sector spending on</p>	<p>1.1.3 Regional ILM conference-63 (24F & 39M)</p> <p>1.1.4National ILM Workshop-21 (13 F; 9M)</p> <p>1.5.2 Action plan on Enforcement, a guide to source funding - Environmental legislation</p> <p>1.5.4-Review of IRLUP for scaling up participatory</p>	MU	<p>These platforms helped in generated lessons, baselines, and pipelines for investments in ILM through mutual</p>

Components and Outcomes	Indicators	Baseline Level	Mid-term Target ¹⁴	End of Project Target ¹⁵	Midterm Level & Assessment	Achievement Rating	Justification for Rating
assistance and market information to pilot and scale up the integrated landscape management approach and sustainable enterprises		sector spending on integrated landscape management	integrated landscape management by 10%	integrated landscape management by 30%	<p>planning and management in landscapes</p> <p>2.1.2: 5 Multi-Stakeholder Coordination Structures</p> <p>2.1.5 Template for PLUP developed</p> <p>Provided a platform where ILM related initiatives between private, public society and international development partners can generate lessons, baselines, and pipelines for investments in ILM through mutual coordination, to ensure that synergies are maximized, and duplication avoided.</p>		<p>coordination, to ensure that synergies are maximized, and duplication avoided</p> <p>Investment survey for determining baseline for annual public and private sector spending on integrated landscape management was conducted</p> <p>(Not On Track)</p>
	Report to treasury on feasibility and costings to expand National Youth Service for bush control to the whole Farm Unit Resettlement Scheme (FURS) through reinvested charcoal revenues	0 report to Treasury on expansion of NYS to whole FURS through charcoal proceeds	0 report to Treasury on expansion of NYS to whole FURS through charcoal proceeds	1 report to Treasury on expansion of NYS to whole FURS through charcoal proceeds	<p>3.2.1 Fact finding and verification visits to NYS farms</p> <p>3.2.2 A business and procurement plan</p>	<u>S</u>	(On Track)
Component 4 Outcome 4. Project results are tracked, and impact of interventions evaluated, with learning captured and shared	At least 5 new papers submitted to peer-reviewed scientific journals covering subjects related to integrated landscape management and longitudinal studies	0 new papers covering subjects related to integrated landscape management and longitudinal studies	At least 5 new papers on subjects related to integrated landscape management and longitudinal studies conceptualized and planned	At least 5 new papers on subjects related to integrated landscape management submitted to peer-reviewed scientific journals	<p>4.1.1: 10 Students were awarded Ph.D. scholarships, 8 have approved concept Notes for the Ph.D.</p> <p>4.1.2 One student has published an article in the Food Security for African Smallholder Farmer</p> <p>4.1.3 Ph.D. seminar was conducted</p> <p>4.4.3: 46 media publications for the reporting period</p>	MS	<p>Only One student has published an article in the Food Security for African Smallholder Farmer</p> <p>(On Track)</p>
	<p>Project website provides home for material capturing learning from 19 learning events:</p> <ul style="list-style-type: none"> • 5 Landscape learning exchanges • 9 Regional Community Forest learning exchanges • 4 Landscape Management Dialogue events • 1 International conference 	0 project website capturing learning from 0 learning events (landscape and CF exchanges, dialogue events and conference)	0 project website capturing learning from 6 learning events (landscape and CF exchanges, dialogue events and conference)	0 project website capturing learning from 19 learning events (landscape and CF exchanges, dialogue events and conference)	<p>1.1.3 Regional ILM conference conducted</p> <p>1.1.4 National ILM Workshop conducted</p> <p>1.2.2 MEA workshop conducted</p> <p>1.4.2: 2 Learning exchange conducted CF</p> <p>1.4.3 PLUP Workshop conducted</p> <p>4.1.3 Ph.D. seminar conducted</p> <p>4.2.2 Gender Mainstreaming Training manual was produced for landscape-level training provision.</p> <p>4.3.1: 5 NILALEG profiles developed</p> <p>4.3.2 NILALEG information brochures were translated into 5 landscape local languages</p> <p>4.3.3A public dialogue 150 (F 71; 79M)</p> <p>4.3.4 Learning exchange 31 (11F; 20 M)</p> <p>4.3.5: Learning visit -3landscapes. 8(3F; 5M)</p> <p>4.4.1Project Communications strategy updated</p> <p>4.4.2Project Branding manual was developed</p> <p>4.4.4 Project documents cloud systems developed.</p>	HS	<p>7 learning events: 1 conference, 3 workshops, 2 exchanges, 1 seminar, 1 dialogue undertaken</p> <p>(On Track)</p>

5.4 Annex 4: Delineated Landscape Maps



5.5 Annex 5: MTR evaluative matrix (evaluation criteria with key questions, indicators, sources of data, and methodology)

MTR Scope	Specific information required	Source of data	Data collection/ Analysis methods	Expected results
Project Strategy: Project design				
<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Problem identification and analysis procedures Linkages between the identified and analysed problem with the project logic Stakeholder perceptions on project relevance in addressing the problem Key assumptions underlying the project intervention logic Specific changes in the project context and their possible effects on the success of the project 	<ul style="list-style-type: none"> Project document Research studies that informed project conception and design Sampled project stakeholders (project staff, gov't counterparts etc) 	<ul style="list-style-type: none"> Desk review Key informant interviews <p>Thematic & content analysis</p>	<ul style="list-style-type: none"> Gaps in the problem identification and analysis procedure and how it has/is affected/affecting the project Action plans for addressing both design and implementation challenges resulting from gaps in problem identification and analysis
<ul style="list-style-type: none"> 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? 	<ul style="list-style-type: none"> Opportunities and challenges for the project inputs, processes and outputs in delivering the desired outcomes Factors responsible for the observed linkage between the project ends and means Relevant projects whose lessons were/are vital to inform the project under review Evidence that lessons from such projects were properly incorporated in the project design. 	<ul style="list-style-type: none"> Project reports, minutes of planning meetings etc Project staff Selected project stakeholders 	<ul style="list-style-type: none"> Desk review Key informant interviews <p>Thematic & content analysis</p>	<ul style="list-style-type: none"> Possible and/or actual effect of the project strategy on its success Action plans to address both design and implementation gaps
<ul style="list-style-type: none"> 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)? 	<ul style="list-style-type: none"> Linkage between the envisaged project results and country priorities Specific strategies undertaken at design stage and during implementation to enhance project alignment with country priorities 	<ul style="list-style-type: none"> Key country development documents Government Officials 	<ul style="list-style-type: none"> Desk review Key informant interviews <p>Thematic & content analysis</p>	<ul style="list-style-type: none"> Convergences and divergences between project results and country priorities Strengths & weaknesses of the adopted project relevance enhancement strategies Lessons learnt and best practices Policy and strategic recommendations for achieving better alignment.
<ul style="list-style-type: none"> 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? 	<ul style="list-style-type: none"> Evidence of key stakeholder involvement in the decision-making processes Facilitators and inhibitors for effective stakeholder involvement in decision making processes. 	<ul style="list-style-type: none"> Project reports, Minutes of management meetings Project staff Selected stakeholders 	<ul style="list-style-type: none"> Stakeholder mapping and analysis Desk review Key informant interviews <p>Thematic & content analysis</p>	<ul style="list-style-type: none"> Effect of observed level of stakeholder involvement in decision making processes on the possible success of the project. Strengths, weaknesses and gaps in the available avenues to promote stakeholder involvement in decision making processes
<ul style="list-style-type: none"> Review the extent to which relevant gender issues were raised in the project design in accordance with Annex 9 of <i>Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects</i>. 	<ul style="list-style-type: none"> Specific ways in which gender specific issues were identified and incorporated in the project design Level of involvement in the project implementation by men, women and youths Apportioning of project benefits to gender categories 	<ul style="list-style-type: none"> Project document Project staff M&E reports 	<ul style="list-style-type: none"> Desk review Key informant interviews <p>Thematic & content analysis</p>	<ul style="list-style-type: none"> Contribution of the project towards gender equity facilitators and inhibitors for effective incorporation of gender in project design and implementation Key lessons learnt and best practices
Results Framework/Logframe				

