



**Mid-term Review (MTR) of UNDP supported and GEF financed  
'Integrated approach to proactive management of human-  
wildlife conflict and wildlife crime in hotspot landscapes in  
Namibia' Project.**

***Final Report***

**GEF ID number: 10244; UNDP PIMS ID number: 6303**

**GEF focal area: Biodiversity Focal Area**

**Executing/Implementing partner: Ministry of Environment,  
Forestry and Tourism (MEFT)**

**Country: Namibia**

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**MTR time frame: October – December 2024**

**Date of MTR report: 20 December 2024**

MTR of the 'Integrated human-wildlife conflict and wildlife crime management in Namibia' Project.

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### **Disclaimer**

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## Acronyms and Abbreviations

| ACRONYMS AND ABBREVIATIONS |   |          |   |
|----------------------------|---|----------|---|
| BNP                        | Bwabwata National Park  | MEFT     | Ministry of Environment, Forestry and Tourism                     |
| CBNRM                      | Community Based Natural Resource Management                                       | METT     | Management Effectiveness Tracking Tool                            |
| CBO                        | Community-Based Organization  | MTR      | (Project) Mid-Term Review   |
| CCF                        | Cheetah Conservation Fund   | NACSO    | Namibian Association of CBNRM Support Organisations               |
| CCFN                       | Community Conservation Fund of Namibia  | NAMPARKS | Namibia National Parks Programme                                  |
| COVID-19                   | Coronavirus Disease 2019, the disease caused by the novel coronavirus, SARS-CoV-2 | NBT      | Nature-Based Tourism  |
| CUHWC                      | Coordination Unit for HWC (in the DWNP)   | NDT      | Namibia Development Trust   |
| CWCP                       | (USAID-funded) Combatting Wildlife Crime Project                                  | NGO      | Non-Government Organization                                       |
| DLT                        | Desert Lion Trust   | NNF      | Namibia Nature Foundation   |
| DLP                        | Desert Lion Project   | NP       | National Park   |
| DWNP                       | Directorate of Wildlife and National Parks  | NPD      | National Project Director   |
| EHRA                       | Elephant Human Relations Aid  | PA       | Protected Area/ Project Assistant                                 |
| EIF                        | (Namibia) Environmental Investment Fund   | PB       | Project Board (alternatively termed 'Project Steering Committee') |
| ENP                        | Etosha National Park  | PIR      | Project Implementation Review                                     |
| ERC                        | (UNDP) Evaluation Resource Center   | PM       | Project Manager   |
| ESMF                       | Environmental and Social Management Framework                                     | PMU      | Project Management Unit   |
| FC                         | (Project) Field Coordinator   | PRF      | Project Results Framework   |
| FM                         | (Project) Financial Manager   | SBAA     | Standard Basic Assistance Agreement                               |
| KfW                        | German Development Bank   |          |   |
| GEF                        | Global Environment Fund   | SESP     | (UNDP) Social and Environmental Screening Procedure               |
| GIZ                        | <i>Deutsche Gesellschaft für Internationale Zusammenarbeit</i>                    | SESO     | (Project) Social and Environmental Safeguards Officer             |
| GPTF                       | Game Products Trust Fund  | SRT      | Save-the-Rhino Trust  |
| GWP                        | Global Wildlife Programme   | TA       | Traditional Authority   |
| HEC                        | Human Elephant Conflict   | TE       | (Project) Terminal Evaluation                                     |
| HPC                        | Human Predator Conflict   | TOC      | Theory of Change  |
| HWC                        | Human Wildlife Conflict   | TOSCO    | Tourism Supporting Conservation Trust                             |
| HWCSRS                     | Human Wildlife Conflict Self Reliance Scheme                                      | UNODC    | UN Office for Drugs and Crime                                     |
| ICCWC                      | International Consortium for Combating Wildlife Crime                             | USAID    | United States Agency for International Development                |
| IRDNC                      | Integrated Rural Development and Nature Conservation                              | WB       | World Bank  |
| IWPP                       | Integrated Wildlife Protection Programme  | WC       | Wildlife Crime  |
| IWT                        | Illegal Wildlife Trade  | WCM      | (Project) Wildlife Conservation Manager                           |
| JV                         | Joint Venture   | WCP      | Wildlife Credits Program  |
| KAZA TFCA                  | Kavango-Zambezi Trans-frontier Conservation Area                                  | WWF      | Worldwide Fund for Nature   |
| LAC                        | Legal Assistance Centre   |          |   |
| MAWLR                      | Ministry of Agriculture, Water and Land Reform                                    |          |   |
| M&E                        | Monitoring and Evaluation   |          |   |

## 1. Executive summary

### Project information table

| Project Title  |  |   |                                     |
|--|--|---|-------------------------------------|
| Integrated approach to proactive management of human-wildlife conflict and wildlife crime in hotspot landscapes in Namibia |  |   |                                     |
| <b>UNDP Project ID (PIMS #):</b>   | 6303   | <b>PIF Approval Date:</b>   | Jun 13, 2019                        |
| <b>GEF Project ID (PMIS #):</b>  | 10244  | <b>CEO Endorsement Date:</b>  | Jun 11, 2021                        |
| <b>ATLAS Business Unit, Award # Project. ID:</b>   | 00091841   | <b>Project Document (ProDoc) Signature Date (date project began):</b> | Oct 12, 2021                        |
| <b>Country(ies):</b>   | Namibia  | <b>Date project manager hired:</b>                                    | April 2022                          |
| <b>Region:</b>   | Africa   | <b>Inception Workshop date:</b>                                       | Jun 6, 2022                         |
| <b>Focal Area:</b>   | Biodiversity   | <b>Midterm Review completion date:</b>                                | December 2024                       |
| <b>GEF Focal Area Strategic Objective:</b>   | GEF 7 Strategic Objectives 1-2a&b of the Biodiversity Focal Area | <b>Planned closing date:</b>  | Oct 12, 2027                        |
| <b>Trust Fund [indicate GEF TF, LDCF, SCCF, NPIF]:</b>   | GEF TF   | If revised, proposed closing date:                                    | TBD                                 |
| <b>Executing Agency/ Implementing Partner:</b>   | Ministry of Environment, Forestry and Tourism (MEFT)             |   |                                     |
| <b>Other execution partners:</b>   |  |   |                                     |
| <b>Project Financing</b>   | at CEO endorsement (US\$)  |   | at MTR (US\$)                       |
| <b>[1] GEF financing:</b>  | US\$ 6,247,018   |   | 2,226,036                           |
| <b>[2] UNDP contribution:</b>  | US\$ 100,000   |   | 45,000                              |
| <b>[3] Government:</b>   | US\$ 41,711,000  |   | 7,675,421                           |
| <b>[4] Other partners:</b>   | US\$ 11,715,629  |   | IWPP 2,155,098<br>CCFN \$ 2,640,426 |
| <b>[5] Total co-financing [2 + 3+ 4]:</b>  | US\$ 53,526,629  |   | 12,515,945                          |
| <b>PROJECT TOTAL COSTS [1 + 5]</b>   | <b>US\$ 59,773,647</b>   |   | <b>14,741,981</b>                   |

## Project Description

This is a Child Project under the GEF 7 World Bank-led Global Wildlife Programme (GWP). It was designed to safeguard wildlife through reducing, mitigating, and preventing human-wildlife conflict; while at the same time combating wildlife crime and protecting wildlife populations in three hotspot landscapes, namely: North Central (including Etosha National Park), North West (Kunene), and North East (incorporating the Bwabwata-Mudumu National Park complex within the KAZA Transfrontier Conservation Area).

**Project overall objective:** To incentivize wildlife conservation through proactive management of human-wildlife conflict and wildlife crime, and delivery of wildlife-based benefits to rural communities in selected hotspot landscapes.

To achieve its objective, the project is meant to adopt four complementary approaches to collectively address the twin challenges of HWC and WC in communal Conservancies and National Parks across three HWC/WC hotspot landscapes. The first approach is centred on reducing, mitigating and preventing HWC. The project focuses on rebuilding and strengthening the capacities of conservancies, communal farmers, and government agencies to more effectively plan for, manage and monitor HWC. The second approach is centred on combating WC and protecting wildlife populations. The project focuses on strengthening the capacities of anti-poaching units, and for science-based management and monitoring of populations of high-risk/high-value species. The third approach is centred on generating economic benefits for communities from wildlife-related enterprises. The fourth approach is centred on enhancing local and national coordination, cooperation and knowledge sharing in HWC and WC.

The project duration is **6 years (October 2021 to October 2027)** with a total budget of **USD 6,247,018** from the Global Environment Facility (GEF) and planned co-financing of USD 53,526,629. The project is being implemented following UNDP's Nation Implementation Modality (NIM) Modality.

## MTR scope & methods

The Mid-Term Review (MTR) of the 'Integrated approach to proactive management of human-wildlife conflict and wildlife crime in hotspot landscapes in Namibia' Project employed **Participatory Evaluation (PE)** framework to apply a collaborative, consultative, participatory, and utilization-focused approach to ensure relevance and maximize the usefulness of its findings. The MTR assessed the achievement of project results against what was expected to be achieved and drew lessons that can both improve the sustainability of benefits from this project and assessed early signs of project success or failure with the goal of identifying the necessary changes to be made in order to set the project on-track to achieve its intended results. The MTR reviewed the project's strategy and its risks to sustainability. The purpose of the MTR was to provide an in-depth assessment of the results against the outcomes of the project and performance in terms of relevance, effectiveness, efficiency, sustainability, inclusiveness, participation, accountability, and transparency.

The methodology of the MTR encompassed a comprehensive desk review of project documentation and existing survey data, focus group discussions with the participating communities, semi-structured interviews with key stakeholders, and field visit targeting conservancies surrounding the Protected Areas (Pas). This mixed-method approach allowed for data triangulation, increasing accuracy and informing the reliability of the MTR results. Throughout the process, purposive sampling aimed to capture a diverse range of stakeholder perspectives, ensuring gender responsiveness and inclusivity in data collection and analysis. Analytical techniques included descriptive analysis, content analysis, thematic analysis, and quantitative analysis, all aimed at identifying common trends, themes, and quantifiable project impacts.

## Progress Summary

Overall, the project has made moderate progress toward its objectives. Key achievements include strengthening HWC management capacities through the provision of equipment and training, the construction of predator-proof kraals, and the development of two HWC management and action plans tailored to address the specific challenges of two conservancies. Additionally, the project has enhanced Namibia's anti-poaching and wildlife monitoring capabilities by providing essential field equipment and delivering extensive training on wildlife crime prevention. However, significant gaps in addressing HWC and WC persist, with the number of HWC incidents in Namibia's hotspot landscapes showing a troubling upward trend, and Anti-Poaching Units (APUs) require further empowerment to effectively respond to increasingly sophisticated wildlife crime scenarios. Also, progress has been limited in certain areas, particularly in supporting conservancies to develop and pilot additional income-generating opportunities. Furthermore, the production of knowledge products and awareness-raising efforts has been insufficient to create widespread impact.

As a result of the project's activities to date, 2,985 people (47% female) have directly benefited, and 5,281 people (55% female) have indirectly benefited. The project has also contributed to improving practices across 2.5 million hectares of landscapes. According to a project survey, 89% of conservancy members (out of 943 surveyed, with 50% female respondents) expressed support for the continued conservation and sustainable management of wildlife in conservancies.

There are a number of factors that contributed to the limited progress, a key one related to the significant delays in conducting the Environmental and Social Impact Assessment (ESIA) that allows for on-ground implementation which is attributed to challenges in procuring both international and national expertise, compounded by poor planning and underestimating the level of effort, time, and expertise required for the process. Nonetheless, the project made a decision to proceed with some activities, such as construction of the elephant-proof wall at Tapahutha village. This decision was driven by the urgent need to protect water resources from elephant damage and address pressing community concerns.

The project's approach to addressing capacity-building needs and developing knowledge products has been largely reactive, responding to ad hoc needs and requests rather than being guided by a structured assessment of priorities. This lack of a systematic needs assessment has limited the project's ability to strategically target key gaps and align its efforts with the most pressing requirements.

**Under outcome 1**, the project has made progress towards improving the HWC management capacities mainly through provision of equipment that help in HWC management, including notably the installation of two early warning towers in villages identified as emerging HWC hotspots, training a total of 234 individuals on HWC investigations and management (of which 35% females), contributing the piloting of SMART system for HWC data management.

The project supported the construction of seven predator-proof kraals to provide a safe enclosure for livestock, effectively protecting them from predators such as lions and hyenas, which frequently target livestock in these regions. The project also provided funding for the construction of an elephant-proof wall around a critical borehole in Tapaghutha Village which supplies water to 43 residents (23 men and 20 women) to secure the village's water source from elephant interference, ensuring a stable and safe water supply for both residents and livestock.

The project financed the creation of 2 approved HWC management and action plans tailored to the unique challenges and needs of two conservancies regarding HWC and contributed indirectly to other 15 plans through providing input, however, the conservancies capacities to implement these plans remain an area of development.

Despite progress, the number of HWC incidents in Namibia's hotspot landscapes has shown a concerning upward trend, contrary to the project's mid-term reduction targets. The average number of reported incidents reached 141 in 2023, and 152 in 2022, surpassing the baseline of 106 incidents in 2021. Several factors are driving the increase in HWC incidents, including the rising human and wildlife populations have led to more frequent encounters, while fluctuations in game populations—often exacerbated by recurring droughts—are pushing predators closer to human settlements in search of food. As wildlife populations grow, so too do the chances of their encroachment into human-inhabited areas, leading to more frequent competition over resources like water and grazing land. Coupled with these pressures, the project has not yet implemented full-scale HWC prevention and mitigation measures, primarily due to delays in finalizing the Environmental and Social Management Plan (ESMP).

**Under outcome 2:** the project has played an important role in advancing Namibia's anti-poaching and wildlife monitoring capacity by supplying essential field equipment and delivering extensive training on Wildlife Crimes that provided personnel with essential skills and tools to improve the effectiveness of their patrolling efforts, equipping them to manage wildlife crime incidents with precision, coordinate efficiently across agencies, and respond swiftly to poaching threats.

However, APUs still need to be empowered to deal with increasingly sophisticated wildlife crime scenarios, including the development of Standard Operating Procedures (SOPs) for managing wildlife crime scenes, documenting poaching cases, upgrading the technologies used by APUs for communication and surveillance, and deploying a range of advanced technologies, including infrared sensors, DNA tracking, heat-mapping sensors, shot detection systems, black-flash cellular cameras, camera traps, CCTV, and drones to provide real-time data and insights, allowing APUs to track poaching activities more accurately and respond swiftly to threats.

While the project's data on the number of rhinos and elephants poached is not fully reliable for drawing definitive conclusions about trends, the prosecution of poaching cases remains a significant challenge. In 2023, only 9% of poaching cases were prosecuted, reflecting several underlying issues. A key problem is the poor quality of investigation case documentation, which weakens the evidence necessary for securing convictions. Additionally, lengthy judicial



process period often leads to outcomes with minimal charges or penalties, reducing the legal system's deterrent effect against wildlife crime.