MTR Scope	Specific information required	Source of data	Data collection/ Analysis methods	Expected results
<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Any challenges faced in measuring project performance using these indicators Basis for target setting 	<ul style="list-style-type: none"> Results framework Baseline reports Project staff M&E Reports 	<ul style="list-style-type: none"> Desk review Key informant interviews <p>Thematic & content analysis</p>	<ul style="list-style-type: none"> Weaknesses and gaps in project intervention logic Proposed amendments
<ul style="list-style-type: none"> Are the project's objectives and outcomes or components clear, practical, and feasible within its time frame? 	<ul style="list-style-type: none"> Midline achievement versus Endline targets Factors underlying outcome achievements 	<ul style="list-style-type: none"> Results framework Baseline reports Project staff M&E Reports 	<ul style="list-style-type: none"> Desk review Key informant interviews <p>Thematic & content analysis</p>	<ul style="list-style-type: none"> Proposed amendments
<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Linkage between project intervention and the observed results in these variables 	<ul style="list-style-type: none"> Results framework Baseline reports Project staff M&E Reports 	<ul style="list-style-type: none"> Desk review Key informant interviews <p>Thematic & content analysis</p>	<ul style="list-style-type: none"> Other indicators worth including the results framework for continuous monitoring.
<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Extent to which the monitoring tools capture these indicators Possible challenges for capturing data on these indicators. 	<ul style="list-style-type: none"> Country development documents Project document Project staff 	<ul style="list-style-type: none"> Desk review Key informant interviews <p>Thematic & content analysis</p>	<ul style="list-style-type: none"> Observed gaps in project indicator tracking Strategic recommendations for improvement.
Progress Towards Results				
<ul style="list-style-type: none"> 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). 	<ul style="list-style-type: none"> Intended results achieved so far Unintended results so far Variation between the midline targets and actual results to date Facilitators and inhibitors for performance. 	<ul style="list-style-type: none"> Results framework Project reports Project staff GEF Tracking tools at baseline and midline 	<ul style="list-style-type: none"> Desk review Key informant interviews <p>Thematic & content analysis</p>	<ul style="list-style-type: none"> Corrective measures for improved performance Lessons learnt and best practices. Recommendations for upscaling project benefits
Project Implementation and Adaptive Management				
<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> The roles of the project management structures The efficiency and effective gains of the project management arrangements The inclusiveness of decision-making processes Changes made in the project mgt arrangement since conception. 	<ul style="list-style-type: none"> Project document Minutes of management meetings Selected key stakeholders 	<ul style="list-style-type: none"> Desk review Key informant interviews <p>Thematic & content analysis</p>	<ul style="list-style-type: none"> Strengths, weakness and gaps in project management arrangements Best practices and lessons learnt Recommendations for improvement

MTR Scope	Specific information required	Source of data	Data collection/ Analysis methods	Expected results
Review the quality of execution of the Executing Agency/Implementing Partner(s) and recommend areas for improvement.	<ul style="list-style-type: none"> Institutional capacity of implementing partners Effect of the IP's institutional capacity on project effectiveness 	<ul style="list-style-type: none"> OCA Key stakeholders OCA reports 	<ul style="list-style-type: none"> Desk review Key informant interviews <p>Thematic & content analysis</p>	<ul style="list-style-type: none"> Recommendations for institutional capacity strengthening.
Review the quality of support provided by the GEF Partner Agency (UNDP) and recommend areas for improvement.	<ul style="list-style-type: none"> Specific support provided by UNDP and its contribution to project success Weaknesses and gaps in the design and delivery of UNDP project support 	<ul style="list-style-type: none"> Project document Project reports Project staff Implementing partners 	<ul style="list-style-type: none"> Desk review Key informant interviews <p>Thematic & content analysis</p>	<ul style="list-style-type: none"> Required improvements in the design and delivery of UNDP support to the project.
Review any delays in project start-up and implementation, identify the causes and examine if they have been resolved.	<ul style="list-style-type: none"> Degree of adherence to activity implementation timelines Causes for variations in activity implementation timelines 	<ul style="list-style-type: none"> Project workplans Project document PIR 	<ul style="list-style-type: none"> Desk review Key informant interviews <p>Thematic & content analysis</p>	<ul style="list-style-type: none"> Effect of implementation delays on the success of the project Recommendations for improvement
Are work-planning processes results-based? If not, suggest ways to re-orientate work planning to focus on results?	<ul style="list-style-type: none"> Evidence for the adoption and mainstreaming of results-based management Effectiveness & efficiency gains of adopting RB 	<ul style="list-style-type: none"> Results framework Work plans Project staff Key Stakeholders 	<ul style="list-style-type: none"> Desk review Key informant interviews <p>Thematic & content analysis</p>	<ul style="list-style-type: none"> Successes and challenges of mainstreaming RBM in the project Recommendations for improvements
Examine the use of the project's results framework/ logframe as a management tool and review any changes made to it since project start.	<ul style="list-style-type: none"> Degree of alignment between the logframe and activity workplans as well as M&E reports Changes made to the results framework: their causes and effects 	<ul style="list-style-type: none"> Results framework Workplans Project staff Key stakeholders 	<ul style="list-style-type: none"> Desk review Key informant interviews <p>Thematic & content analysis</p>	<ul style="list-style-type: none"> Greater alignment between the results framework and management processes, decisions and outcomes.
Finance and co-finance:				
Consider the financial management of the project, with specific reference to the cost-effectiveness of interventions.	<ul style="list-style-type: none"> The financial management arrangement Budget performance Vs activity implementation Degree of adherence to financial mgt guidelines of the funding and implementing agencies Challenges in project financial mgt system 	<ul style="list-style-type: none"> Financial management guidelines Project document Audit reports Minutes of mgt meetings 	<ul style="list-style-type: none"> Desk review Key informant interviews <p>Thematic & content analysis</p>	<ul style="list-style-type: none"> Strengths, weaknesses and gaps of the project financial management Effect of financial management system on the overall success of the project Recommended measures for strengthening project financial management
Review the changes to fund allocations as a result of budget revisions and assess the appropriateness and relevance of such revisions.	<ul style="list-style-type: none"> Specific revisions effected in fund allocations Justifications for the revisions Effect of the revisions in the fund allocation on the project effectiveness and efficiency 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Desk review Key informant interviews <p>Thematic & content analysis</p>	<ul style="list-style-type: none"> Appropriateness and relevance of the changes to fund allocations Lessons learnt and best practices Recommendations
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?	<ul style="list-style-type: none"> Financial controls governing the project financial management Degree of adherence to these controls Efficiency gains of the controls as regards timely flow of funds 	<ul style="list-style-type: none"> Financial manual/guidelines Project staff Selected stakeholders 	<ul style="list-style-type: none"> Desk review Key informant interviews <p>Thematic & content analysis</p>	<ul style="list-style-type: none"> Lessons learnt Best practices Recommendations

MTR Scope	Specific information required	Source of data	Data collection/ Analysis methods	Expected results
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?	<ul style="list-style-type: none"> • Practicability of the co-financing arrangement • Achievements of the co-financing arrangement • Opportunities and challenges underlying the co-financing arrangements of the project, 	<ul style="list-style-type: none"> • Co-financing Monitoring table • Project document • MoUs • Project reports • Minutes of meetings 	<ul style="list-style-type: none"> • Desk review • Key informant interviews • Thematic & content analysis 	<ul style="list-style-type: none"> • Efficacy of the co-financing arrangements for the project • Weaknesses and gaps underlying co-financing arrangements • Lessons learnt & Best practices • Recommendations for improvement
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?	<ul style="list-style-type: none"> • Comprehensiveness of the monitoring tools being used • Gaps and weaknesses in the monitoring tools being used. 	<ul style="list-style-type: none"> • M&E Unit • Key project partners • Project reports • Results framework 	<ul style="list-style-type: none"> • Desk review • Key informant interviews • Thematic & content analysis 	<ul style="list-style-type: none"> • Level of adequacy of monitoring tools • Key modifications required
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?	<ul style="list-style-type: none"> • Proportion of the budget allocated to monitoring • Financial related challenges facing the Monitoring Unit & their effect on the execution of the M&E function. • Basis of monitoring & Evaluation budget 	<ul style="list-style-type: none"> • Project Budget and expenditure frameworks • Project staff in M&E unit • Project document • Selected key stakeholders 	<ul style="list-style-type: none"> • Desk review • Key informant interviews • Thematic & content analysis 	<ul style="list-style-type: none"> • Adequacy of the monitoring budget and its effect on the effectiveness of the monitoring function of the project • Recommendations to address any identified gaps.
Stakeholder Engagement:				
Project management: Has the project developed and leveraged the necessary and appropriate partnerships with direct and tangential stakeholders?	<ul style="list-style-type: none"> • Stakeholder engagement strategies • Specific gains emanating from stakeholder engagements • Barriers and/or facilitators for effective stakeholder engagements and involvement 	<ul style="list-style-type: none"> • Partnership strategies • MoUs • Project document • Project reports • Selected stakeholders • Project staff 	<ul style="list-style-type: none"> • Desk review • Key informant interviews • Thematic & content analysis 	<ul style="list-style-type: none"> • Strengths, weaknesses, gaps and contribution of the stakeholder engagement strategies used by the project • Lessons learnt and best practices • Recommendations for improvements
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?	<ul style="list-style-type: none"> • Perceptions of government stakeholders on the objectives of the project • Specific role being played by government stakeholders in project implementation & management • Strategies employed to promote participation and country-driven processes. • Facilitators/inhibitors for enhanced participation of gov't stakeholders. 	<ul style="list-style-type: none"> • Selected government stakeholders • Project staff • Project reports • Project document 	<ul style="list-style-type: none"> • Desk review • Key informant interviews • Thematic & content analysis 	<ul style="list-style-type: none"> • Effect of government stakeholders' project support on its likelihood for success • Strengths weaknesses and gaps in the strategies employed to promote participation and country-driven processes • Lessons learnt & Best practices • Recommendations for improvement
• Reporting				
Assess how adaptive management changes have been reported by the project management and shared with the Project Board.	<ul style="list-style-type: none"> • Processes for reporting and sharing changes in project management • Level of inclusiveness and transparency of such processes 	<ul style="list-style-type: none"> • Project staff • Project board members • Minutes of management /board meetings 	<ul style="list-style-type: none"> • Desk review • Key informant interviews • Thematic & content analysis 	<ul style="list-style-type: none"> • Strengths, weaknesses and gaps • Lessons learnt & Best practices • Recommendations for improvement

MTR Scope	Specific information required	Source of data	Data collection/ Analysis methods	Expected results
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?)	<ul style="list-style-type: none"> Specific GEF reporting requirements to be complied with Level of compliance with the requirements Facilitators and inhibitors for reporting compliance 	<ul style="list-style-type: none"> GEF reporting guidelines Project reporting frameworks GEF Technical Advisor Project staff 	<ul style="list-style-type: none"> Desk review Key informant interviews Thematic & content analysis 	<ul style="list-style-type: none"> Level of variation between GEF reporting requirements and project reporting system Lessons learnt and best practices Recommendations for enhanced reporting compliance
Assess how lessons derived from the adaptive management process have been documented, shared with key partners and internalized by partners.	<ul style="list-style-type: none"> Mechanisms for integrating lessons learnt in the management framework of the project Facilitators/barriers to effective integration of lessons learnt 	<ul style="list-style-type: none"> Lesson learnt reports Project staff 	<ul style="list-style-type: none"> Desk review Key informant interviews Thematic & content analysis 	<ul style="list-style-type: none"> Best practices Recommendations
• 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?	<ul style="list-style-type: none"> Frequency and communication mode with stakeholders Effect of the communication strategy on the overall project success Barriers to effective communication with stakeholders Stakeholder perceptions on the project's communication strategy 	<ul style="list-style-type: none"> Circulars, Memos, minutes of meetings Reports Correspondences Selected stakeholders 	<ul style="list-style-type: none"> Desk review Key informant interviews Thematic & content analysis 	<ul style="list-style-type: none"> Gaps in the communication strategy Lessons learnt & Best practices Recommendations for improvement
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?)	<ul style="list-style-type: none"> Frequency and communication mode targeting external stakeholders Effect of the communication strategy on the overall project success Barriers to effective communication with stakeholders Stakeholder perceptions on the project's communication strategy 	<ul style="list-style-type: none"> Reports on public campaigns Project Website and other online communication fora Project staff Selected stakeholders 	<ul style="list-style-type: none"> Desk review Key informant interviews Thematic & content analysis 	<ul style="list-style-type: none"> Gaps in the communication strategy targeting external stakeholders Lessons learnt & Best practices Recommendations for improvement
• 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	<ul style="list-style-type: none"> Risk analysis methodology that was applied The basis of the risk rating Stakeholder perceptions on the identified risks Possible effect of the risks on the project in the event of their occurrence 	<ul style="list-style-type: none"> Project document PIRs ATLAS Risk Mgt module Project staff Selected stakeholders 	<ul style="list-style-type: none"> Desk review Key informant interviews Thematic & content analysis 	<ul style="list-style-type: none"> Comprehensiveness of the risk register Updated risk register Recommendations to swart the occurrence of the identified risks
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?)	<ul style="list-style-type: none"> Potential sources of resources to sustain the project beyond GEF funding Ability and willingness of different stakeholders to mobilize/contribute financial resources for the sustenance of the project beyond GEF funding Opportunities and challenges to financial sustainability of the project beyond GEF funding 	<ul style="list-style-type: none"> Project sustainability plan Selected stakeholders Stakeholder commitments Other programmes that may mainstream all or few project activities 	<ul style="list-style-type: none"> Desk review Key informant interviews Thematic & content analysis 	<ul style="list-style-type: none"> Potential for financial sustainability of the project Action plans for enhanced sustainability of the project. Lessons learnt and Best practices
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	<ul style="list-style-type: none"> Level of stakeholder ownership of the project Stakeholder willingness to contribute resources towards sustenance of the project 	<ul style="list-style-type: none"> Project sustainability plan Selected stakeholders Stakeholder commitments 	<ul style="list-style-type: none"> Desk review Key informant interviews 	<ul style="list-style-type: none"> Potential for social sustainability of the project Opportunities and threats to enhanced social sustainability of the project.