To address these challenges, efforts must focus on improving the quality of poaching case investigations through better training, tools, and protocols for law enforcement personnel. Furthermore, enhancing the capacity of judicial actors and streamlining court procedures is essential to expedite case resolutions and ensure meaningful penalties for offenders. Strengthening these aspects will contribute to more effective enforcement and greater accountability in combating wildlife crime.

**Under outcome 3**, progress on this outcome has been limited, with no tangible support provided to conservancies for developing and piloting additional income-generating opportunities thus far. The project has yet to undertake a systematic process to identify viable options for enhancing conservancy incomes while promoting sustainable natural resource conservation. The delay in advancing this outcome is primarily attributed to the prolonged completion of the ESIA, which is a prerequisite for on-ground implementation of tourism developments.

The project developed the Low Value Grant (LVG) guidelines and has initiated the rollout of low-value grants within the hotspot landscapes. These grants aim to provide foundational support for communities interested in developing income-generating activities related to wildlife and conservation. The project issued and introduced a call for the low-value grants initiative across landscapes to raise awareness about this intervention and its potential benefits. However, the capacity of conservancies to design and implement Low Value Grant (LVG) projects is an area of concern. Although no LVG proposals had been received from conservancies at the time of drafting this report, initial feedback indicates that conservancies face challenges in preparing suitable applications. In many cases, they required the assistance of local NGOs or consultants to develop their applications. This issue raises concerns about their capacity to implement projects once LVG applications are approved. Conservancies are likely to require significant support and oversight to ensure that projects are executed effectively and aligned with grant objectives. Strengthening the technical and managerial capacities of conservancies will be critical to maximize the impact of the LVG mechanism and ensure sustainable outcomes.

As a result, no positive trends have been observed in the impacts attributed to the project regarding the number of employees engaged in wildlife-based businesses, the value of income generated in conservancies from the wildlife-based economy, and the percentage of conservancies generating sufficient returns to cover operational costs and provide benefits to members.

**Under outcome 4**, the project has developed four key knowledge management products to raise awareness and enhance understanding of HWC and WC. These include HWC and WC awareness pamphlets, comprehensive project booklet and combined HWC and WC awareness folder. While these knowledge products provide a foundational understanding of the project and its objectives, their impact could be significantly enhanced by incorporating real case studies. By including practical examples of how to address HWC and WC effectively, along with best practices drawn from on-the-ground experiences, the materials could offer more actionable insights.

The project's communication materials have been developed on an ad hoc basis, primarily in response to stakeholder requests. This reactive approach lacks the structure and foresight of a well-defined communication strategy, which would enable proactive planning, consistent messaging, and more effective engagement with stakeholders across all levels. The project currently lacks a targeted communication strategy to guide the implementation of communication activities in a structured and systematic manner, and as a result, there is limited awareness at the communal level regarding HWC policies and procedures and how to effectively handle HWC cases

The project supported the establishment of the National Stakeholder Forum on Wildlife Protection and Law Enforcement, hosting its inaugural workshop on June 15-16, 2022. This forum brought together key stakeholders involved in wildlife crime management to enhance information exchange and foster ongoing collaboration. Additionally, the project supported the MEFT in organizing the National Conference on HWC, held from May 10-12, 2023. Attended by over 250 stakeholders, this conference explored issues related to HWC prevention and mitigation.

**Gender mainstreaming:** The project design recognizes the critical relevance of HWC and WC issues to gender resulting in the development of a comprehensive Gender Action Plan (GAP). However, implementation of the GAP has seen limited progress. Activities have not been adequately budgeted, tracked, or systematically integrated into the work plan. While gender-disaggregated data has been collected, gender sensitivity analysis has not been applied to key activities, such as HWC preventative measures and technologies. The project has achieved 35% female participation in training activities, nearing the 40% GAP target, but women's representation in wildlife-based employment remains below expectations at 35% and only 31% female participation in knowledge sharing sessions.

**Project management:** The limited coordination with MEFT teams and similar initiatives (e.g., WWF, GIZ, and KfW) hampers efforts to leverage complementarities and prevent duplication. MEFT has acknowledged that internal communications with the PMU need improvement, particularly through more regular engagement in project planning and implementation.

The project faces significant challenges with data availability, accessibility, reliability, and consistency, which undermine effective monitoring and decision-making. Inconsistencies across project reports, incomplete datasets (e.g., underreported poaching incidents), inaccessible key data (such as MEFT-maintained poaching statistics), and reliance on self-reported, ad-hoc data from conservancies contribute to these issues. Financial delivery is significantly below expectations, with only 36% of project funds spent and 23% of the co-financing target (\$12.5 million) secured by the MTR.

**Sustainability:** The Namibian Government places a high priority on wildlife conservation, including addressing HWC and WC. This commitment is reflected in the robust policy frameworks governing the sector, such as the National Policy on Human Wildlife Conflict Management (2018–2027). Also, an important aspect of the project’s sustainability is the establishment of HWC management units in each region. The project has made significant investments in building human capacities through various training programs.

There is no clear sustainability or exit plan outlining institutional and financial arrangements for continuity post-project, particularly for scaling up investigation units, capacity building, and tourism businesses. Similarly, limited progress in private sector partnerships for joint ventures and Wildlife Credits Schemes under Outcome 3 poses a challenge to achieving long-term economic benefits. Conservancies’ capacities to manage businesses also vary significantly, with financial and operational management requiring targeted development. Furthermore, challenges in maintaining project-provided infrastructure, such as water systems, highlight the need for sustainability measures like maintenance training and stakeholder partnerships.

Financial sustainability for conservancies remains a critical risk, especially given limited progress under Outcome 3. Without diversified income streams, conservancies may struggle to maintain project-initiated benefits, threatening the continuity of outcomes. Currently, the LVG mechanism relies on GEF resources and lacks a clear plan for scaling deep within the three landscapes or scaling out to others. To ensure its sustainability, the government should explore long-term funding sources, integrate the LVG into national programs, and partner with private sector stakeholders to expand and replicate its impact, thereby securing incremental and lasting benefits for targeted communities.

### MTR Ratings & Achievement Summary Table

| Measure                 | MTR Rating | Achievement Description  |
|-------------------------|------------|--|
| <b>Project Strategy</b> | N/A        | <ul style="list-style-type: none"> <li>a. The HWC-WC project’s design is both transformative and comprehensive, addressing the dual challenges of HWC and WC through a multifaceted and integrated framework.</li> <li>b. The design balances conservation strategies with community development, the project incentivizes wildlife conservation while delivering tangible, wildlife-based benefits to rural communities.</li> <li>c. The HWC-WC project distinguishes itself in Namibia by introducing, for the first time at such a scale, a holistic and integrated approach to managing HWC and WC. While some activities may not be entirely new, however, tackling conflicts at the scale of animal home ranges rather than at isolated community levels is an important transformation presented by this project.</li> <li>d. GAP was not incorporated into the multi-year budget plan, and no specific financial allocations were made to implement the activities outlined in the GAP.</li> <li>e. The project is grounded in a well-developed Theory of Change (ToC) that provides a clear roadmap for understanding how the project’s activities translate into tangible benefits, ensuring a coherent approach to achieving its goals.</li> <li>f. The project document does not explicitly define the criteria used to select the three targeted landscapes in Namibia. However, MEFT clarified that these landscapes were chosen because they experience the highest rates of HWC and WC in the country, making them a priority for intervention.</li> <li>g. The project document highlights several relevant projects and trust funds</li> </ul> |

|  |  |   |
|--|--|---|
|  |  | <p>that are actively contributing to addressing HWC and WC in the hotspot landscapes.</p> <p>h. The management arrangements of the project as reasonable and well-structured.</p>   |
| <p><b>Progress Towards Results</b></p> | <p>Objective: Moderately Unsatisfactory (MU)</p> | <p>a. Troubling upward trend in HWC incidents in hotspot landscapes.</p> <p>b. Limited progress in supporting income-generating opportunities for conservancies.</p> <p>c. Insufficient production of knowledge products and awareness-raising efforts.</p> <p>d. Significant delays in conducting the ESIA, attributed to poor planning and challenges in procuring expertise.</p> <p>e. Reactive, ad hoc approach to capacity-building and knowledge product development, lacking systematic needs assessments.</p> <p>f. The project proceeded with urgent activities, such as constructing the elephant-proof wall at Tapahutha village, to protect water resources and address pressing community concerns.</p> <p>g. Strengthened HWC management capacities through equipment provision, training, predator-proof kraals, and tailored HWC action plans for two conservancies.</p> <p>h. Little enhancement to Namibia’s anti-poaching and wildlife monitoring capabilities with field equipment and extensive wildlife crime prevention training.</p> <p>i. APUs require further empowerment to address sophisticated wildlife crime scenarios.</p> <p>j. 2,985 people (47% female) directly benefited, and 5,281 people (55% female) indirectly benefited.</p> <p>k. Improved practices across 2.5 million hectares of landscapes.</p> <p>l. 89% of conservancy members (50% female respondents) support continued conservation and sustainable wildlife management.</p> <p>m. There is limited awareness at the communal level regarding HWC policies and procedures and how to effectively handle HWC cases</p> |
|  | <p>Outcome 1 Moderately Satisfactory (MS)</p>    | <p>a. Installed two early warning towers in villages identified as emerging HWC hotspots.</p> <p>b. Trained 234 individuals (35% female) in HWC investigations and management.</p> <p>c. Contributed to piloting the SMART system for HWC data management.</p> <p>d. Supported the construction of seven predator-proof kraals, safeguarding livestock from predators such as lions and hyenas.</p> <p>e. Funded the construction of an elephant-proof wall around a critical borehole in Tapaghutha Village, securing water access for 43 residents (23 men, 20 women) and their livestock.</p> <p>f. Financed two approved HWC management and action plans tailored to specific conservancy needs</p> <p>g. The number of HWC incidents has increased in hotspot landscapes, reaching 141 in 2023 and 152 in 2022, surpassing the baseline of 106 incidents in 2021.</p> <p>h. Rising human and wildlife populations, recurring droughts, and fluctuations in game populations are driving predators closer to human settlements, intensifying conflicts over water and grazing resources.</p> <p>i. Full-scale HWC prevention and mitigation measures have not been implemented due to delays in finalizing the ESMP.</p> <p>j. Conservancies’ capacities to implement HWC management and action plans remain a critical area for development to ensure sustainable conflict mitigation.</p>   |
|  | <p>Outcome 2: Moderately</p>                     | <p>a. APUs require further empowerment to address increasingly sophisticated wildlife crime scenarios.</p>  |

|  |  |   |
|--|--|---|
|  | <p>Unsatisfactory (MU)</p>                       | <ul style="list-style-type: none"> <li>b. Absence of Standard Operating Procedures (SOPs) for managing wildlife crime scenes and documenting poaching cases.</li> <li>c. Limited technological capacities for communication and surveillance, including infrared sensors, DNA tracking tools, heat-mapping sensors, shot detection systems, black-flash cellular cameras, CCTV, drones, and camera traps for real-time data collection and response.</li> <li>d. The project’s data on rhino and elephant poaching lacks reliability for drawing clear trends.</li> <li>e. In 2023, only 9% of poaching cases were prosecuted due to poor case documentation, weakening the evidence required for convictions.</li> <li>f. Lengthy judicial processes often result in minimal charges or penalties, undermining the deterrent effect of the legal system.</li> <li>g. The project has supplied essential field equipment and provided extensive training on wildlife crimes, equipping personnel with skills to improve patrolling effectiveness and manage wildlife crime incidents with precision.</li> </ul>   |
|  | <p>Outcome 3: Moderately Unsatisfactory (MU)</p> | <ul style="list-style-type: none"> <li>a. No tangible support has been provided to conservancies for developing or piloting additional income-generating opportunities.</li> <li>b. The project has not yet systematically identified viable options for enhancing conservancy incomes while promoting sustainable natural resource conservation.</li> <li>c. Progress has been delayed due to the prolonged completion of the ESIA, a prerequisite for on-ground tourism and business development initiatives.</li> <li>d. Developed LVG guidelines and initiated rollout within hotspot landscapes to support income-generating activities tied to wildlife and conservation.</li> <li>e. Introduced a call for LVG applications to raise awareness of the initiative and its potential benefits.</li> <li>f. Conservancies have struggled to prepare suitable LVG applications, often requiring assistance from NGOs or consultants, highlighting capacity gaps.</li> <li>g. Conservancies lack the technical and managerial skills needed to design, implement, and sustain LVG projects effectively.</li> <li>h. No positive trends have been observed in key indicators, including the number of employees engaged in wildlife-based businesses, income generated from the wildlife economy, or conservancies’ ability to cover operational costs and provide member benefits.</li> </ul> |
|  | <p>Outcome 4: Moderately Unsatisfactory (MU)</p> | <ul style="list-style-type: none"> <li>a. Developed four key products: HWC and WC awareness pamphlets, a comprehensive project booklet, and a combined HWC and WC awareness folder.</li> <li>b. These products provide foundational understanding but could be enhanced by incorporating real case studies and best practices from on-the-ground experiences, offering actionable insights for stakeholders.</li> <li>c. Communication materials have been developed reactively, based on stakeholder requests, lacking a structured approach.</li> <li>d. The absence of a targeted communication strategy has limited proactive planning, consistent messaging, and effective stakeholder engagement across all levels.</li> <li>e. Supported the establishment of the National Stakeholder Forum on Wildlife Protection and Law Enforcement, hosting its inaugural workshop on June 15-16, 2022, to enhance information exchange and foster collaboration among wildlife crime stakeholders.</li> </ul>  |
| <p><b>Project Implementation &amp; Adaptive Management</b></p> | <p>Moderately Unsatisfactory (MU)</p>            | <ul style="list-style-type: none"> <li>a. The project faces significant challenges with data availability, accessibility, reliability, and consistency, which undermine effective monitoring and decision-making. The PMU has faced challenges in accessing critical data from MEFT, particularly on poaching and HWC incidents, which has been treated as confidential.</li> <li>b. Limited coordination with MEFT teams and other initiatives with similar objectives (e.g., WWF, GIZ, and KfW)</li> </ul>  |

|                       |   |   |
|-----------------------|---|---|
|                       |   | <ul style="list-style-type: none"> <li>c. The project has spent only 36% of its total funding, which is significantly below the expected financial delivery given that more than half of the project timeframe has elapsed. Also, only 23% of the co-financing target has been secured, amounting to a total of \$12.5 million.</li> <li>d. The existing reporting systems do not include mechanisms to track and report on the status of actions outlined in the Gender Action Plan (GAP).</li> <li>e. The project’s communication materials have been developed on an ad hoc basis, primarily in response to stakeholder requests. This reactive approach lacks the structure and foresight of a well-defined communication strategy, which would enable proactive planning, consistent messaging, and more effective engagement with stakeholders across all levels.</li> </ul>                        |
| <b>Sustainability</b> | Institutional framework and governance: Moderately Likely (ML).                       | <ul style="list-style-type: none"> <li>a. The Namibian Government places a high priority on wildlife conservation, including addressing HWC and WC. This commitment is reflected in the robust policy frameworks governing the sector, such as the National Policy on Human Wildlife Conflict Management (2018–2027).</li> <li>b. The establishment of HWC management units in each region is important sustainability element</li> <li>c. The project has made significant investments in building human capacities through various training programs.</li> <li>d. No clear sustainability or exit plan outlining institutional and financial arrangements for continuity post-project, particularly for scaling up investigation units, capacity building, and tourism businesses</li> </ul>  |
|                       | Financial: Moderately Unlikely (MU).  | <ul style="list-style-type: none"> <li>e. HWCSRS, funded by GPTF partially compensates communities for verified losses due to HWC.</li> <li>f. Financial sustainability for conservancies remains a critical risk, especially given limited progress under Outcome 3.</li> <li>g. The LVG mechanism relies on GEF resources and lacks a clear plan for scaling deep within the three landscapes or scaling out to others</li> </ul>   |
|                       | Socio-economic: Moderately Likely (ML).<br><br>Environmental: Moderately Likely (ML). | <ul style="list-style-type: none"> <li>h. The project is anticipated to generate several significant socio-economic impacts. These include a reduction in HWC and WC incidences, leading to greater safety and stability for local communities.</li> <li>i. The project’s delivery of outcomes and benefits has not yet reached a level sufficient to incentivize communities to actively monitor and enforce measures against illegal activities.</li> <li>j. Awareness levels among communities in the targeted landscapes regarding HWC and WC remain limited.</li> <li>k. The project outcomes could face significant sustainability risks due to extreme weather conditions, including recurring droughts.</li> <li>l. Poorly-informed or improperly executed project activities could pose risks of damaging critical habitats and altering landscape suitability for threatened species</li> </ul> |