MTR Scope	Specific information required	Source of data	Data collection/ Analysis methods	Expected results
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?	<ul style="list-style-type: none"> • Extent of stakeholder participation in the project implementation • Strategies employed to promote stakeholder ownership of the project. 	<ul style="list-style-type: none"> • Other programmes that may mainstream all or few project activities 	<ul style="list-style-type: none"> • Thematic & content analysis 	<ul style="list-style-type: none"> • Recommendations for enhanced social sustainability of the project
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.	<ul style="list-style-type: none"> • Favourable/unfavourable laws, policies and governance structures for enhanced sustenance of the project. • Accountability, transparency and technical knowledge transfer requirements • Availability of the above requirements 	<ul style="list-style-type: none"> • Relevant laws & policies • Government stakeholders • Project staff • Risk register 	<ul style="list-style-type: none"> • Desk review • Key informant interviews • Thematic & content analysis 	<ul style="list-style-type: none"> • Opportunities and threats presented by the regulatory framework for the sustainability of the project deliverables • Recommendations for enhanced sustainability of the project.
Are there any environmental risks that may jeopardize sustenance of project outcomes?	<ul style="list-style-type: none"> • Environment concerns underlying project design and implementation • Perceptions of key stakeholders on the effects of the project on the environment. 	<ul style="list-style-type: none"> • EIA reports if available • Environmental protection bodies (state & non-state) 	<ul style="list-style-type: none"> • Desk review • Key informant interviews • Thematic & content analysis 	<ul style="list-style-type: none"> • Potential for environmental sustainability of the project • Recommendations to strength environmental safeguards

5.6 Annex 6: Example Questionnaire or Interview Guide used for data collection

Relevance - How does the Project relate to the main objectives of the GEF and to the environment and development priorities of Namibia?

1. Is the Project relevant to the GEF objectives?
2. Is the Project relevant to UNDP objectives?
3. Is the Project relevant to Namibia development objectives?
4. Does the Project address the needs of target beneficiaries?
5. Is the Project internally coherent in its design?
6. How is the Project relevant considering other donors?
7. What lessons have been learned and what changes could have been made to the Project to strengthen the alignment between the Project and the Partners' priorities and areas of focus?
8. How could the Project better target and address the priorities and development challenges of targeted beneficiaries?

Effectiveness – To what extent are the expected outcomes of the Project being achieved?

1. How is the Project effective in achieving its expected outcomes?
2. How is risk and risk mitigation being managed?

Efficiency - How efficiently is the Project implemented?

1. Was the adaptive management used or needed to ensure efficient resource use?
2. Did the Project logical framework and work plans and any changes made to them use as management tools during implementation?
3. Were the accounting and financial systems in place adequate for Project management and producing accurate and timely financial information?
4. Were progress reports produced accurately, timely and respond to reporting requirements including adaptive management changes?
5. Was Project implementation as cost-effective as originally proposed (planned vs. actual)? Was the leveraging of funds (co-financing) happening as planned? Were financial resources utilized efficiently?
6. Could financial resources have been used more efficiently?
7. Were there institutionalized or informal feedback or dissemination mechanism to ensure that findings, lessons learned and recommendations pertaining to Project design and implementation effectiveness were shared among Project stakeholders, UNDP and GEF Staff and other relevant organizations for ongoing Project adjustment and improvement? Did the Project mainstream gender considerations into its implementation?
8. To what extent were partnerships/ linkages between institutions/ organizations encouraged and supported?
9. Which partnerships/linkages were facilitated? Which one can be considered sustainable?
10. What was the level of efficiency of cooperation and collaboration arrangements? (between local actors, UNDP/GEF and relevant government entities)
11. Was an appropriate balance struck between utilization of international expertise as well as local capacity?
12. Did the Project consider local capacity in the design and implementation of the Project?

IMPACTS - What are the potential and realized impacts of activities carried out in the context of the Project?

1. Will the project achieve its objective that is to improve fiscal measures for collecting, managing, and allocating revenues for global environmental management?
2. How is the Project impacting the local environment such as impacts or likely impacts on the local environment; on poverty; and, on other socio-economic issues?

Sustainability - Are the initiatives and results of the Project allowing for continued benefits?

1. Are sustainability issues adequately integrated into Project design?
2. Did the Project adequately address financial and economic sustainability issues?
3. Is there evidence that Project partners will continue their activities beyond Project support?
4. Are laws, policies, and frameworks being addressed through the Project, in order to address the sustainability of key initiatives and reforms?
5. Is the capacity in place at the national and local levels adequate to ensure the sustainability of the results achieved to-date?
6. Did the Project contribute to key building blocks for social and political sustainability?
7. Are Project activities and results being replicated elsewhere and/or scaled-up?
8. What are the main challenges that may hinder the sustainability of efforts?

5.7 Annex 7: MTR mission itinerary

No.	Activity	Duration
1	MTR Kickoff	1 Day
2	Sharing of relevant documents	Continuous
3	Inception report preparation	6 working days
4	Submission of draft inception report	1 Day
5	Stakeholder mapping and identification	2 working days
6	International Consultant arrives in Namibia	1 Day
7	Filed Visit**	10 Days
8	Debriefing meeting with UNDP and project team (Initial Findings Presentation)	1 Day
9	Draft report Submission	12 Days
10	Review and comments (Several revisions and feedback sessions)	3 Days
11	Submission of final report****	1 Day

5.8 Annex 8: List of persons interviewed –

1. National Stakeholders

No.	Stakeholders / Location / site	Organization / Role	Gender
	MEFT NILALEG		
1	Mr Timotues Mufeti	MEFT, Project Director, NILALEG	M
2	Mr Jonas Nghishidi	PMU, Project Manager NILALEG	M
3	Ms Salotte Hanghome	PMU, Monitoring and Evaluation, Capacity Development Officer, NILALEG	F
4	Ms Melba Mabuku	PMU, Communications, Gender and Safeguards Officer, NILALEG	F
5	Dr Axel Rothauge –	Project Technical Specialist Agroforestry and Rangeland Management	M
6	Mr Victor Mufita –	Project Technical Specialist Finance and Enterprise Development	M
7	Mr Samson Muhapi –	Project Technical Specialist Legal Drafting, Negotiation & Management Plans	M
	EIF		
8	Mr Karl Aribeb –	EIF, Chief Operations Officer	M
9	Ms Buys Philadelphia	EIF, M&E Officer	F
	UNAM		
10	Dr S. Angombe	NILALEG MEA Unit, UNAM	M
11	Dr E. Fabiano	NILALEG MEA Unit, UNAM	M
12	Ms N. Siyambango	NILALEG PhD Student, UNAM	F
12	Mr F. Nambuli	NILALEG PhD Student, UNAM	M
	UNDP		
14	Ms Alka Bhatia	UNDP, Resident Representative	F
15	Ms Anne Madzara	UNDP, Deputy Resident Representative	F
16	Ms Uazamo Kaura	UNDP, Head/Programme Specialist	F
17	Ms Anna Johannes	UNDP, Programme Associate	F
18	Ms Mano Shimanda	UNDP, M&E and Gender Mainstreaming	F
19	Dr. Tasila Mitwa Banda	UNDP, International Technical Advisor	F
20	Ms. Phemo Karen Kgomotso	UNDP-GEF Technical Specialist and Team Leader	F

2. Interviews at the landscapes during Field Mission

Location: OKONGO LANDSCAPE

Date: 04/11/2022

MTR - NILALEG PROJECT – INTERVIEWS

No.	NAME	ORGANIZATION	CONTACTS	POSITION
1	Lebeus Efraim N	Ohangwena Region	0814616065	R/C
2	Nolloagel Nikodemus	Ohangwena Regional Council	0815925478	LAO
3	Lazarus T Shikololo	ORC DWSSC	0811676095	Regional Head
4	Gabriel K Hatutale	ORC -	0812366931	CDD
5	Liasarus Shapwa	OTA	0812497504	Headman
6	Abel Hushona	MEFT-DOF	0817590101	Chief.F.Tech
7	Justah Nalushiya	MAWLR – DAPEES	0811455711	SAT
8	Kafoti Immanuel	MEFT – DWNR	0812503756	Chief warden
9	Halle N Shaamlu	NDT	0816105828	Coordinator
10	Teo V Ninda	NDT	0813363126	Regional Project Manager