## Recommendations summary table

The following are a mix of recommendations for corrective actions and forward-looking recommendations: **more details on the recommendations are available in section 4.2.**

**Table 1: Recommendations table**

| #  | TE Recommendation   | Entity Responsible | Timeframe |
|----|---|--------------------|-----------|
| 1  | Develop and implement a comprehensive sustainability or exit plan that ensure that project outcomes are sustained beyond the GEF funding period       | MEFT/PMU           | Q2 2025   |
| 2  | Establish an effective coordination platform  | MEFT/PMU           | Q1 2025   |
| 3  | Reassess and re-plan capacity-building activities and equipment provision   | MEFT/PMU           | Q2 - 2025 |
| 4  | Revamp data collection process and develop a data management plan   | MEFT/PMU           | Q1 2025   |
| 5  | Conduct retroactive environmental and social audits for existing infrastructure   | MEFT/PMU           | Q1 2025   |
| 6  | Investigate the feasibility and relevance of the SMART system for HWC-WC project objectives   | MEFT/PMU           | Q1 2025   |
| 7  | Develop and implement a targeted communications strategy  | MEFT/PMU           | Q2 2025   |
| 8  | Engage with the environmental crime court and provide technical assistance  | MEFT/PMU           | Q2 2025   |
| 9  | Enhance documentation of co-financing contributions by including detailed information on the specific contributions made by each co-financing agency. | MEFT/PMU           | Ongoing   |
| 10 | Conduct regular spot checks to strengthen accountability  | UNDP               | Quarterly |
| 11 | The project should incorporate sustainable water management practices when upgrading boreholes from diesel-powered to solar-powered systems.          | MEFT/PMU           | Q2 2025   |
| 12 | Restructure the PMU to address critical capacity gaps   | MEFT/PMU           | Q1 -2025  |
| 13 | Review the project budget allocation to ensure enough resources are allocated for implementing the gender action plan.                                | MEFT/PMU and UNDP  | Q1 - 2025 |
| 14 | Strengthen Engagement with the Global Wildlife Program (GWP) to leverage its on-demand services   | MEFT/PMU           | Ongoing   |
| 15 | Provide Results-Based Management training for the PMU and key project personnel   | UNDP               | 2025      |



## 2. Introduction

### 2.1 Purpose of the MTR and objectives

The Mid-Term Review (MTR) of United Nations Development Programme (UNDP) and Global Environment Facility (GEF)'s *'Integrated approach to proactive management of human-wildlife conflict and wildlife crime in hotspot landscapes in Namibia'* Project assessed the achievement of project results against what was expected to be achieved and drew lessons that can both improve the sustainability of benefits from this project, and assessed early signs of project success or failure with the goal of identifying the necessary changes to be made in order to set the project on-track to achieve its intended results. The MTR reviewed the project's strategy and its risks to sustainability. The purpose of the MTR was to provide an in-depth assessment of the results against the four outcomes of the project and performance in terms of relevance, effectiveness, efficiency, sustainability, inclusiveness, participation, accountability, and transparency.

The MTR process is meant to open up essential learning space both for the UNDP and the implementing partner. This in turn will create an opportunity for possible re-alignment and refinement of some project actions to better embrace the ever-changing dynamics in community needs. Hence, the MTR extracted lessons, mainly to support effective implementation of the project, looking forward. As a result of MTR and its recommendations, key action areas have been developed to ensure that the project implementer strategically re/aligns itself to meet project expectations over the second half of project implementation period.

The MTR has been implemented in line with the *Guidance for Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects*.<sup>1</sup> The MTR provides evidence-based information that is credible, reliable and useful and comply with the UNDP/GEF MTR Guidelines. The MTR was undertaken in line with United Nation Evaluation Guidelines (UNEG) principles concerning independence, credibility, utility, impartiality, transparency, disclosure, ethical, participation, competencies and capacities. The MTR process has been independent of UNDP and project partners. The opinions and recommendations in the MTR are those of the Evaluator's and do not necessarily reflect the position of any stakeholders.

The MTR was carried out between late 16 October- 30 December 2024 and was conducted based on a hybrid model of direct engagement with project beneficiaries through field visits to project sites and home-based with online engagement with project stakeholders and partners. The MTR evidence was gathered by documents review, key selected stakeholders' interviews, focus group discussions with beneficiaries as well as other ad hoc observations.

### 2.2 MTR approach and methods

The Mid-Term Review (MTR) employed a collaborative, consultative, participatory, and utilization-focused approach to ensure relevance and maximize the usefulness of its findings. The MTR utilized a **Participatory Evaluation (PE)** framework, engaging key stakeholders, including representatives from the Namibian Government and UNDP, to jointly determine critical aspects of the process, such as the stakeholders to consult, timing and extent of fieldwork, and project documents to review. This collaborative approach facilitated a comprehensive understanding of the evaluation framework and ensured the process was tailored to uncover improvement opportunities within the project. Importantly, the consultant team emphasized inclusivity by involving primary stakeholders as active participants in the MTR process, rather than merely sources of information. This included creating opportunities for both women and men community members to analyze, reflect, and contribute to decision-making and action.

Additionally, the MTR followed a **utilization-focused approach**, which prioritizes the needs and expectations of the intended users of the MTR from the very beginning. By addressing these needs, the MTR ensured that its findings, lessons, and recommendations were actionable and valuable to stakeholders.

#### Data collection methods

To strengthen the robustness of the MTR evidence, a mixed method approach was used to generate qualitative and quantitative data to best describe project results based on the on the results framework as outlined in the project document. The MTR used methods of document review and interviews for data collection to obtain answer all of the MTR questions outlined in the Terms of Reference (TOR).

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<sup>1</sup> Available [here](#).

The MTR had three levels of data collection and validation of information:

- A desk review of project documentation where both qualitative and quantitative data have been collected, including existing surveys.
- Semi-structured interviews with key stakeholders for qualitative data collection (Annex 7 list of persons interviewed).
- Focus group discussions with the conservancies surrounding the PAs.

An evaluation matrix was developed as a base for gathering of qualitative inputs for analysis. The MTR matrix defined the objective for gathering non-biased, valid, reliable, precise, and useful data with integrity to answer the MTR questions.

**Desk review:** The initial stage involved the review of project documentation and associated documents. An information package was provided by the project management team to the MTR team. The evaluators reviewed all relevant sources of information, such as the project document, project reports – including annual reports, progress reports, survey data, project files, previous evaluations, national strategic and policy documents, and any other materials that the evaluator considers useful for an evidence-based evaluation assessment. See annex 2 for list of documents reviewed.

The key output of the desktop review was to collect data and information as potential evidence that underpin evaluation and also help the evaluator to familiarize with the work context in details. Annex 2 includes full list of documents were reviewed.

**Semi-structured interviews:** Engaging stakeholders has been critical for the success of the MTR. The project involved multi-stakeholders and teams in different capacities and the MTR engaged with various stakeholders to cover different perspectives taking into account the principle of gender responsiveness. The MTR team took into account the geographical coverage, representative diversity, gender balance etc. and inclusivity of key stakeholders and beneficiaries in designing the interview schedule. The MTR team engaged with stakeholders both virtually and face to face.

The main purpose of the engagement was to collect evidence that support MTR process and findings and gain sufficient understanding of their perspectives on the program successes and challenges. All interviews were undertaken in full confidentiality. See Annex 6 for list of people consulted.

**Engaging with local conservancies:** The MTR team conducted field missions to the three hotspot landscapes, namely: Northwest (centred on the Palmwag, Etendeka and Hobatere Concession Areas and their associated communal conservancies; part of the Kunene Region), Northcentral (centred on Etosha National Park and surrounding communal conservancies to the north and west) and Northeast (centred on the core conservation and multiple use areas of the Bwabwata-Mudumu National Park complex (which falls partially within the KAZA TFCA domain). During the field visits, direct engagement with the beneficiaries (mainly conservancies) took place using focus group discussions method to better understand their experiences in interacting with the project activities and impacts have these activities had on them. See Annex 7 for the field visit program.

**Sampling:** Purposive sampling was used to achieve the level of rigor that is required for a robust MTR. The MTR responded to the existing diversity across the project geographical distribution and stakeholder groups. In essence, the purposive approach to sampling was used to identify the key informants who are best suited to provide detailed responses to the MTR questions, to accurately reflect given elements of the work experience. This also allowed for additional data generation at any stage of the MTR, to facilitate results reliability and completeness.

**Gender responsiveness** was integrated throughout the MTR process including gender balance during the engagement with stakeholders by ensuring both genders are engaged and assessing the gender integration in the project design and delivery, and ensuring that data collection and analysis are gender sensitive. The MTR used gender-disaggregated data of personnel engaged by the project to identify barriers and differentiate roles that may be more suited to each gender. The MTR also checked whether all “people count” indicators are gender segregated and if the project had reported women ratio in related indicators. The MTR assessed the extent to which the project level gender action plans have been implemented. It also assessed the extent to which the project has addressed vulnerability to ensure equal participation of men, women, children and youth, people with disability and other marginalized groups as well as benefits from the project investments.



### Data analysis methods

Data analysis was based on observed facts, evidence, and data. Findings are specific, concise, and supported by quantitative and/or qualitative information that is reliable, valid and generalizable.

Information was analysed and consulted with project team or commissioning unit and then a MTR report draft was prepared. All analysis must be based on observed facts, evidence and data. The broad range of data provided strong opportunities for triangulation. This process is essential to ensure a comprehensive and coherent understanding of the data sets, which was generated by the MTR.

The data analysis method involved:

**Descriptive analysis:** A descriptive analysis of the project was used to understand and describe its main components, including related activities; partnerships; modalities of delivery; etc. Descriptive analysis preceded more interpretative approaches during the MTR.

**Content analysis:** A content analysis of relevant documents and the literature was conducted to identify common trends and themes, and patterns for each of the key MTR issues (as the main units of analysis). Content analysis was used to flag diverging views and opposite trends and determine whether there was a need for additional data generation.

**Thematic analysis:** Responses collected from semi-structured interviews and observations were analyzed through thematic analysis, this is a method of analyzing qualitative data. The evaluator closely examined the data to identify common themes – topics, ideas and patterns of meaning that come up repeatedly from interviews and other sources.

**Quantitative analysis:** A simplified analysis was conducted on all quantitative measures (for example number of beneficiaries) by reviewing and validating project datasets on quantitative indicators. The generated statistics were used to develop emergent findings and inform the triangulation process.

**Triangulation:** In this MTR, triangulation involved validation of data through cross verification from at least two sources, and MTR findings and conclusions were synthesized based on triangulated evidence from the desktop review and interviews. This process was essential to ensure a comprehensive and coherent understanding of the data sets, which have been generated by the MTR.

**Evaluation criteria and ratings:** The different scales for rating various criteria are in accordance with *Guidance for Conducting Midterm Reviews of GEF-financed, UNDP Implemented Projects*. Annex 6 includes the rating criteria used in the MTR.

## 2.3 Ethical Considerations

The MTR consultants were held to the highest ethical standards and were required to sign a code of conduct upon acceptance of the assignment. This MTR was conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'<sup>2</sup>. The evaluators ensured to 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 evaluators also ensured 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 has been solely used for the MTR and not be used for other purposes without the express authorization of UNDP and partners.

## 2.4 Limitations

The main constraints related to data collection were the wide geographical distribution of project sites, which required considerable time to engage with beneficiaries on the ground. To address this challenge, the MTR team allocated additional time for fieldwork and adopted a coordinated approach by distributing responsibilities among team members. This allowed data collection to occur simultaneously across multiple locations, ensuring comprehensive coverage and efficiency in gathering insights from beneficiaries despite the logistical challenges.

The Project Management Unit (PMU) assisted the Consultants greatly with fixing appointments for the Field Mission. Though there were some delays due to some stakeholders changing the initial dates, which resulted in compacting the period for fieldwork, considering the timelines per deliverable on this MTR. Nonetheless, it was carried out with great success to get valuable information for the MTR process.

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<sup>2</sup> UNEG Ethical Guidelines for Evaluation, 2020, available [here](#).

The MTR team encountered challenges with inconsistent and unreliable data sets on key project indicators. Data reported across various project documents often lacked consistency, making it difficult to accurately track trends or assess progress. As a result, the MTR team had to engage in repeated back-and-forth exchanges with the Project Management Unit (PMU) to review, verify, and validate the data before incorporating it into the MTR findings.

## 2.5 Structure of the Report

The MTR report follows the format suggested by the UNDP-GEF MTR guidelines, with a description of the methodology, a description of the project and findings organized around: Project Strategy, Progress towards results, Project Implementation and Adaptive Management, and Sustainability. Conclusions, Recommendations and Lessons Learnt complete the report. Consistently with requirements, certain aspects of the Project are rated, according to the rating scale of the Guidelines. Co-financing information is presented in the chapter under financial management.

## 3. Project Description and background

### 3.1 Development context

Namibia hosts remarkable species diversity and exhibits high levels of endemism. The country has the world's largest population of cheetah, is home to 34% of the largest-remaining free-ranging black rhino population in the world, has unique desert-dwelling populations of rhino, lion and elephants, and also hosts other high-value, threatened species such as painted dog (formerly called African wild dogs) and pangolin. The country incorporates two globally-designated 'biodiversity hotspots' – the Sperrgebiet (in the Succulent Karoo Biome) and the Namib escarpment zone – and four Ramsar Wetland Sites of International Importance.