Location: OKONGO LANDSCAPE

Date: 05/11/2022

MTR – NILALEG PROJECT – BENEFICIARIES

No.	NAME	BENEFITS FROM NILALEG	CONTACTS	LOCATION	
1	Kavela Irona	Waterhole/borehole	0813746116	Omupanda Borehole	
2	Ester Hamukwaya	Goats	N/A	Omupanda Borehole	
3	Amon Shipena	Waterhole (Headman)	0813382211	Omupanda Borehole	
4	Kavela Wilhem	Waterhole	0816412171	Omupanda Borehole	
5	Isac Nyaanya	Borehole	0813220956	Okongo core area	
6	Sakaria Abraham	Borehole	0812163160	Okongo core area	
7	Tusnelde David	Borehole, goats	08121363160	Okongo core area	
8	Tobias Matheus	Goats	0812044568	Okongo core area	
9	Gabes Nghimufe	Borehole	0818790605	Okongo core area	
10	Eveline Hakoya	Goats	0812299483	OCF Carpentry workshop	
11	Eunce Hauwanga	Borehole	0818907489	OCF Carpentry workshop	
12	Toivo Teofelus	Borehole	0813989681	OCF Carpentry workshop	
13	Justah Nalushiya	Borehole + Garden	0811495711	Linelao Horticulture community project	
14	Panduleni Mule	Garden	0813038250	Linelao Horticulture community project	
15	Kongeni Shikuta	Community Market	Open	0811288962	OCDR Oshalande
16	Paulus H. K Tawii	Community Market	Open	0812587144	OCDR Oshalande
17	Moses Kwambi	Community Market	Open	0812590031	OCDR Oshalande
18	Abed Muramangeni	Community Market	Open	083026196	OCDR Oshalande

Location: RUACANA LANDSCAPE

Date: 07/11/2022

MTR – NILALEG PROJECT – INTERVIEWS

No.	NAME	ORGANIZATION	CONTACTS	POSITION
1	Andreas Shintama	Ruacana Const. Office	0811290857	Regional Councilor
2	Johannes Mutilwa	Ruacana Omudhu	0812127144	Junior Councilor
3	Martyn Mbapaka	NDT	0813244100	Coordinator
4	Junias Endjala	Chief Forestry Technician GRN	0812157937	Chief Forestry Technician
5	Rauna Gebhard	MEFT	0812787475	Chief Warden
6	Teo V Nhincis	NDT	0813363126	Regional Project Manager

Location: RUACANA LANDSCAPE

Date: 08/11/2022

MTR – NILALEG PROJECT – BENEFICIARIES

No.	NAME	BENEFITS FROM NILALEG	CONTACTS	LOCATION
1	Herodia L Tjoombeka	Goats (disable)	0814036900	Ongete
2	Herodia Kamati	Nursery	0817774650	Ongete
3	Martha Nyothi	Boscof Machines 2	081440279	Ongete
4	Julia Paulus	Hotspot development	N/A	Ongete
5	Kapimbi Mbimbo	Farmers association	N/A	Ongete
6	Eunike Kaipu	Farmers association	0818693615	Ongete
7	Katjimpwile Munekamba	Farmers association	0814166615	Ongete
8	Helmi lipinge	Farmers association	0818693599	Ongete
9	Kaulandwa Lumnwamo	Farmers association	0817761697	Ongete
10	Kupalama Kakondo	Farmers association	0812729336	Ongete
11	Mbalyatu Munekamba	Farmers association	0814442187	Ongete
12	Titus Munekamba	Farmers association	0812030398	Ongete
13	Nigues Tjipurua	Farmers association	0813418643	Ongete
14	Tjepongo Kawoko	Farmers association	0812729362	Ongete
15	Eunike Kahuva	Goats beneficiary	0817307876	Ongete
16	Twayona Kambanda	N/A	0812403205	Ongete
17	Dama Moses	Employee during Ombambihaka borehole construction	0816940899	Ombambihaka
18	Hamunjaru Tjaroa	Ombambihaka borehole	0817579208	Ombambihaka
19	Ruthuwo Tjinaguto	Ombambihaka borehole	N/A	Ombambihaka
20	Mwanilifa Ikeninge	Ombambihaka borehole	N/A	Ombambihaka
21	Tjerii Navilika	Ombambihaka borehole	N/A	Ombambihaka
22	Namuhenger Tjuma	Ombambihaka borehole	N/A	Ombambihaka
23	Kaiko Ngoro	Ombambihaka borehole	N/A	Ombambihaka
24	Selma Nghithuvile	Ombambihaka borehole	0818491306	Ombambihaka
25	Wendjabere Tjinduda	Ombambihaka borehole	N/A	Ombambihaka
26	Ndina Kambamba	Ombambihaka borehole	N/A	Ombambihaka
27	Susana Kalenga	Ombambihaka borehole	N/A	Ombambihaka
28	Jatungavi Tjuma	Ombambihaka borehole	N/A	Ombambihaka
29	Wokathengona Kozodudu	Ombambihaka borehole	N/A	Ombambihaka
30	Kaendipi Tjindunda	Ombambihaka borehole	N/A	Ombambihaka
31	Loide Mulumendu	Ombambihaka borehole	0813689470	Ombambihaka
32	Mwatema Tjuma	Ombambihaka borehole	0817770989	Ombambihaka
33	Kanguma Kaulubua	Ombambihaka borehole	N/A	Ombambihaka
34	Kazumba Tjuma	Ombambihaka borehole	0817777855	Ombambihaka
		Ombambihaka borehole	N/A	Ombambihaka
35	Petrina Tjikaka	Fund for poultry farming	0818559349	Otjaandjamwenyo
36	Raily Mbwale	Fund for poultry farming	0812309313	Otjaandjamwenyo
37	Ambrosius Shaningwa	Fund for poultry farming	0813223322	Otjaandjamwenyo
38	Linda Tolu	Fund for poultry farming	0812577776	Otjaandjamwenyo
39	Sirkka E.N Iileka	Fund for poultry farming	0813092359	Otjaandjamwenyo

Location: NKULIVERE LANDSCAPE

Date: 07/11/2022

MTR - NILALEG PROJECT – INTERVIEWS

No.	NAME	ORGANIZATION	CONTACTS	POSITION
1	Aina Andreas	Namibian Nature Foundation	0812568585	Technical Advisor
2	Tjimwiza Simon	Mufjimagumwe NBE	0814262082	Vice chairperson
3	Shiudifonga Titus K	KWRC Regional Councillor	0811534888	Regional councillor

4	Mundumbu Martin	Ukwangali Traditional Authority	0817936377	Traditional Authority
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Location: NKULIVERE LANDSCAPE

Date: 08/11/2022

MTR - NILALEG PROJECT – BENEFICIARIES

A

No.	NAME	BENEFITS FROM NILALEG PROJECT	CONTACTS	LOCATION
1	Klaudia Sipapo	Namungundo borehole	0818005029	Namungundo
2	Hilalia Marungo	Namungundo borehole	N/A	Namungundo
3	Helvi Kavera	Namungundo borehole	N/A	Namungundo
4	Lourenca Setunyenga	Namungundo borehole	0814490082	Namungundo
5	Alice Hamutenya	Namungundo borehole	N/A	Namungundo
6	Brantine Litota	Namungundo borehole	N/A	Namungundo
7	Marffia Sikongo	Namungundo borehole	0814688313	Namungundo
8	Selma Kalola	Namungundo borehole	N/A	Namungundo
9	Justina Hausiku	Namungundo borehole	0816148745	Namungundo
10	Wellem Hamunyela	Namungundo borehole	N/A	Namungundo
11	Petrus Limba	Namungundo borehole	N/A	Namungundo
12	Paulus Mbundu (visually impaired)	Namungundo borehole	N/A	Namungundo
13	Isiaci Mbundu	Namungundo borehole	0812669587	Namungundo
14	Mateus Ndumba	Namungundo borehole	0813269801	Namungundo
15	Selma Pessa	Namungundo borehole	0810376235	Namungundo
16	Johanness Kavera	Namungundo borehole	0812547000	Namungundo
17	Selma Hausiku	Namungundo borehole	0812564098	Namungundo