To safeguard this unique biodiversity, the Government of Namibia, working with a diversity of partners, has established an impressive network of 20 state-owned protected areas, covering some 17% of the country's land surface (approx. 140,394 km<sup>2</sup>) and the entire 1,500 km of its coastline. These state protected areas are supplemented by a strong community-based natural resource management (CBNRM) programme, which is delivered through 86 registered communal conservancies<sup>3</sup> (that allow for mixed conservation and production land uses) and 32 registered community forests, covering around 20% of the country's land surface (approx. 166,267 km<sup>2</sup>), along with a smaller number of freehold conservancies, private game reserves, tourism concessions and community fish reserves.

The CBNRM programme devolves rights to community-led institutions to manage, use and benefit from natural resources and wildlife. This is achieved largely through involvement of communities in activities such as conservation hunting and eco-tourism, including through a legislated Joint-Venture enterprise scheme involving government agencies, national non-governmental organizations, private sector investors and rural communities. Through wages and salaries, these businesses provide the greatest source of cash income to households in community conservancies<sup>4</sup>. The conservancy system also provides a legislated basis for communities to benefit from consumptive use of wildlife through subsistence-based and commercial hunting (through concessions), and measures to compensate for damage caused by wildlife. In 2017, community-based conservation created 5,350 jobs and generated more than \$9 million (approx. N\$114 million) in returns for local communities. To date, hunting has been the most direct way for local communities to extract value from wildlife<sup>5</sup>, with about 40% of conservancy income derived from this.

The natural landscapes in Namibia offer wide range of socio-economic benefits, for instance, there are 38 conservancies directly involved in tourism activities, including through 61 joint venture lodges and campsites employing 1,175 full-time and 50 part-time staff.<sup>6</sup> In 2019, these Joint-Venture tourism enterprises accounted for 64% of cash income and in-kind benefits to communities, and in some conservancies tourism has become the key source of income (replacing trophy hunting).

<sup>3</sup> Communal conservancies are self-governing, democratic entities, run by their members, with fixed boundaries that are agreed with adjacent conservancies, communities, or landowners.

<sup>4</sup> MET/NACSO (2018). *State of Community Conservation in Namibia - A Review of Communal Conservancies, Community Forests and other CBNRM Activities* (Annual Report, 2017, MET/NACSO), in Lendelvo, Pinto and Sullivan (2020). *Namibian Journal of Environment* 4B: 1 - 15

<sup>5</sup> Cooney,R; Freese,C; Dublin,H; Roe,D; Mallon,D; Knight,M.(2017). The baby and the bathwater: trophy hunting, conservation and rural livelihoods. *Unasylva* 249(68): 3-16

<sup>6</sup> MET/NACSO (2020), in Lendelvo *et al.*, 2020. Note: figures exclude employment provided through hunting concessions.

Also, communities in conservancies are directly engaged in a diversity of livelihoods associated with tourism activities, including craft production, running camp sites, guesthouses/B&Bs, cultural villages, joint venture lodges, hunting and tour guiding – in 2017, 62 conservancies hosted 171 natural resource-based enterprises. There are a further 15 nature-based tourism concessions on state owned land: one for hunting, 11 for tourist lodges, and 3 for activities such as hot-air ballooning.

Access to alternative, nature-based income streams for communities and farmers is becoming increasingly important, and measures are needed to bolster the resilience of tourism-related livelihoods and the broader conservancy economy. The conservation and sustainable use of Namibia's biodiversity, and the fair and equitable sharing of benefits arising from this, is inextricably linked – wildlife will only be conserved if the net benefits to communities and landowners of living with wildlife, or engaging in its conservation, outweigh the net costs.

### 3.2 Problems that Project Seeks to Address

Many Namibian conservancies are reporting increased abundance of wildlife populations, but this is now being accompanied by increased frequency (8,067 incidences 2017) and severity of **Human Wildlife Conflict (HWC)** - especially involving elephants, feline predators, crocodiles and hippopotamus - resulting in damage to crops, gardens and infrastructure (water points, fences, kraals, boreholes, etc.), loss of life or injuries to people and livestock mortalities. Most livestock predation incidences arise from livestock and grazing management practices that leave livestock vulnerable to predators (including hyena, cheetah, jackal, leopard, lion and crocodile). The expansion of predator and elephant home-ranges deep into human settlements, and expansion of human settlements into predator and elephant movement corridors, is also resulting in increased competition for space and resources. This conflict is being further exacerbated by the prevailing drought conditions in the country<sup>7</sup>. Many conservancies are also located adjacent to national protected areas and form an important part of natural wildlife migratory corridors between protected areas. While this opens important opportunities for an integrated, landscape approach to management of wildlife it also has the potential for increased conflicts between people and wild animals. The increase in HWC thus presents significant economic displacement risks and causes trauma to people, creating a strong disincentive among affected people to conserve wild animals.

Because of its economic impact on the tourism industry, Namibia is particularly susceptible to **wildlife crime (WC)**, notably the **poaching of high value species** such as elephant (27 animals poached in 2018), rhino (61 animals poached in 2018) and pangolin (39 live and 65 dead pangolin seized in 2019). Conservancy residents experiencing HWC sometimes also engage in retaliatory killing (and poisoning of carcasses) to remove damage-causing animals. In Namibia it has been established that those species at the highest risk of illegal killing (through retaliation or poaching) also feature amongst those that pose the highest livelihood risks through HWC<sup>8</sup>. The connections between poaching and HWC in conservancies are a significant local conservation concern because poaching is compromising the ability of local communities to legally use natural resources to support local livelihoods and reduces wildlife available for local economic development (e.g. ecotourism, hunting). Efforts to reduce the risks from poaching thus necessitate, in part, reducing HWC impacts on human livelihoods and economic development.

The drivers of the systemic threats in these landscapes are complex and interlinked. They include:

- (a) an escalation of unplanned human settlement and agricultural and industrial encroachment into former wildlife habitats or migratory pathways, leading to increasing competition between people and wildlife for land and water resources, and an increased incidence of HWC;
- (b) under-resourcing of protected areas, wildlife management agencies and community-based conservancies, resulting in a limited capacity to effectively manage and monitor wildlife populations and respond to incidents of HWC and wildlife crime (with this situation made more acute due to the impacts of the COVID-19 pandemic – see below); and
- (c) continued reliance on agricultural land uses that increase the risk of HWC, and limited alternative opportunities for sustainable economic development in rural communities living in and adjacent to conservation areas, leading to negative perceptions of wildlife due to the consequences of HWC.

<sup>7</sup> In May 2019, the state declared a National State of Emergency as a result of the drought.

<sup>8</sup> Kahler, J.S & Gore, M.L. 2015. Local perceptions of risk associated with poaching of wildlife implicated in human-wildlife conflicts in Namibia. *Biol Cons.* 189: 49 - 58 (Special Issue Article: Conservation Crime)

Barriers to addressing these problems:

**Barrier 1. Gaps and inefficiencies in the institutional capacity and resources available to mitigate, manage and prevent HWC at scale:** The Ministry of Environment, Forestry and Tourism (MEFT) carries overall responsibility for managing and addressing HWC, but has insufficient equipment and lacks dedicated, trained capacity to perform these functions effectively, and at scale.

**Barrier 2. The capacity to protect wildlife populations and reduce incidence of wildlife crime is constrained by limited capacity, equipment, data and coordination:** Whilst the introduction of the Anti-Poaching Unit (APU) has largely stabilized the poaching situation, its capacity to scale up and sustain efforts to manage the ongoing threat posed by syndicated poaching (which is fueled by ever-increasing external demand) is constrained by shortages of equipment and operating costs (for surveillance, detection and interception of poachers, and other criminals in the IWT chain), and weak coordination capacity for facilitating rapid and strategic response to incidents of wildlife crime. To enable better protection and more responsive management of high-risk, high-value species, the MEFT has initiated the development of species-specific, science-based management plans. Implementation and finalization of these plans is however being constrained by inadequate resources for implementation, lack of field equipment and monitoring capacity.

**Barrier 3. The wildlife economy is currently weakly diversified, and too few communities are currently empowered to benefit from it:** There is a constant need to ensure that joint-venture (JV) ecotourism sector contract management and support processes are kept as simple as possible in order to maintain financial oversight over JV operations. Financial viability also remains a concern for some conservancies, with 21 conservancies failing to generate cash income, either because they have not yet developed enough income generation capacity, or they have little potential to generate income from hunting or tourism. Currently, the benefits that are flowing to communities from living with wildlife are often outweighing the costs (in terms of economic displacement caused by HWC), and wildlife-based value chains are still weakly diversified. To incentivize conservation, there is a need to empower more communities to enter innovative business partnerships linked to wildlife tourism and beneficiation of wildlife value chains, with cross-links to agricultural production and sustainable management of water and land resources.

**Barrier 4. The current information-sharing and knowledge management network for HWC and WC-related issues is under-developed,** resulting in weak cooperation and collaboration between programmes and stakeholders, and limited stakeholder participation in management and prevention of incidents, monitoring and knowledge-sharing. There is a well-established network of stakeholder forums through which information could be exchanged, but these need to be formalized, coordinated and empowered to contribute to local, regional and global knowledge-sharing and to build a specific community of practice on HWC-WC and the wildlife economy.

### 3.3 Project Description and Strategy

This is a Child Project under the World Bank-led Global Wildlife Programme (GWP). It was designed to safeguard wildlife through reducing, mitigating, and preventing human-wildlife conflict; while at the same time combating wildlife crime and protecting wildlife populations in three hotspot landscapes, namely: North Central (including Etosha National Park), North West (Kunene), and North East (incorporating the Bwabwata-Mudumu National Park complex within the KAZA Transfrontier Conservation Area). It also seeks to enhance economic benefits for communities from wildlife-related enterprises; and to improve stakeholder coordination, as well as knowledge sharing in HWC and WC management.

**Project overall objective:** To incentivize wildlife conservation through proactive management of human-wildlife conflict and wildlife crime, and delivery of wildlife-based benefits to rural communities in selected hotspot landscapes.

To achieve its objective, the project is meant to adopt four complementary approaches to collectively address the twin challenges of HWC and WC in communal Conservancies and National Parks across three HWC/WC hotspot landscapes. The first approach is centred on reducing, mitigating and preventing HWC. The project focuses on rebuilding and strengthening the capacities of conservancies, communal farmers, and government agencies to more effectively plan for, manage and monitor HWC. The second approach is centred on combating WC and protecting wildlife populations. The project focuses on strengthening the capacities of anti-poaching units, and for science-based management and monitoring of populations of high-risk/high-value species. The third approach is centred on generating economic benefits for communities from wildlife-related enterprises. The fourth approach is centred on enhancing local and national coordination, cooperation and knowledge sharing in HWC and WC.

**Project Outcomes:**

**Outcome 1:** *Improved capacity to prevent, mitigate and respond to HWC incidents* (leading to a reduction in the number of reported HWC incidents and an improved response to reported incidents of HWC).

**Outcome 2:** *Strengthened anti-poaching capacities, and science-based management and monitoring of high-value/high-risk species* (leading to a reduction in number of wildlife crime incidents).

**Outcome 3:** *Growth in the wildlife-based economy of the hotspot landscapes* (leading to an increase in income and benefits to conservancy members).

**Outcome 4:** *Enhanced knowledge sharing, monitoring and evaluation of HWC and WC management measures in the hotspot landscapes* (leading to improved cooperation and coordination of effort between stakeholders).

**3.4 Project timeframe, funding and location**

The project duration is **6 years (October 2021 to October 2027)** with a total budget of **USD 6,247,018** from the Global environment Fund (GEF) and planned co-financing of USD 53,526,629. The project is being implemented in three hotspot landscapes, namely: North Central (including Etosha National Park), North West (Kunene), and North East (incorporating the Bwabwata-Mudumu National Park complex within the KAZA Transfrontier Conservation Area).

**3.5 Theory of change**

The project's Theory of Change (TOC), depicted diagrammatically in Figure 1 below. The project's objective (or impact goal) is to safeguard wildlife by incentivizing its conservation through proactive management of human-wildlife conflict and wildlife crime, and delivery of wildlife-based benefits to rural communities in selected hotspot landscapes.

The project aims to foster a balanced coexistence between Namibian communities and wildlife by addressing human-wildlife conflict (HWC), wildlife crime (WC), and promoting sustainable economic opportunities linked to wildlife conservation. To mitigate HWC, the project establishes a national HWC data center, regional response units, and implements prevention technologies, particularly in areas affected by elephants and predators. Additionally, community conservancies are supported in managing conflicts with wildlife. By building capacity among local communities and managers, the project seeks to reduce both the frequency and intensity of HWC incidents. For long-term success, it is assumed that these interventions will be effective across the target landscapes, and that the benefits will reduce the economic burden of living with wildlife, encouraging communities to participate in conservation efforts.

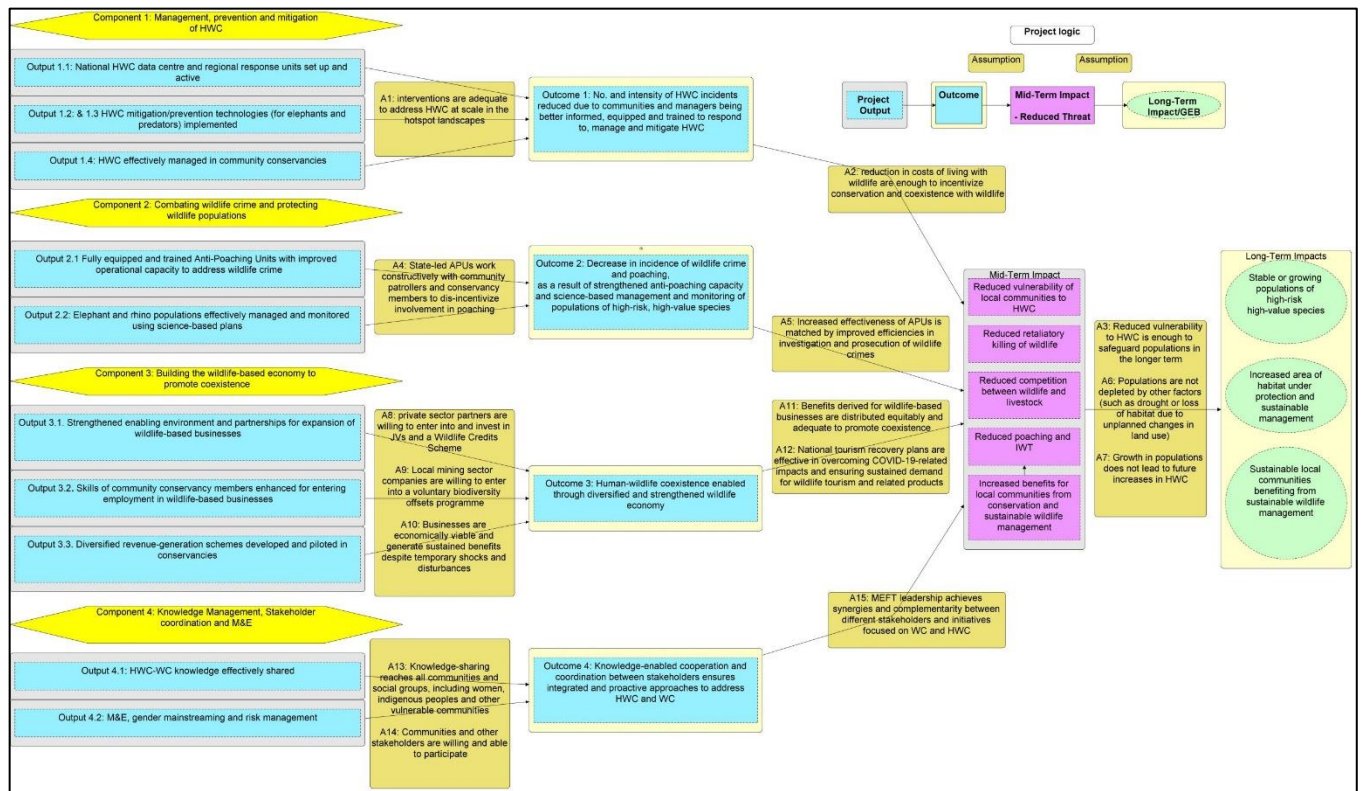
In tackling wildlife crime, the project supports the formation and training of fully equipped Anti-Poaching Units (APUs) capable of protecting high-risk species such as elephants and rhinos. These APUs work in coordination with community partners to address the root causes of poaching and engage local populations in conservation efforts. By combining strengthened anti-poaching capacity with scientific monitoring, the project aims to decrease the incidence of poaching and illegal wildlife trafficking. A key assumption is that the improved operational effectiveness of APUs will lead to better investigation and prosecution of wildlife crimes, creating a robust deterrent against poaching activities.

To support human-wildlife coexistence economically, the project invests in developing a wildlife-based economy through joint ventures and community-led businesses. This includes building partnerships with the private sector, providing skills training for conservancy members, and piloting revenue-generating schemes. By diversifying income sources, the project enables communities to benefit financially from wildlife and reduces their reliance on potentially harmful practices. The success of these initiatives depends on the willingness of private sector partners to invest in joint ventures and the ability of businesses to recover from temporary setbacks, such as economic or environmental shocks.

Ultimately, the project envisions a sustainable future where local communities experience reduced vulnerability to HWC and gain increased economic benefits from wildlife conservation. Through comprehensive knowledge-sharing and coordinated management efforts, stakeholders—including government, communities, and conservation groups—will work together to address both HWC and WC. The mid-term impact targets include reduced retaliatory killings of wildlife, minimized competition between livestock and wildlife, and a decline in poaching incidents. Long-term, these interventions are expected to result in stable or growing populations of high-risk species, expanded habitats under protection, and thriving local communities that benefit from sustainable wildlife management practices.



Figure 1: Theory of Change diagram



### 3.6 Main stakeholders

During the implementation of the project, the project management team has engaged with wide spectrum of stakeholders. The profile of the other project stakeholders and target groups is summarized in the table below.

Table 2: Key stakeholders of the project

| Type of stakeholders  | Roles and Responsibilities  |
|---|---|
| <b>National Government</b>  |   |
| Ministry of Safety and Security: Namibian Police (Protected Resources Division) | The Protected Resources Division of the Namibian Police is responsible for the on-the ground anti-poaching interventions, surveillance, wildlife crime investigation and the apprehension of wildlife criminals.  |
| Ministry of Defence   | The Ministry of Defence protects the sovereignty and territorial integrity of Namibia and actively contribute to international peace and stability. The ministry is mandated through Cabinet Directive No 10/04.07/011 to join the anti-poaching operations in support of MEFT and NAMPOL and other stakeholders in combating poaching activities in the national game parks and conservancy areas. |
| Ministry of Finance (Customs and Excise)  | Customs and Excise is responsible for the promotion of security and facilitation of international trade, transport and people. Customs and Excise officials detect smuggled wildlife specimens and products, and wildlife traffickers at Namibian borders (air, sea, land).   |
| Ministry of Justice, Office of the Prosecutor General, Office of the Judiciary  | The Ministry of Justice, Office of the Prosecutor General and Office of the Judiciary are responsible for wildlife crime prosecution.   |
| Ministry of Agriculture, Water and Land Reform                                  | The Ministry of Agriculture, Water and Land Reform is responsible for the provision of water to animals (livestock and wildlife), plants and people.  |
| <b>Regional and Local Government</b>  |   |
| Regional Councils: Erongo, Kunene, Omusati, Oshikoto, Kavango East, Zambezi     | Regional councils facilitate development in the regions. Regional Councils are mandated with the functions of planning and implementation of programmes for socio-economic development initiatives at regional level including rural development.   |

## MTR of the 'Integrated human-wildlife conflict and wildlife crime management in Namibia' Project.

| International Partners  |  |
|---|--|
| United Nations Office on Drugs and Crime – UNDOC Global Programme for Combating Wildlife and Forest Crime | UNDOC Global Programme for Combating Wildlife and Forest Crime works to link existing regional efforts in a global system; enhances capacity and wildlife law enforcement networks at regional and sub-regional levels.  |
| World Bank Global Wildlife Program (GWP)  | The GWP aims to address illegal wildlife trade in Africa and Asia by serving as a platform for knowledge exchange and coordination and supporting on-the-ground actions.   |
| United States Agency for International Development (USAID)  | USAID leads international development and humanitarian efforts to save lives, reduce poverty, strengthen democratic governance and help people progress beyond assistance. In Namibia, USAID supports the Combating Wildlife Crime Project (CWCP).   |
| German Development Bank (KfW)   | KfW supports Namibia in the development and management of National Parks, in particular infrastructure development in parks.   |
| Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)   | GIZ provides support in the field of international development cooperation. Provides support in the fight against poaching and wildlife crime.   |
| Civil Society and NGOs  |  |
| Namibia Association of CBNRM Support Organisation   | It provides supports rural communities in the management and utilisation of their natural resources in a sustainable manner.   |
| Integrated Rural Development and Nature Conservation  | IRDNC helps rural communities to benefit from managing and utilising their natural resources sustainably. It has a unit that support communities to prevent and mitigate human wildlife conflict and wildlife crime.   |
| Namibia Development Trust   | Works to develop institutional capacities of rural and urban marginalised communities through people centred development within an enabling environment that aims to ensure improved livelihoods and empower communities to act for socio-economic justice and social change.  |
| Community Conservation Fund of Namibia  | A funding mechanism for community-based natural resource management. It has an endowment fund which is invested into three areas of support: Minimum Support Package (MSP); Payment for Ecosystem Services (PES); and Human Wildlife Conflict (HWC).   |
| Elephant Human Relations Aids EHRA  | EHRA is an NGO that conserves desert adapted elephants. Their mission is reducing the pressure on rural communities living with the elephants and to ensure desert elephants' long-term survival through community based holistic approach, which includes education, research, development and physical protection methods.   |
| Save the Rhino Trust  | Works together with different partners in monitoring and evaluating the Rhino population, enhancing security of the Rhino and providing benefits to the communities through conservation. SRT has been patrolling and monitoring black rhino to ensure their long-term security and to prevent poaching and other illegal activities. It also monitors conflicts between wildlife and human activity, incidences of Human Induced Disturbances and reports on human or livestock infractions into areas zoned specifically for wildlife. |
| Namibia Nature Foundation   | The Namibia Nature Foundation works to promote sustainable development, the conservation of biological diversity and natural ecosystem for the benefit of all Namibian people. Manages a project on Combating Wildlife Trafficking in Namibia  |
| AfriCat Foundation  | Work towards long-term conservation and survival of Namibia's large carnivores in their natural habitat. The mission is to contribute to conservation through education.   |
| TRAFFIC   | TRAFFIC is an international NGO working on wild animals and plants in the context of biodiversity conservation and sustainable development. In Namibia, it has provided training to investigators, prosecutors and magistrates on illegal wildlife trade.  |
| Local organisations, institutions and individuals   |  |
| Traditional Authorities   | Custodians of communal land and mandated for land allocation in their respective jurisdictions.  |
| Communal Conservancies  | Provide local level leadership in resources management in Namibia communal areas.  |
| Farmers (including men & women, marginalised groups)  | Crop and livestock farmers impacted by HWC   |

## 4. Findings

### 4.1 Project Strategy

#### Project Design:

Overall, the MTR Team found the HWC-WC project design to be both transformative and comprehensive, providing an integrated and multifaceted approach to managing human-wildlife conflict (HWC) and wildlife crime (WC). The project's design effectively balances proactive conservation strategies with community development, creating dual benefits by incentivizing wildlife conservation while delivering tangible, wildlife-based benefits to rural communities. This alignment ensures that the project addresses both ecological and socio-economic challenges, fostering coexistence between humans and wildlife while improving livelihoods in targeted landscapes.

While many of the activities outlined in the project may not be entirely new to Namibia, the project distinguishes itself by presenting, for the first time at such a scale, a holistic approach to addressing HWC and WC. This integrated framework not only meets the immediate needs of communities affected by HWC and WC but also establishes a foundation for long-term, sustainable coexistence. By balancing the conservation of wildlife with the socio-economic development of communities, the project fosters a harmonious relationship between Namibian communities and their surrounding ecosystems.

One of the strengths of the project design is its landscape-level approach to addressing HWC. By offering solutions such as collar monitoring, the project tackles the issue at the scale of the animals' home ranges rather than focusing solely on individual communities. This builds on past experiences where localized efforts to manage HWC at the community level often led to animals moving to neighboring areas, effectively shifting the problem rather than solving it. By adopting a landscape-level perspective, the project provides integrated and comprehensive solutions that protect multiple communities simultaneously. This holistic approach enhances the effectiveness of HWC mitigation efforts, fostering greater cooperation among stakeholders and creating more sustainable outcomes across the broader ecosystem.

The project's integrated design adopts four complementary approaches to address the dual challenges of HWC and WC in communal conservancies. These approaches are specifically tailored to overcome the key barriers identified in addressing these issues. The first approach focuses on reducing, mitigating, and preventing HWC by rebuilding and strengthening the capacities of conservancies, communal farmers, and government agencies. This involves improving their ability to plan, manage, and monitor HWC effectively. The second approach aims to combat WC and protect wildlife populations by enhancing the capacities of anti-poaching units and implementing science-based management and monitoring of high-risk and high-value species such as rhinos and elephants. The third approach emphasizes generating economic benefits for communities through wildlife-related enterprises. By fostering sustainable livelihoods, this approach incentivizes conservation while addressing the economic costs of living with wildlife. The fourth approach centers on enhancing local and national coordination, cooperation, and knowledge sharing to improve overall management and policy implementation in addressing HWC and WC.

Together, these interconnected strategies form a robust and holistic framework that simultaneously advances sustainable conservation outcomes and promotes community development. By addressing ecological, economic, and institutional challenges in an integrated manner, the project fosters coexistence between humans and wildlife while enhancing the livelihoods and resilience of rural communities.

The project document offers a thorough description of the project's outcomes and outputs, extending down to specific activities. This level of detail provides the Project Management Unit (PMU) with extensive guidance, ensuring a well-defined roadmap for implementing the project's various components. Such comprehensive planning enables the PMU to execute the project effectively and align its activities with the intended objectives.

**The project budget:** A major challenge faced in the project budget arises from the handling of the Gender Action Plan (GAP). Although GAP was appropriately developed during the PPG stage, it was not incorporated into the multi-year budget plan, and no specific financial allocations were made to implement the activities outlined in the GAP. This oversight has posed a significant challenge in executing the gender-related activities, leading to delays and difficulties in advancing the project's gender objectives. The lack of dedicated funding for the GAP has created a gap between the project's commitments to gender equity and its actual capacity to deliver on those commitments. Without earmarked resources, the activities defined in the GAP have struggled to move forward.



Another budget-related challenge faced by the project was the absence of allocations for purchasing vehicles. Considering the wide geographical distribution of project sites, ensuring the mobility of the project team is crucial for smooth implementation. Initially, the budget only accounted for vehicle rentals, which proved to be significantly more expensive than purchasing vehicles outright. To address this issue, the PMU requested approval from UNDP for a budget revision, which was granted. Subsequently, three new vehicles were purchased, providing a more cost-effective and practical solution to facilitate the mobility needs of the team and support efficient project delivery.

**Theory of Change (ToC):** The project is grounded in a well-developed Theory of Change (ToC) that provides a clear roadmap for understanding how the project's activities translate into tangible benefits, ensuring a coherent approach to achieving its goals. It also provides a clear framework for addressing systemic threats and identifies key barriers and drivers of the HWC and WC threats, supported by a thorough problem analysis, baseline scenario, and alternative scenarios.

The ToC outlines detailed pathways of change, explaining how the desired transformations are expected to occur and specifying the assumptions that underpin these pathways. A critical feature of the ToC is the articulation of over 15 assumptions that underpin the project's change pathways. These assumptions serve as foundational elements for the successful implementation of the project and the realization of its objectives. To ensure the effectiveness of these pathways, the project ideally would gather evidence and actively monitor the validity of these assumptions, ensuring that any deviations or challenges are identified and addressed promptly.

The ToC narrative is complemented by a detailed diagram (see figure 1 of this report) that visually summarizes how the project's services and products are expected to achieve its intended outcomes, medium and long-term impacts, and overarching development goal. The diagram illustrates the causal linkages between the project's outputs, immediate outcomes, and eventual impacts, organized into clear and logical impact pathways. It highlights how specific project interventions—such as services and products related to HWC mitigation, wildlife crime prevention, and community economic development—are interconnected and contribute to broader objectives like sustainable conservation and improved community livelihoods. By outlining these pathways, the ToC provides a clear roadmap for understanding how the project's activities translate into tangible benefits, ensuring a coherent approach to achieving its goals.

Among the 15 assumptions identified in the ToC, one critical assumption is that economic incentives and benefits derived from wildlife-based businesses will effectively promote coexistence and drive changes in knowledge, attitudes, and behaviors towards wildlife crime while supporting conservation efforts. This assumption is pivotal to the project's success, as it underpins the expectation that economic benefits can act as a powerful motivator for communities to prioritize wildlife conservation over illegal activities. Given its central role in the project's Theory of Change, this assumption must be rigorously tested as progress is made under Outcome 3, which focuses on building wildlife-based economies. Monitoring and evaluating the impact of wildlife-related enterprises on community perceptions and behaviors will be crucial to validate this assumption and ensure that economic incentives are indeed contributing to sustainable coexistence and conservation outcomes.

**Selection of landscapes:** The project document does not explicitly define the criteria used to select the three targeted landscapes in Namibia. However, based on the MTR team's engagement with stakeholders, particularly MEFT, it was clarified that these landscapes were chosen because they experience the highest rates of HWC and WC in the country, making them a priority for intervention. MEFT estimates that approximately 80-90% of Namibia's HWC and WC cases are concentrated in these areas. Although there is no reference to reliable data to substantiate this estimate, the stakeholders consulted during the MTR process consistently confirmed the selection as appropriate. They emphasized that these landscapes are indeed priority areas based on their pressing needs and the prevalence of HWC and WC. This stakeholder consensus reinforces the relevance of focusing the project's resources on these hotspots.