B

No.	NAME	BENEFITS FROM NILALEG PROJECT	CONTACTS	LOCATION
1	Kertu mungenga	Devil claw Harvester	0812890689	Mbome
2	Gabriel Rosalia	Devil claw Harvester		Mbome
3	Ndara Marffia	Devil claw Harvester	N/A	Mbome
4	Paulus Regina	Devil claw Harvester	N/A	Mbome
5	Anna August	Devil claw Harvester	N/A	Ngandu
6	Muhepa Victoria	Devil claw Harvester	N/A	Ngandu
7	Vaino Kapewambunda	Earth dam	N/A	Ngandu
8	Tjamba Tomas	Earth dam	0817553291	Ngandu
9	Mayambi Petrus	Earth dam	N/A	Ngandu
10	Shapi Sakeus	Earth dam	N/A	Ngandu
11	Kankala Kanuni	Devil claw Harvester	N/A	Ngandu
12	Sebastian Johannes	Earth dam	0814593625	Ngandu
13	Jonas Malenge	Earth dam	N/A	Ngandu
14	Petrus Kasanga	Earth dam	N/A	Ngandu
15	Gideon Hausiku	Earth dam	N/A	Ngandu
16	Kasera Domingo	Earth dam	N/A	Ngandu
17	Nuunyango Jafet	Devil claw Harvester	0815769014	Ngandu
18	Mahepa Paulus	Earth dam	0814415116	Ngandu
19	Kaintera Sebastian	Devil claw harvester	0812896403	Ngandu
20	Kapapero Elina	Devil claw harvester	N/A	Ngandu
21	Kristine Kapapao	Devil claw harvester	N/A	Ngandu
22	Muhepa Tresia	Devil claw harvester	N/A	Ngandu
23	Tjiengo Emilie	Devil claw harvester	N/A	Ngandu

No.	NAME	BENEFITS FROM NILALEG PROJECT	CONTACTS	LOCATION
24	Neketa Elizabeth	Devil claw harvester	0814971975	Ngandu
25	Ndara Rebbeka	Devil claw harvester	N/A	Ngandu
26	Kanderela Emilie	Devil claw harvester	N/A	Ngandu
27	Paulus Veronika	Devil claw harvester	N/A	Ngandu
28	Nuunyango Magdalena	Devil claw harvester	0817977812	Ngandu
29	Regina Ngunda	Devil claw harvester	N/A	Ngandu
30	Launa Amadila	Devil claw harvester	N/A	Ngandu
31	Johannes Secilia	Devil claw harvester	N/A	Ngandu
32	Ndemoongela Josef	Devil claw harvester	N/A	Ngandu
33	Shapi Martha	Devil claw harvester	N/A	Ngandu
34	Magret Hango	Devil claw harvester	N/A	Ngandu
35	Kambinda Estera	Devil claw harvester	N/A	Ngandu
36	Kambinda Elise	Devil claw harvester	0818382605	Ngandu
37	Shapi Mestilde	Devil claw harvester	0812926839	Ngandu
38	Ndara Veronica	Devil claw harvester	N/A	Ngandu
39	Rovisa Amunyela	Devil claw harvester	N/A	Ngandu
40	Paulus Ester	Devil claw harvester	N/A	Ngandu
41	Kefas Johanna	Earth dam	0816050119	Nepara
42	Kandjimi Elia	Earth dam	0816535532	Nepara
43	Mandatia Paulus	Earth dam	0816734822	Nepara
44	Kalimbwe Paulus	Earth dam	0814987533	Nepara
45	Mahongo Wilbard	Earth dam	N/A	Nepara
46	John Kateyi	Earth dam	0813022761	Nepara
47	Hausiku Leo	Earth dam	0817802228	Nepara

Location: ZAMBEZI LANDSCAPE

Date: 10/11/2022

MTR - NILALEG PROJECT – INTERVIEWS

A

No.	NAME	ORGANIZATION	CONTACTS	POSITION
1	Regina Mwinga	WATS	0810401082	Field coordinator
2	Likando Nuwe	Zilitene c.f	0813535500	Caretaker
3	Myambe Mushanrna	Zilitene c.f	0814353036	Secretary
4	Rosemary Lubembo	Zilitene c.f	0814860526	Administrator
5	Masane Annasoar	Zilitene c.f	0817833428	Treasure
6	Mary Samunzala	Zilitene c.f	0814653221	Forest guard
7	Christinah Mutakalilumo	Zilitene c.f	0812588573	Treasure
8	Mushanana Namwi	Zilitene c. f	0813663741	Forest guard
9	Violah Sama	Zilitene c.f	0817713869	Vice treasure
10	Luius Musukubili	Zilitene c. f	0812854552	Chairperson

B

No.	NAME	ORGANIZATION	CONTACTS	POSITION
1	Yyno Simataa	DAPEES	0812726274	AT
2	Jonas Nghishindi	MEFT	0812910807	PM
3	Liseli Simasiku	DAPEES	0812060859	CASO
4	Novo Mutemwa	WATS	0813270835	Assistant
5	Veronica Mwambwa	MEFT	0812934971	Chief.f.Tech
6	Kawaua David	DNSSC	0812946007	SAF

Location ZAMBEZI LANDSCAPE

Date: 11/11/2022

MTR - NILALEG PROJECT – BENEFICIARIES

No.	NAME	BENEFITS FROM NILALEG PROJECT	CONTACTS	LOCATION
1	Annety Matengu	Community forest	0813842977	Sikanjabuka
2	Mary Kamwi	Community forest	0814860312	Sikanjabuka
3	Miti Annette	Community forest	0814467274	Sikanjabuka
4	Mulike Heritha	Community forest	0813807857	Sikanjabuka
5	Mulike Getrude	Community forest	0813518308	Sikanjabuka

Location: OMAOIPANGA LANDSCAPE**Date: 10/11/2022****MTR – NILALEG PROJECT – INTERVIEWS**

No.	NAME	ORGANIZATION	CONTACTS	POSITION
1	Dr. Kahepako Mungunda	Directorate of Veterinary Services (Opuwo)	0811622440	Veterinarian
2	Gary G Nekongo	MAWLR – LANDS Kunene	0811410924	Deputy Director
3	Tjikunda K Kulunga	Epupa Constituency Office. Control Admin officer	0813714517	Control Admin officer
4	Kauta Tjijenda	NILALEG committee Treasure	0813758944	Treasure
5	Hapuka Jan	NILALEG committee Secretary	0814646196	Secretary
6	Uhangatenua Kapi	IRDNC Constotia	0812921426	Coordinator
7	Hennre Kakondo	MEFT – Forestry (DoF) Ruacana	0812458559	Forest Technician