**Lessons learned from other projects:** The project document highlights several relevant projects and trust funds that are actively contributing to addressing HWC and WC in the hotspot landscapes. These initiatives play a complementary role by enhancing conservation efforts and increasing the flow of benefits from wildlife conservation to conservancies. The project document maps out these initiatives, identifying key linkages and areas of complementarity to ensure alignment and collaboration. By leveraging the synergies between these efforts, the project maximizes its impact while avoiding duplication, thereby creating a more cohesive and effective approach to addressing HWC and WC in the targeted landscapes.

Key initiatives referenced include:

- a. The Game Products Trust Fund (GPTF) is a mechanism for ensuring that revenue obtained from the sale of wildlife products could be used exclusively towards wildlife conservation and community conservation and development programmes. The fund finances JWC and WC related activities such as compensations to the damage caused by HWC to the communities and development and protection of water infrastructure and the support for human and wildlife conflict mitigation.
- b. The Tourism Supporting Conservation (TOSCO) Trust funds community-based projects that seek to improve the relationship between people and wildlife in conservancies.
- c. The USAID project on Combatting Wildlife Crime Project (CWCP), a US\$16 million from USAID (with WWF contributing a further US\$1.6 million) five-year initiative to counter threats to endangered populations of black rhino and African elephants in the Kavango-Zambezi Transfrontier Conservation Area (KAZA-TFCA) and Namibia.
- d. The German Development Cooperation project titled 'Namibia Parks Programme (NamParks)', focusing on helping Namibia set up infrastructure in the parks, improve the way they are managed and ensure that fair JV agreements are concluded between local communities and private sector tourism businesses.
- e. The Community Conservation Fund of Namibia (CCFN) administered by NACSO that was developed as a top-up funding mechanism for CBNRM conservation efforts (including human wildlife conflict, payment for ecological services and responses to episodic events such as periodic upsurges in poaching) in conservancies in order to incrementally reduce their dependencies on external donor funding sources.
- f. The KfW development bank project on the Integrated Wildlife Protection Programme (IWPP), in support of the development and operationalization of the Wildlife Protection Services (WPS) Division in MEFT – with approximately N\$70 million funding.
- g. The Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) project on the implementation of a national communications campaign to help change knowledge, attitudes and behaviour towards wildlife crime and support conservation efforts. GIZ also funds the project Community-based Natural Resource Management Conservancy Support, which will help ensure that conservancies are adequately equipped and trained to sustainably and efficiently manage their finances and natural resources and have improved capacity to increase income and manage HWC.
- h. The US\$10.8 million GEF-UNDP funded project Namibia Integrated Landscape Approach for enhancing Livelihoods and Environmental Governance to Eradicate Poverty (NILALEG - GEF ID 9426) that assists farmers and local communities to plan for and manage agricultural lands, rangelands and forest resources on a sustainable basis, generating livelihoods in a manner that promotes conservation and sustainable use of biodiversity, sustainable land and forest management, and climate change mitigation.
- i. The MEFT and the Anti-Corruption Commission, in partnership with the United Nations Office on Drugs and Crime (UNODC) have launched a national assessment of Namibia's responses to wildlife and forest crime which entails the implementation of the International Consortium on Combating Wildlife and Forest Crime (ICCWC) Toolkit and the ICCWC Indicator Framework.

The lessons learned and recommendations coming out of these projects have been absorbed into this project's strategy and results framework. The project design recognizes the way that this project adds value to the existing baseline initiatives by addressing a strategic view on the HWC and WC in integrated approach.

**Management arrangements and decision making:** The MTR team assesses the management arrangements of the project as reasonable and well-structured. These arrangements are based on the National Implementation Modality (NIM) of UNDP, where the Ministry of Environment, Forestry, and Tourism (MEFT) of the Government of Namibia serves as the Implementing Partner. MEFT is tasked with project planning and implementation, ensuring alignment with national priorities and on-ground execution. Whereas, UNDP plays an oversight role, providing technical and administrative support while maintaining accountability to the GEF. A project board serves as the governance structure, acting as the primary decision-making platform to guide project execution, and PMU takes the role of day-to-day implementation of the project activities. These arrangements, while standard for UNDP/GEF projects, offer a clear delineation of roles and responsibilities. This clarity facilitates effective collaboration among stakeholders and strengthens the project's governance and implementation framework. By clearly defining each entity's duties, the arrangements help ensure coordinated efforts, efficient decision-making, and alignment with the project's objectives.

- a. MEFT has been entrusted by the UNDP Administrator for the implementation of UNDP assistance specified in the signed project document along with the assumption of full responsibility and accountability for the effective use of UNDP resources and the delivery of outputs. This makes MEFT responsible for project planning and implementation, and accountable for project outcomes.
- b. UNDP is accountable to the GEF for the implementation of this project. This includes oversight of project execution to ensure that the project is being carried out in accordance with agreed standards and provisions. UNDP is responsible for delivering GEF project cycle management services comprising project approval and start-up, project supervision and oversight, and project completion and evaluation. UNDP is responsible for the Project Assurance role of the Project Board/Steering Committee.
- c. A Project Management Unit (PMU) has been established and is hosted by MEFT. It administers the project on a day-to-day basis on behalf of the MEFT and UNDP, within the parameters determined by the Project Board. The PMU's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost.
- d. The Project Board (also called Project Steering Committee) is responsible for taking corrective action as needed to ensure the project achieves the desired results. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance with standards that ensure management for development results, best value money, fairness, integrity, transparency and effective international competition.

**Planned stakeholders participation:** During the Project Preparation Grant (PPG) phase, a comprehensive stakeholder analysis was conducted to identify and understand the roles, interests, and needs of various stakeholders involved in the project. Building on this analysis, a Stakeholder Engagement Plan was developed to ensure inclusivity throughout the project's implementation. The plan emphasizes active participation from a broad range of stakeholders, fostering collaboration across the spectrum of role players. This approach supports the development of a community of practice around HWC management, wildlife crime prevention, and the wildlife economy, ensuring that diverse perspectives are incorporated and that all stakeholders contribute to and benefit from the project's outcomes.

The project design includes multiple approaches to ensure ongoing and effective stakeholder participation throughout its implementation. Detailed mechanisms have been established to facilitate the involvement of diverse stakeholders, ensuring their active contribution to the project's success. These engagement mechanisms include a steering committee to oversee governance and decision-making, face-to-face meetings, technical workshops, and informal dialogues to foster collaboration and address challenges. Additionally, information-sharing sessions, conferences, symposia, and electronic communications provide platforms for exchanging knowledge, insights, and updates.

A significant gap in the Stakeholder Engagement Plan is the lack of systematic and regular coordination mechanisms with other relevant initiatives addressing HWC and WC in the same landscapes. This includes projects such as the KfW project, WWF project, and funds focused on HWC-related matters, which are implementing similar activities. While no duplications have been observed to date, the absence of structured coordination increases the risk of overlapping efforts in the future. Establishing regular coordination mechanisms with these initiatives would ensure complementarity, optimize resource use, and strengthen collective impact in addressing HWC and WC challenges within the targeted landscapes.

### The Project Results Framework

This section provides a critical assessment of the Project Results Framework (PRF) in terms of clarity, feasibility and logical sequence of the project outcomes/outputs and their links to the project objective. It also examines the specific indicators and their target values in terms of the SMART criteria.

The Project's PRF is largely aligned with the "SMART" criteria, offering clear, specific, and measurable indicators that effectively capture the scope and outcomes the project aims to achieve. The indicators are well-designed, providing concise descriptions of the intended targets, which are broken down by sector or country where applicable. The simplicity and clarity of the indicators make them highly practical, providing the PMU with a clear roadmap for monitoring activities and achieving targets. Overall, the PRF is deemed fit for purpose with a high level of utility, serving as a robust tool to guide the project's implementation and track progress toward its objectives effectively. However, here are few comments on the indicators:

- a. Unlike Outcomes 1, 2, and 3, the indicators defined under Outcome 4 are primarily output-based, focusing on metrics such as the number of case studies, trainees, and dialogues. While these indicators track the production and dissemination of knowledge products, they do not provide insights into the actual outcomes of knowledge management efforts. Specifically, they fail to measure the uptake of knowledge products, changes in awareness levels, or behavioral shifts resulting from the information shared. This limits the ability to assess the effectiveness and impact of the project's knowledge management activities.

- b. Some of the baseline values in the PRF appear inaccurate and lack cited sources. For instance, the reported baseline of 748 conservancy members directly employed in wildlife-based businesses in the targeted conservancies does not align with data collected during the first and second years of the project, suggesting it is far from accurate. Having an inaccurate baseline undermines the reliability of the framework and affects the realism of the defined targets, which in this case seem overly ambitious. This discrepancy highlights the importance of validating baseline data to ensure targets are achievable and aligned with actual conditions on the ground.
- c. Also, the baseline for objective indicator 1, that “30% of conservancy members in project conservancies who support the continued conservation and sustainable management of wildlife in conservancies” has no defined source. This ideally would need to be obtained through a survey, but apparently it was rather roughly estimated.
- d. Similarly, there is no specific or verified source for the baseline population data of elephants and rhinos, making it challenging to assess trends in their populations accurately. This lack of reliable baseline data has resulted in significant discrepancies between the reported baseline figures and the population numbers recorded in subsequent years. These inconsistencies hinder the project’s ability to evaluate progress and draw meaningful conclusions about population trends, emphasizing the need for establishing robust, evidence-based baseline data at the outset.
- e. Another questionable baseline value related to the income per annum in conservancies from the wildlife-based economy. Similarly, the baseline of N\$119 million (US\$ 6.37 million) for all conservancies is believed to be overestimated.
- f. The baseline for Outcome 1, Indicator 2 (Average response time (hours) to reported HWC incidents across project-supported conservancies) is defined as 72 hrs, which is believed to be inaccurate as well.
- g. While the Management Effectiveness Tracking Tool (METT) is a standard core indicator under the GEF, its inclusion in a project should be based on its relevance to the specific project activities and outcomes. In this case, as the project primarily focuses on addressing HWC and WC in areas outside protected areas (PAs), the METT indicator—which measures changes in the management capacities of PAs—does not align closely with the project’s objectives. Therefore, any observed changes in the METT score are unlikely to be directly attributable to the project activities, given its focus on communal conservancies and non-PA landscapes.

Overall, the descriptions of the Project’s objectives and outcomes are concise and easily understandable, with clear numeric targets and time frames for SMART indicators. Additionally, the PRF in the project document defines mid-term and end-of-project targets, but it does not include annual targets. The annual targets are crucial for providing clear guidance to the project team on planning, implementing, and sequencing activities. Without annual targets, the project team lacks the detailed roadmap needed to track progress year by year.

## Relevance

### **Relevance to the needs of stakeholders and beneficiaries**

The MTR team's engagement with stakeholders and beneficiaries confirms that the project is highly relevant to the needs of its target groups, particularly the local conservancies in the three targeted landscapes. These areas were strategically selected as they are among the most affected by HWC and wildlife crime (WC) incidents. MEFT staff participating in the MTR estimated that majority of the HWC incidents and WC incidents occur within these landscapes. This concentration of conflict and crime highlights the critical importance of the project to these geographical areas and their communities, further highlighting its alignment with local needs and priorities.

The project goes beyond addressing the immediate needs of targeted communities, such as ensuring community safety, preventing livestock predation, and reducing crop damage caused by wildlife. It also emphasizes promoting critical investments that help offset the economic costs of living with wildlife. These investments include initiatives like supporting wildlife-based tourism, providing low-value grants for community-driven income-generating projects, and enhancing access to financial support through schemes like the Human-Wildlife Conflict Self-Reliance Scheme (HWCSRS). By focusing on both immediate conflict mitigation and long-term economic benefits, the project is assessed to be highly relevant to the needs of local communities and conservancies by promoting sustainable incentives for communities to coexist with wildlife while improving their livelihoods and resilience.

The project is also highly relevant to the needs of key institutions involved, particularly the Ministry of Environment, Forestry, and Tourism (MEFT). It addresses critical gaps in MEFT’s capacity to effectively manage and monitor wildlife populations, as well as to respond to incidents of HWC and wildlife crime. These challenges include inadequate equipment, limited human resources, and the absence of robust monitoring systems. By targeting these institutional deficiencies, the project strengthens MEFT’s ability to mitigate, manage, and prevent HWC and wildlife crime at scale.

It provides essential tools, training, and support to build the institutional capacity needed for long-term, sustainable conservation efforts while improving response times and operational efficiency.

### **National Policy on Human Wildlife Conflict Management (2018-2027)**

The project aligns closely with the National Policy on Human Wildlife Conflict Management (2018-2027)<sup>9</sup> and its associated Measures and Guidelines for Implementation, demonstrating its strong relevance to national priorities. This policy framework sets out strategies to manage and reduce HWC incidents in Namibia, aiming to decrease annual incidents from the 2018 levels to about five thousand per year to less than one thousand incidents by 2026. The policy also mandates the establishment of HWC management units in each region under the Directorate of Wildlife and National Parks (DWNP) within the MEFT. These units are tasked with overseeing and monitoring HWC management nationwide, a requirement directly supported by the HWC-WC project. Through its focus on institutional capacity building, stakeholder coordination, and conflict mitigation measures, the project plays a critical role in advancing the policy's goals and ensuring its successful implementation.

The National Policy outlines seven objectives, all of which the HWC-WC project contributes to either directly or indirectly. These objectives include the development of a legislative framework for HWC management, the creation of a standardized monitoring system, and the establishment of best practice mitigation strategies. The project also supports the implementation of innovative mechanisms to reduce the frequency and intensity of HWC incidents, along with the development of financial mechanisms to manage the associated costs. Furthermore, it contributes to establishing systems and clear processes for quick and effective responses to HWC incidents, ensuring timely support for affected communities. Through these efforts, the project plays a key role in advancing the policy's comprehensive approach to addressing HWC in Namibia.

### **National Strategy on Wildlife Protection and Law Enforcement 2021 – 2025**

The objective of the National Strategy on Wildlife Protection and Law Enforcement 2021 – 2025<sup>10</sup> is to establish unified approaches to wildlife protection and conservation while ensuring the effective enforcement of wildlife-related laws. The HWC-WC project aligns closely with several key programs defined under this strategy. These include providing comprehensive and effective anti-poaching services to protect high-value species such as rhinos, elephants, and pangolins; strengthening investigation and intelligence operations to generate reliable information for wildlife law enforcement; and improving the prosecution of cases involving poaching and the illegal trade of wildlife and wildlife products. Additionally, the strategy emphasizes creating an enabling environment for border officials across agencies to collaborate in combatting illegal transboundary wildlife trade.

Through its activities, the HWC-WC project makes a direct contribution to these programs by supporting anti-poaching initiatives, enhancing law enforcement capabilities, and promoting cross-agency collaboration, all of which are critical to achieving the strategy's objectives.

### **The National Policy on Community-Based Natural Resource Management (2013)**

The main aim of the policy is to provide a framework that promotes the wise and sustainable use of natural resources on State land outside Protected Areas as well as the promotion of integrated land and natural resource planning and decision making that considers the most appropriate land uses based on land capability, optimum economic return, environmental and human needs

The project aligns with this policy in several key areas including: 1. Empowering rural communities by enhancing the capacity of local conservancies to manage HWC through training and resource provision. This empowerment enables communities to actively participate in and benefit from sustainable natural resource management, reflecting the policy's aim to empower rural populations in conservation efforts; 2. Promoting sustainable use of natural resources by implementing HWC mitigation strategies and supporting wildlife-based tourism enterprises, the project encourages the sustainable use of wildlife resources. This approach aligns with the policy's objective to promote wise and sustainable use of natural resources on state land outside protected areas; 3. Strengthening community institutions by supporting the establishment and operation of HWC management units within conservancies, fostering robust community institutions.

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<sup>9</sup> The National Policy on Human Wildlife Conflict Management (2018-2027) is available [here](#).

<sup>10</sup> The National Strategy on Wildlife Protection and Action Plan 2021 – 2025 – available [here](#).



This initiative corresponds with the policy's goal to integrate and strengthen community institutions and structures for effective natural resource management; and 4. Enhancing economic opportunities by facilitating the development of wildlife-based tourism and other income-generating activities, the project creates economic incentives for conservation. This effort is in line with the policy's aim to create conditions for investment in conservation-related businesses as an incentive to protect the environment and manage its biodiversity. Through these initiatives, the project effectively operationalizes the principles and objectives of Namibia's National Policy on CBNRM, fostering sustainable community-led conservation and development.

#### **UNDP country programme document for Namibia (2025-2029)**

The project aligns with the United Nations Development Programme (UNDP) Namibia Country Programme Document (CPD) for 2025–2029<sup>11</sup> in several key areas particularly related to outcome 2” *By 2029, Namibia has a diversified, resilient and human rights economy that champions sustainable decent jobs, livelihoods and reduces inequalities inclusive of young people and marginalized communities”* through:

- **Environmental sustainability:** The project's focus on mitigating human-wildlife conflict (HWC) and promoting wildlife conservation directly supports the CPD's priority of enhancing environmental sustainability. By implementing strategies to protect biodiversity and manage natural resources responsibly, the project contributes to Namibia's efforts to address climate change and environmental degradation.
- **Community empowerment:** By providing training and resources to local conservancies, the project empowers communities to actively participate in and benefit from natural resource management. This approach supports the CPD's objective of building resilient communities capable of driving their own development agendas.
- **Economic progression:** Through the development of wildlife-based tourism enterprises and other income-generating activities, the project fosters economic opportunities for local communities. This initiative aligns with the CPD's goal of promoting inclusive economic growth and reducing poverty by leveraging Namibia's natural assets for sustainable development.
- **Good governance:** The project's support for establishing HWC management units and enhancing institutional capacities aligns with the CPD's emphasis on strengthening governance structures. By promoting effective management of natural resources and fostering community participation, the project contributes to transparent and accountable governance in environmental conservation.

Through these initiatives, the project effectively operationalizes the priorities outlined in the UNDP Namibia CPD, contributing to sustainable development and improved livelihoods in Namibia.

#### **Alignment with the World Bank-led Global Wildlife Programme (GWP).**

This is a Child Project under the World Bank-led Global Wildlife Programme (GWP). It demonstrates strong alignment with the GWP components and outcomes, contributing significantly to conservation, wildlife-based economies, and the reduction of wildlife crime. Under Component 1, the project supports the stabilization of wildlife populations and improved landscape management by enhancing monitoring and law enforcement capacities for high-risk species like elephants and rhinos. Key indicators include increasing protected area management effectiveness (METT scores), a 15% reduction in poaching, and the expansion of conservation management practices across 711,000 hectares of conservancies. These efforts ensure more effective protection and sustainable management of wildlife habitats and populations.

In alignment with GWP Component 2, the project fosters wildlife-based economies and incentivizes conservation by developing joint ventures, diversifying income streams, and providing technical training for local communities. These efforts aim to increase employment in wildlife-related enterprises and boost conservancy revenues. Additional objectives include a reduction in validated HWC incidents and response times through the implementation of effective strategies, such as HWC management plans, early warning systems, and prevention measures. Outcomes include improved financial viability for conservancies, increased community participation in conservation-compatible livelihoods, and reduced economic costs of living with wildlife.

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<sup>11</sup> Draft UNDP country programme document for Namibia (2025-2029). Available [here](#)

Under Component 3, the project enhances efforts to combat wildlife crime by providing anti-poaching equipment, strengthening intelligence gathering, and supporting law enforcement capacity through professional training. These activities contribute to reductions in poaching incidents and improved prosecution rates. Knowledge-sharing activities under Component 5 facilitate coordination and learning among regional and global stakeholders, with platforms established to disseminate best practices and case studies. Together, these contributions reflect a holistic approach to addressing wildlife conservation, HWC, and community development challenges in Namibia.

Progress Towards Results

| Assessment element    | Rating                         |
|-----------------------|--------------------------------|
| Objective Achievement | Moderately Unsatisfactory (MU) |
| Outcome 1 Achievement | Moderately Satisfactory (MS)   |
| Outcome 2 Achievement | Moderately Unsatisfactory (MU) |
| Outcome 3 Achievement | Moderately Unsatisfactory (MU) |
| Outcome 4 Achievement | Moderately Unsatisfactory (MU) |

Progress towards outcomes analysis

Progress towards results is provided on below tables against the TE targets in the project PRF. Ratings and comments are provided in the following paragraphs. For these Tables, the “achievement rating” is color-coded according to the following colour coding scheme:

|                 |                                  |                                   |
|-----------------|----------------------------------|-----------------------------------|
| Green= Achieved | Yellow= On target to be achieved | Red= Not on target to be achieved |
|-----------------|----------------------------------|-----------------------------------|

Project Objective: To Strengthen the National PA System and Promote Integrated Ecosystem Management in Adjacent Areas to Reduce Threats to Biodiversity, Mitigate Land Degradation, Sustain Ecosystem Services and Improve Livelihoods.

**Progress:** Overall, the project has made moderate progress toward its objectives. Key achievements include strengthening HWC management capacities through the provision of equipment and training, the construction of predator-proof kraals, and the development of two HWC management and action plans tailored to address the specific challenges of two conservancies. Additionally, the project has enhanced Namibia’s anti-poaching and wildlife monitoring capabilities by providing essential field equipment and delivering extensive training on wildlife crime prevention. However, significant gaps in addressing HWC and WC persist, with the number of HWC incidents in Namibia’s hotspot landscapes has shown a troubling upward trend, and APUs require further empowerment to effectively respond to increasingly sophisticated wildlife crime scenarios. Also, progress has been limited in certain areas, particularly in supporting conservancies to develop and pilot additional income-generating opportunities. Furthermore, the production of knowledge products and awareness-raising efforts has been insufficient to create widespread impact.

There are number of factors that contributed to the limited progress, a key one related to the significant delays in conducting the ESIA that allows for on-ground implementation which is attributed to challenges in procuring both international and national expertise, compounded by poor planning and underestimating the level of effort, time, and expertise required for the process. Nonetheless, the project decided to proceed with some activities, such as construction of the elephant-proof wall at Tapahutha village. This decision was driven by the urgent need to protect water resources from elephant damage and address pressing community concerns.

As a result of the project’s activities to date, 2,985 people (47% female) have directly benefited, and 5,281 people (55% female) have indirectly benefited. The project has also contributed to improving practices across 2.5 million hectares of landscapes. According to a project survey, 89% of conservancy members (out of 943 surveyed, with 50% female respondents) expressed support for the continued conservation and sustainable management of wildlife in conservancies. Most members cited economic benefits as the primary reason for their support, highlighting the

importance of aligning conservation efforts with tangible livelihood improvements to sustain community engagement and commitment.

The project’s approach to addressing capacity-building needs and developing knowledge products has been largely reactive, responding to ad hoc needs and requests rather than being guided by a structured assessment of priorities. This lack of a systematic needs assessment has limited the project’s ability to strategically target key gaps and align its efforts with the most pressing requirements. Moving forward, conducting a comprehensive needs assessment will be essential to ensure that capacity-building activities and knowledge products are effectively designed and prioritized to maximize their impact. The project-initiated training sessions based on apparent, immediate needs observed in the field. However, a systematic capacity needs assessment has not yet been conducted to guide the comprehensive design of these training programs or the provision of equipment.

| Project Strategy   | Objectively Verifiable Indicators  |                                     |                                 |                                   | MTR assessment  | MTR rating                                |
|--|--|-------------------------------------|---------------------------------|-----------------------------------|---|---|
|  | Indicator  | Baseline                            | Mid-term Target                 | End-of-Project Target             |   |   |
| <b>PROJECT OBJECTIVE: To incentivize wildlife conservation through proactive management of human-wildlife conflict and wildlife crime, and delivery of wildlife-based benefits to rural communities in selected hotspot landscapes</b> | <b>Mandatory GEF Core Indicator:</b><br>Number of direct project beneficiaries disaggregated by gender (individual people)   | 0                                   | 2,100<br>(1,000=M;<br>1,100= F) | 4,520<br>(2300=M;<br>2220= F)     | 2,985<br><br>(1593=M;<br>1392= F (47%)                    | On track to achieve end of project target |
|  | <b>Mandatory GEF Core Indicator:</b><br>Number of indirect project beneficiaries disaggregated by gender (individual people)   | 0                                   | 9,000<br>(3,500=M;<br>5,500=F)  | 18,100<br>(7,900=M;<br>10,200= F) | 5,281<br>(2390=M;<br>2891= F (55%)                        | On track to achieve end of project target |
|  | <b>Mandatory GEF Core Indicator:</b><br>Terrestrial protected areas created or under improved management for conservation and sustainable use (ha) (average METT score and total ha) | 3,004,500<br>0<br>(METT score = 62) | 3,004,500<br>(METT score = 63)  | 3,004,500<br>(METT score = 64)    | 3,004,500<br><br>(Average METT score = 68 <sup>12</sup> ) | On track to achieve end of project target |
|  | <b>Mandatory GEF Core Indicator:</b><br>Area of landscapes under improved practices (excluding protected areas) (total ha)   | 0                                   | 310,000                         | 711,000                           | 2,540,400 ha  | On track to achieve end of project target |
|  | <b>Objective Indicator 1:</b><br>Percentage (%) of conservancy members in project conservancies who  | <30                                 | >50                             | >60                               | 89% <sup>13</sup>   | On track to achieve end of                |

<sup>12</sup> Etosha NP: 65. Bwabwata NP: 67. Mudumu NP: 73.

<sup>13</sup> Source: Project survey



|  |  |  |  |  |  |                |
|--|--|--|--|--|--|----------------|
|  | support the continued conservation and sustainable management of wildlife in conservancies |  |  |  |  | project target |
|--|--|--|--|--|--|----------------|

**Outcome 1: Improved capacities to prevent, mitigate and respond to HWC incidents, leading to a reduction in the number of reported HWC incidents and an improved response to reported incidents of HWC.**

The project has made progress towards improving the HWC management capacities mainly through provision of equipment that help in HWC management, including notably the Installation of two early warning towers in villages identified as emerging HWC hotspots, collaring wildlife that is constantly involved in HWC, training a total of 234 individuals on HWC investigations and management (of which 35% females), contributing to the piloting of SMART system for HWC data management. Installation of communication towers has enhanced connectivity and safety. Network coverage has increased from 20 km to 300 km, benefiting law enforcement and monitoring efforts.

The project supported the construction of seven predator-proof kraals: three in the Northcentral (NC) landscape and four in the Northwest (NW) landscape to provide a safe enclosure for livestock, effectively protecting them from predators such as lions and hyenas, which frequently target livestock in these regions. The project also provided funding for the construction of an elephant-proof wall around a critical borehole in Tapaghutha Village which supplies water to 43 residents (23 men and 20 women) to secure the village’s water source from elephant interference, ensuring a stable and safe water supply for both residents and livestock. The project has provided targeted assistance to smallholder farmers (4 smallholder farmers—2 men and 2 women)—who experienced property damage from elephants, including broken water tanks and fences, received support through the replacement of these vital resources. Furthermore, the project funded the renovations of two patrol camps which enabled field workers to stay for long longer periods in the field.

The project financed the creation of 2 approved HWC management and action plans tailored to the unique challenges and needs of two conservancies regarding HWC and contributed indirectly to other 15 plans through providing input, however, the conservancies capacities to implement these plans remain an area of development.

Despite progress, the number of HWC incidents in Namibia's hotspot landscapes has shown a concerning upward trend, contrary to the project’s mid-term reduction targets. The average number of reported incidents reached 141 in 2023, and 152 in 2022, surpassing the baseline of 106 incidents in 2021. This current figure is well above the mid-term review (MTR) target, which aimed for fewer than 98 incidents annually. The majority of these conflicts involve livestock losses, while a smaller proportion results from crop damage. The rising trend highlights the challenges of mitigating HWC effectively and highlights the complex factors contributing to these conflicts.

Several factors are driving the increase in HWC incidents. Rising human and wildlife populations have led to more frequent encounters, while fluctuations in game populations—often exacerbated by recurring droughts—are pushing predators closer to human settlements in search of food. As wildlife populations grow, so too do the chances of their encroachment into human-inhabited areas, leading to more frequent competition over resources like water and grazing land. Coupled with these pressures, the project has not yet implemented full-scale HWC prevention and mitigation measures, primarily due to delays in finalizing the Environmental and Social Management Plan (ESMP).

The proposed measures proposed by the project include upgrading and rehabilitating water infrastructure to reduce competition for water resources, constructing predator-proof kraals to protect livestock, and monitoring predator movements through early warning systems, such as towers that track collared animals. For areas with high crocodile-related incidents, the construction of crocodile enclosures is also planned. These measures are expected to reduce the frequency and severity of HWC incidents by creating physical barriers, improving resource availability, and enhancing early detection of wildlife movements. However, until these interventions are fully implemented, communities in the hotspot areas remain vulnerable to escalating human-wildlife conflicts.

In terms of dealing with HWC incidents, the average response time to reported HWC incidents across Namibia's hotspot landscapes currently stands at around 24 hours, meeting the project’s mid-term target of less than 36 hours. While this is a positive indicator, it is important to recognize that these response times are based on estimations from various locations rather than precise, consistently recorded data. To improve accuracy in tracking and managing HWC incidents, the MEFT has recently established a centralized database to log data collected from conservancies.

Additionally, the project supported the ministry in piloting a technology-based tool, the Spatial Monitoring and Reporting Tool (SMART), in select hotspot areas. This system will eventually replace the traditional paper-based

method, which has been used for over two decades, with a modern, digital solution that is better equipped to handle real-time data and provide comprehensive insights into HWC trends. The SMART tool is designed to support more efficient and precise data collection, enabling conservation teams to monitor incidents more closely and respond more effectively.