Location: OMAOIPANGA LANDSCAPE**Date: 11/11/2022****MTR – NILALEG PROJECT – BENEFICIARY**

No.	NAME	BENEFITS FROM NILALEG	CONTACTS	LOCATION
1	Elson K Ndjei	Dam	0814830838	Omaoipang
2	Vezepa W Kapi	Dam	0813590843	Omaoipanga
3	Mapeune Kapi	Dam	0818483624	Omaoipanga
4	Kaipindikirua Hiatjivi	Dam	0818483624	Omaoipanga
5	Tabitha Tjiharuka	Dam	0814733870	Omaoipanga
6	Mberihakamo Mbuare	Dam	0817897050	Omaoipanga
7	Uakapaka Katupose	Dam	0813584907	Omaoipanga
8	Uakura Kapi	Dam	0813980064	Omaoipanga
9	Veripamwe Tjjuera	Dam	N/A	Omaoipanga
10	Kaipindikirua Hiatjivi	Garden trees & tools, wires, tanks	0812977790	Omaoipanga
11	Katareko Mutambo	Dam	N/A	Omaoipanga
12	Kambundu Mutambo	Dam	0817098440	Omaoipanga
13	Uweziwa Kandimuine	Dam	0815653268	Omaoipanga
14	Tjekupe Kambamba	Dam	N/A	Omaoipanga
15	Ndjamonoka Ndjai	Dam	0813816950	Omaoipanga
16	Mbahimwa Uandja	Dam	0814045085	Omaoipanga
17	Ndende Ndjai	Dam	N/A	Omaoipanga
18	Richi Nderura	Dam	0818968223	Omaoipanga
19	Tjizimbeha M Kamati	Dam	N/A	Omaoipanga
20	Granada Tjindura	Dam	N/A	Omaoipanga
21	Tjiri Kavari	Dam	0817571606	Omaoipanga
22	Darlus Nderura	Dam	0814822187	Omaoipanga
23	Frans Ndenira	Dam	0818733736	Omaoipanga
24	Retuuru Tjijahura	Dam	N/A	Omaoipanga
25	Kaikengere Tjakuva	Dam	0813298687	Omaoipanga
26	Uambangu Tjiundi	Dam	N/A	Omaoipanga
27	Teckla Ndjai	Dam	0813470615	Omaoipanga
28	Mukaauro Tjambiru	Dam	N/A	Omaoipanga
29	Uatirehi Tjivahe	Dam	N/A	Omaoipanga

No.	NAME	BENEFITS NILALEG	FROM	CONTACTS	LOCATION
30	Nakoo Hevita	Dam		0816057080	Omaoipanga
31	Ngapeue Kandiimuine	Dam		0813533010	Omaoipanga
32	Uambundira Tjipepa	Dam		N/A	Omaoipanga
33	Ueizuvavi Tjiharuka	Dam		0815561670	Omaoipanga
34	Itiriwa Mbendura	Dam		0813730931	Omaoipanga
35	Januwa Tjiharuka	Dam		0813502782	Omaoipanga
36	Uaterekwa Tjijeua	Dam		0816748418	Omaoipanga
37	Uahuiro Tjapalama	Dam		0813383612	Omaoipanga
38	Sasiona Tjindumba	Dam		N/A	Omaoipanga
39	Wellemina Katjra	Dam		0817966702	Omaoipanga
40	Uanejatjiri Mutambo	Dam		0814089510	Omaoipanga
41	Jasoraie Hembinda	Dam		0813590339	Omaoipanga
42	Tjonguze Uangia	Dam		0812525126	Omaoipanga
43	Kongadaje Kapetwa	Dam		N/A	Omaoipanga
44	Kaaherwe Tjiharuka	Dam		0816177798	Omaoipanga
45	Uaponisa Tjiharuka	Dam		0812837329	Omaoipanga
46	Makuteuani Musutwa	Dam		0815543213	Omaoipanga
47	Maritaarua	Borehole		0816520498	Omaoipanga
48	Jarinovandu	Dam		N/A	Omaoipanga
49	Uripsio	Dam		0812572281	Omaoipanga
50	Uaoo	Dam		0816117506	Omaoipanga
51	Mojao	Dam		N/A	Omaoipanga
52	Tjimbambi	Dam		0817571161	Omaoipanga
53	Uahupitua	Dam		N/A	Omaoipanga
54	Kakova	Dam		N/A	Omaoipanga
55	Kondjee	Dam		N/A	Omaoipanga
56	Ndekengee	Dam		N/A	Omaoipanga
57	Sam	Dam		N/A	Omaoipanga
58	Mangania	Dam		0817285966	Omaoipanga
59	Uapingasana	Dam		0813286243	Okovingava
60	Jujandjevakuye	Dam		0816327711	Okovingava
61	Tjondu Kaukondua	Otjindjerese Conservancy		N/A	Okovingava
62	Kamana Kakuzuwa	Nursery		0818676939	Okovingava
63	Utataiza Mupia	Dam		N/A	Okovingava
64	Ugaingonekue Ngombee	Dam		N/A	Okovingava
65	Obed Tjijeura	Lodge		0812326133	Okongoro
66	Uripaha Muundjua	Lodge		0818069186	Okongoro
67	Karunguza Mbunguba	Goats		0817899034	Okongoro
68	Muraeree Tjijeura	Lodge		0813388448	Okongoro
69	Mbuze Tjijeura	Lodge		0816133596	Okongoro
70	Kajao Tjijeura	Lodge		0817329446	Okongoro

5.9 Annex 9: List of documents reviewed

1. Guidance for conducting midterm reviews of UNDP-supported, GEF-financed projects, 2014
2. Handbook on planning, monitoring and evaluating for development results, 2009
3. UNDP evaluation guidelines, 2021
4. UNEG Code of Conduct for Evaluation in the UN System, 2008
5. Profiles for Okongo landscape, Ruacana landscape, Nkulivere landscape, Zambezi landscape, Omaipanga landscape
6. NILALEG Project steering meeting minutes, 2020, 2021, 2022
7. Project Implementation Report, 2019, 2020, 2021
8. NILALEG financial audit report, 2020
9. NILALEG Project Annual Procurement Plan, 2021
10. NILALEG Project Workplan and Budget, 2021
11. NILALEG Combined local project appraisal committee and project validation meeting, 2019
12. Country Programme Document for Namibia 2019-2023
13. Namibia's 5th National Development Plan (NDP5), 2017/2018-2021/2022
14. UNDP Opening Remarks for the NILALEG Inception Workshop, 2020
15. NILALEG progress quarterly monitoring reports, 2020, 2021, 2022
16. Annual Project Reports

5.10 Annex 10: MTR 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

5.11 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.
8. Must ensure that independence of judgement is maintained and that evaluation findings and recommendations are independently presented.
9. Must confirm that they have not been involved in designing, executing or advising on the project being evaluated.

MTR Consultant Agreement Form

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

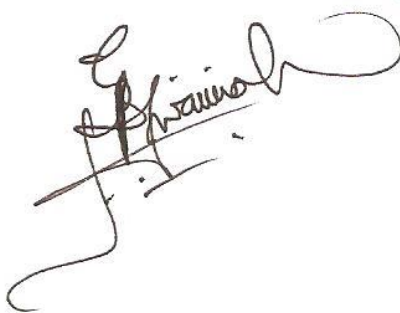
Name of Consultant: CC

Cliff Bernard Nuwakora – Team Leader/International Consultant

Name of Consultancy Organization (where relevant):

Prof. John Kazgeba Mfunu – National Consultant

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



Signed at

Kampala on

28/3/2023 (Date)

Signature: _____

5.12 Annex 12: NILALEG Capacity Development Scorecard Baseline data

NILALEG CAPACITY SCORECARD																					
Date	Project Start	Regional Council technical officials (in 5 regions) including Planning Officer, Rural Development Officer, leadership of RDCC - assessed by Director of Planning		MAWRL-DAPEES extension and enforcement staff (in 5 regions) assessed by Senior Agricultural Officer		Department of Forestry regional staff involved in extension or enforcement (in 5 regions) assessed by Senior Forester		Community Forest management leadership (in 9 northern regions) assess by Senior Forester, DoF		Community-based organization leadership (in 5 regions) involved with support to farming / nature-based		MET regional staff involved in extension or enforcement (5 regions) assessed by Senior Ranger		Staff of Remote Sensing Units in DoF and MEFT assessed by Heads of Units		Planning staff of national Ministry of Land Reform, assessed by Senior Planner		Country's overall capacity assessed by the Environmental Commissioner, METF		National Youth Service business development - assessed by senior management	
		National	Regional	National	Regional	National	Regional	National	Regional	National	Regional	National	Regional	National	Regional	National	Regional	National	Regional	National	Regional
1.1.4 Regional coordination and training events																					
Quantitative scoring:																					
1. Conceptual understanding of ILM, SFM, SRM and climate change impacts		2	2	4	4	3	4	2	2	4	2	2	2	5	1	3	1	1	1	4	1
2. Ability to implement ILM, e.g. reconciling conflicting interests of farmers and conservationists in communal conservancies*		2	2	3	3							2	2								
3. Ability to implement SFM, e.g. reforesting degraded community forests by growing and transplanting						2	4	3	3												
4. Ability to implement SRM, e.g. implement rotational grazing and prevent pasture poaching*				2	3					3	1										
5. Ability to enhance productivity by stabilising soil and improving soil fertility in fields and grazing lands*				4	4					2	1										
Qualitative question:																					
What do you consider to be the biggest challenges for sustainable forestry / farming / livestock* in Namibia's northern regions?																					
*respondent can choose																					
1.2.5. Training on spatial monitoring using GIS																					
1. Ability to monitor (automated) changes in land cover (e.g. woody cover, bare soil etc.) and maintain		2	2											3	1						
2. Ability to react appropriately to negative monitoring changes in regions: first response followed by in depth actions				2	2	2	4	3	2	3	1	1	1					3	1		
3. Ability to implement legal/ punitive/corrective measures if transgressions warrant such																		2	1		
4.Support to law enforcement (e.g. auxiliary functions, cooperation with the Namibian law enforcement agencies or political interference)		2	3	3	3	4	4	4	3	3	2	2	3					3	1		
5. Ability to record relevant data and generate management information (e.g. to top management of ministries, governor, etc.)														5	1						
1.4.1: In-service training of extension staff for ILM and demonstration sites																					
1. Conceptual understanding of ILM, SFM, SRM and climate change				2	2																
2. Ability to implement ILM, e.g. reconciling conflicting interests of farmers and conservationists in communal conservancies*				3	3																
3. Ability to conceive and design training courses for land users, incl. training materials and delivery mechanisms (e.g. where no electricity is available)				3	4																
4. Ability to deliver training in LM themselves				3	3																
5. Ability to maintain demo sites developed by project, and use them for vocational training				3	3																
6. Ability to create a lasting training contents record (e.g. booklets, posters) for further dissemination to wider public				3	3																
1.4.3: Training of Community Forest management																					
1. Effectiveness of organisation (CF management committee)								3	3												
2. Operational ability of organisation (CF management committee)								3	3												
3. Ability to implement existing CF management plan								3	3	2	2										
4. Ability to update and climate smart existing CF management plan								3	3	3	2										
5. Ability to implement updated CF management plan, e.g. tree nurseries & transplanting, update inventory, ecological understanding								3	3	3	2										
6. Local NBE based on CF products, e.g. wood carvings, traditional furniture to generate revenue:										4	3										
7. Support structure for local NBEs: financing, transport, inputs, marketing, etc.										2	1										
8. Mobilise community support for CFs										2	2										
9. Contribution of well-managed CFs to LM, climate change mitigation and rural poverty reduction										3	2										
1.5.3 Inspection and enforcement training																					
1. Inspection and enforcement ability: suitability of legal/regulatory framework				2	2							1	1								
2. Inspection and enforcement ability: technical and operational ability (e.g. staff, transport, budget)				3	3							1	1								
3. Support to law enforcement (e.g. auxiliary functions, cooperation with NamPol, political interference?)				2	2							1	1								
4. Deterrence measures: prevention of recurring transgressions				2	2							2	2								
5. Contribution of enforcement success to natural resource sustainability and local livelihoods																					

2.1.3: Training of facilitators in LUP																					
1. Planning and zoning ability and processes	2	2															3	1			
2. Mapping ability and printing equipment	2	2															3	1			
3. Consultation and involvement of affected parties pre- and post planning	2	3															4	1			
4. Alignment with centrally planned land use with realities on the ground, e.g. ability to review and revise	2	2															2	1			
5. Implementation ability: what happens after planning?	2	2															1	1			
6. Ability of implementing partners to implement LUPs																					
7. Contribution of implemented LUP and zoning to resource sustainability, LM, climate change mitigation and livelihoods									3	1											
2.1.6: Training of community monitors to implement LUPs																					
1. Conceptual understanding of LM, SFM, SRM and climate change impacts																					
2. Conceptual understanding of community facilitation and monitoring									3	2											
3. Achieving community mobilisation and cooperation									3	2											
4. Conceptual understanding of LUP, zoning and management									3	1											
5. Ability to implement LUPs																					
6. Ability to assist research and development agencies at community/local level									2	2											
7. Persistence of community monitoring post-project:									3	2											
2.3.4: Training of community monitors to implement SFM																					
1. Conceptual understanding of LM, SFM, SRM and climate change																					
2. Conceptual understanding of community facilitation and monitoring									3	2											
3. Achieving community mobilisation and cooperation									3	2											
4. Ability to implement SFM, e.g. eviction of pasture poachers																					
5. Ability to assist research and development agencies at community/local level									2	2											
6. Persistence of community monitoring post-project:									3	2											
2.6.4: Training of participants in Nature-Based Enterprises																					
1. Entrepreneurship and "spotting the gap" for local NBEs (market opportunities)									3	1											
2. Operational structure and ability									3	2											
3. Administrative structure and ability (incl. regulations)									3	2											
4. Financing, financial accounting, budgeting, ethics									3	2											
5. Personnel administration and ethics									3	2											
6. Marketing and profitability									3	1											
7. Contribution of NBE's to local livelihoods									2	2											
3.1.6: Training for LM Upscaling via Regional Farmers' Academy																					
1. Conceptualisation of Regional Farmers' Academy in cooperation with DAPEES and Regional Councils	2	3	3	3																	
2. Ability of institutional home to house and maintain RFA; none-home institutional responsibilities and contributions	2	2	2	2																	
3. Operational and administrative ability and management competence to deliver effective regional extension services and maintain and use demo sites	2	3	4	4																	
4. Financial sustainability to ensure adequate resources (human and physical)	2	2	2	2																	
5. Availability of technical expertise specific to region			3	3																	
6. Back-stopping by external technical experts			3	3																	
7. Ability to establish permanent training contents record (e.g. booklets, posters) for future use and dissemination			3	3																	
8. Outreach to farmers and general public, public awareness and education efforts			4	4																	
9. Consolidation of regional extension efforts to eliminate duplication and maximise efficiency			3	3																	
3.2.4: Training of local (resettlement, NYS) bush control and charcoal workers																					
1. Understanding the ecological parameters of bush encroachment, bush control and rangeland rehabilitation as basis of action																			4	1	
2. Understanding the various bush value addition options and processes																			4	1	
3. Specific hands-on competence in charcoal-making incl. by-products																			2	1	
4. Organisational management and marketing, incl. financial management (within GRN and private structures)																			3	1	
5. Certification (by NTA?) of bush control and charcoal workers (after training and mentoring) to enable formation of own businesses																			1	1	
6. Diversification of wood-based products and extension of harvesting areas and people/workers (ex-NYS)																			4	1	