The HWC-WC Project has actively supported training for conservancy members on HWC investigation and management. As result of training and equipment provision, the Game Products Trust Fund (GPTF) has noted the difference in quality of reports submitted to them on the incidents, the better-quality reports have in turn helped to expedite the offset payment processing. Despite successful trainings, the training needs persist and more investment in capacity building is required.

| Project result  | Objectively Verifiable Indicators   |          |                 |                       | MTR assessment   | MTR rating                                  |
|---|---|----------|-----------------|-----------------------|--|---|
|   | Indicator   | Baseline | Mid-term Target | End-of-Project Target |  |   |
| <b>Outcome 1: Improved capacities to prevent, mitigate and respond to HWC incidents, leading to a reduction in the number of reported HWC incidents and an improved response to reported incidents of HWC</b> | Outcome 1, Indicator 1:<br>Average number per annum of validated HWC incidents per project-supported conservancy          | >106     | <98             | <90                   | The average number of reported incidents reached <b>141</b> as reported for the period 2023.                                       | Offtrack to achieving end of project target |
|   | Outcome 1, Indicator 2:<br>Average response time (hours) to reported HWC incidents across project-supported conservancies | >72      | <36             | <24                   | The average response time to reported HWC incidents across Namibia's hotspot landscapes currently stands at around <b>24</b> hours | On track to achieve end of project target   |
|   | Outcome 1, Indicator 3:<br>Number of approved Conservancy HWC management plans under implementation                       | 0        | 2               | 5                     | Two directly supported and financed by the project and 15 indirectly contributed to by the project                                 | On track to achieve end of project target   |

**Output 1.1: A national HWC information management centre and three regional HWC response management units are adequately staffed, trained and equipped to manage HWC information, and coordinate responses to reported cases of human-wildlife conflict in the hotspot landscapes**

**SMART and monitoring systems**

The MEFT, through its Community Conservation Fund of Namibia (CCFN) initiative, has established a centralized database to record data collected from conservancies, enabling a more systematic approach to tracking HWC incidents. To enhance the functionality of this database, MEFT is currently piloting an advanced technology-based tool known as the Spatial Monitoring and Reporting Tool (SMART) in selected hotspot areas. The SMART system is designed to replace the outdated paper-based method that has been in use for over two decades, offering a modernized, digital solution to monitor HWC and other wildlife management activities. Once fully operational, the SMART-based HWC spatial database will provide a comprehensive and real-time overview of the nature and frequency of HWC incidents. This tool will allow MEFT and conservation partners to identify patterns and trends, offering insights into the specific areas that are most vulnerable to conflicts and the wildlife species most frequently involved.

The HWC-WC project has supported the implementation of the SMART system by conducting training for its application during the piloting process. The training covered two modules: one focused on fixed foot patrols and the other on hunting activities, with both modules running concurrently alongside the existing paper-based system to ensure no data is lost during the transition. 57 communal conservancies' game guards (35% females) participated in the training and

were equipped with SMART devices to use for data collection. These efforts aim to overcome technological challenges and ensure the effective adoption of the SMART system, thereby improving HWC monitoring and management. The project also supported a training targeting the rangers of the Etosha National Park on tracking predators and elephants leaving the park and HWC management.

The GIZ Namibia's 'Climate Change and Inclusive Use of Natural Resources' (CCIU) project is developing a centralised HWC monitoring and information management system in the Coordination Unit for HWC (CUHWC). This support will include the comprehensive design of a HWC monitoring and information management system; the acquisition of the requisite computer and networking software and equipment for the system; and the development of data standards, data validation procedures, data capture protocols and user interfaces for the system. The HWC-WC project contributed to the purchase of smart phones and operation of the system.

**Equipment provision:** The project has installed two early warning towers in villages identified as emerging HWC hotspots within the Puros and Ehrovipuka conservancies. These towers are strategically designed to monitor the movement of lions in these areas, allowing for real-time tracking of collared lions. By providing early alerts on lion movements, the towers enable local farmers to take precautionary measures, such as herding their livestock into predator-proof kraals at night, thereby reducing the risk of predation. These early warning towers are expected to play a crucial role in reducing HWC incidents, as they allow for proactive rather than reactive responses. With advanced notice of lion presence, farmers can better protect their livestock, which not only decreases economic losses but also reduces the likelihood of retaliatory actions against lions. Beneficiaries across the northwest hotspot landscape are already experiencing the advantages of these early warning systems. The alerts provided by the towers have enhanced the safety of livestock in these vulnerable areas, contributing to a greater sense of security among local communities. This initiative demonstrates the potential of technology-driven solutions to mitigate HWC and support local livelihoods in high-conflict areas.

The project has provided support to the HWC Coordination Units by equipping them with essential tools and infrastructure improvements to enhance their operational efficiency. Specifically, the units received two laptops, two internet devices, and an LCD projector to facilitate data management, reporting, and presentations. These resources aim to improve the ability of the coordination units to track and respond to HWC incidents more effectively, enabling a more streamlined approach to conflict management and reporting. To further support connectivity and communication, the Northcentral (NC) hotspot landscape received an internet catalyst to improve the speed and reliability of its internet connection, which had previously been slow and hampered efficient data sharing. Additionally, the MEFT office in Ongwediva, located in the NC landscape, was outfitted with new furniture to replace outdated pieces, improving the workspace for MEFT staff. The same upgrades were provided in the Northeast (NE) landscape, where new office furniture was also installed to enhance the working environment for personnel involved in HWC management. In the Northwest (NW) landscape, a newly constructed HWC-WC office in Omaruru was furnished with a complete set of conference room furniture, including 20 chairs and a large conference table.

**Training:** The HWC-WC Project has made progress in building the capacity of conservancies and field-based staff to address HWC effectively. Training activities have focused on key areas, including HWC investigation and management, as well as the review and implementation of self-reliance forms designed to support the concerned panel. These trainings were designed to equip conservancy members and MEFT staff with the skills necessary to respond promptly and effectively to HWC incidents. A particular emphasis was placed on training related to the use of digital monitoring systems, which covered data management, reporting, conservancy governance, and HWC management processes, enhancing the operational capacity of participants.

To date, the project has trained a total of **234 individuals** on HWC investigations and management (of which 35% females), HWC policy interpretation, and self-reliance form review. These participants included 84 individuals from the Northcentral hotspot landscape, 117 from the Northeast, and 33 from the Northwest. The training has significantly improved participants' ability to conduct investigations, interpret policy guidelines, and complete investigative reports, strengthening their capacity to prevent, mitigate, and respond to HWC incidents across the hotspot landscapes.

Additionally, specialized training was provided on snake handling, with 43 individuals (17 from Northcentral, 28 from Northeast, and others from combined regions) acquiring skills to manage snake encounters safely. The project has also addressed other critical skill gaps by delivering targeted training sessions on rifle handling, benefitting at least 51 individuals, including conservancy representatives, MEFT staff, and Namibian Defence Force personnel. These sessions improved participants' technical abilities in firearm use for conservation and wildlife protection operations.

The HWC-WC project contributed to implementing the annual HWC training programme in three targeted landscapes for conservancy staff, conservancy committees and traditional leaders (policies and legislation, incident investigation,

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incident reporting, data standards and protocols, problem animal detection, problem animal control, HWC mitigation measures, etc.) within the region.

**Output 1.2: Human-elephant conflict preventative measures are implemented in the hotspot landscapes to prevent or mitigate damage to infrastructure**

The project has provided targeted assistance to smallholder farmers and communities in the northwest hotspot landscape to mitigate the impacts of HWC, particularly with elephants. 4 smallholder farmers—2 men and 2 women—who experienced property damage from elephants, including broken water tanks and fences, received support through the replacement of these vital resources. This restorative measure helped offset the losses they faced due to wildlife encroachment, supporting both their livelihoods and resilience in the face of such conflicts.

In addition, the project provided funding for the construction of an elephant-proof wall around a critical borehole in Tapaghutha Village, which supplies water to 43 residents (23 men and 20 women). This protective structure was essential for securing the village's water source from elephant interference, ensuring a stable and safe water supply for both residents and livestock. To address broader water access issues in the region, the project also upgraded and elephant-proofed water infrastructure in three conservancies—Ohungu, //Huab, and Ehrovipuka—by converting the power source from diesel to solar. Additionally, a new borehole was installed in Sesfontein Conservancy. These improvements were necessary as existing boreholes had sustained damage from elephants, particularly during prolonged drought conditions, which intensified the competition for water between communities and wildlife.

However, more upgrades on water infrastructure, construction of predator-proof kraals, construction of elephant-proof walls, as well as the construction of elephant friendly water points are expected to be done after the ESIA is completed.

**Output 1.3: Human-predator conflict preventative measures are implemented in the hotspot landscapes to prevent or mitigate stock losses and injury/loss of human lives**

The project supported the construction of **seven** predator-proof kraals: three in the Northcentral (NC) landscape and four in the Northwest (NW) landscape. These kraals provide a safe enclosure for livestock, effectively protecting them from predators such as lions and hyenas, which frequently target livestock in these regions. By safeguarding livestock, the kraals directly benefit farmers who have previously suffered significant economic losses due to predation. These secure enclosures not only reduce financial strain on farmers but also lessen the likelihood of retaliatory actions against wildlife, promoting a more harmonious coexistence between communities and predators.

**Output 1.4: Monitoring of damage-causing lion and elephant movements, and targeted research on the efficacy of lion and elephant HWC mitigation measures, guides the ongoing development and implementation of local HWC management plans in the hotspot landscapes.**

As pointed out under 1.3, the ministry is piloting a technology-based tool, the Spatial Monitoring and Reporting Tool (SMART), in select hotspot areas. Also, the project has installed two early warning towers in villages identified as emerging HWC hotspots within the Puros and Ehrovipuka conservancies. These towers are strategically designed to monitor the movement of lions in these areas, allowing for real-time tracking of collared lions.

The HWC-WC Project procured two (2) hyaena collars which costed N\$59,700.00; for the purpose of monitoring hyaena movements in areas where human wildlife conflicts are often observed at the northcentral landscape. Beyond these, a system of GPS transmitters on collared predators has not been developed yet, this system is meant to send automated real-time information from satellite collars about the daily movements of these collared animals, and their exact location.

The project financed the creation of 2 approved HWC management and action plans tailored to to the unique challenges and needs of two conservancies regarding HWC and contributed indirectly to other 15 plans through providing input. Each HWC management plan is designed as a comprehensive framework to ensure timely and consistent responses to conflict incidents within the conservancies. These frameworks incorporate strategies for prevention, mitigation, and resolution, along with step-by-step guidelines for local conservancy teams to follow when incidents occur. The inclusion of standardized processes for verifying and documenting HWC cases also aims to create a reliable database of incidents, which will support future analysis and enhance the evidence base for effective intervention strategies.

Four of the developed plans were specifically for project supported conservancies (Sheya Shuushona, lipumbu Ya Tshilongo, Uukwaluudhi and King Nehale) from the North Central hotspot landscape. Seven are for all the project supported conservancies (Balyerwa, Dzoti, Kwando, Mashi, Mayuni, Sobbe and Wuparo) at the Northeast hotspot landscape. Six are for project supported conservancies (Tora, Khoadi //Hoas, Anabeb, Ehrovipuka, Purros and Sesfontein) at the Northwest hotspot landscape.

No cost-benefit analyses have been done so far of the technical solutions proposed for mitigating human-elephant/human-predator conflict.

**Outcome 2: Strengthened anti-poaching capacities, and science-based management and monitoring of high-value/high-risk species, leading to a reduction in number of wildlife crime incidents.**

The project has played an important role in advancing Namibia's anti-poaching and wildlife monitoring capacity by supplying essential field equipment and delivering extensive training on Wildlife Crimes that provided personnel with essential skills and tools to improve the effectiveness of their patrolling efforts, equipping them to manage wildlife crime incidents with precision, coordinate efficiently across agencies, and respond swiftly to poaching threats.

MTR of the 'Integrated human-wildlife conflict and wildlife crime management in Namibia' Project.

However, APUs still need to be empowered to deal with increasingly sophisticated wildlife crime scenarios, including the development of Standard Operating Procedures (SOPs) for managing wildlife crime scenes, documenting poaching cases, upgrading the technologies used by APUs for communication and surveillance, and deploying a range of advanced technologies, including infrared sensors, DNA tracking, heat-mapping sensors, shot detection systems, black-flash cellular cameras, camera traps, CCTV, and drones to provide real-time data and insights, allowing APUs to track poaching activities more accurately and respond swiftly to threats.

In terms of research, the project has provided financial support to MEFT through the Directorate of Scientific Services to conduct an aerial survey aimed at estimating the populations of elephants and rhinos across critical landscapes. However, for the results to be fully reliable, they will need to undergo a validation process known as ground truthing.

There is significant concern with data availability and reliability on the data reported by the project under this outcome, including:

- Data on the number of rhinos and elephants poached is not consistent from different sources and is largely based on self-reported figures from APUs in each landscape rather than verified, authentic sources. It is also highly likely that some poaching incidents go unreported, further compromising the accuracy of the data. While the project reported to MTR that the number of rhinos and elephants poached indicates a 16% and 73% decrease in 2023 compared to the 2019 baseline, the 2024 PIR reported 160% increase in rhino poaching incidents and 73% decrease in elephant poaching.
- No reliable sources available for the population (total number) of elephant and black rhino populations in the hotspot landscapes.
- The percentage of annual successful prosecutions of rhino and elephant poachers is not consistently available, primarily due to the lengthy judicial process, which often exceeds a year. This delay creates overlaps between cases initiated and resolved in different years, further complicating data collection and analysis.

While the project’s data on the number of rhinos and elephants poached is not fully reliable for drawing definitive conclusions about trends, the prosecution of poaching cases remains a significant challenge. In 2023, only 9% of poaching cases were prosecuted, reflecting several underlying issues. A key problem is the poor quality of case documentation, which weakens the evidence necessary for securing convictions. Additionally, lengthy judicial processes often lead to outcomes with minimal charges or penalties, reducing the legal system’s deterrent effect against wildlife crime. To address these challenges, efforts must focus on improving the quality of poaching case investigations through better training, tools, and protocols for law enforcement personnel. Furthermore, enhancing the capacity of judicial actors and streamlining court procedures is essential to expedite case resolutions and ensure meaningful penalties for offenders. Strengthening these aspects will contribute to more effective enforcement and greater accountability in combating wildlife crime.

| Project result  | Objectively Verifiable Indicators   |          |                 |                       | MTR assessment   | MTR rating      |
|---|---|----------|-----------------|-----------------------|--|-----------------|
|   | Indicator   | Baseline | Mid-term Target | End-of-Project Target |  |                 |
| <b>Outcome 2: Strengthened anti-poaching capacities, and science-based management and</b> | <u>Outcome 2, Indicator 1</u><br>Percentage (%) reduction (From a baseline of 57 rhinos and 26 elephants poached in 2019) in the total number of elephants and rhinos poached per annum in the hotspot landscapes | NA       | 10              | 15                    | 48 rhinos and 7 elephants <sup>14</sup> poached in 2023, this represents 16% and 73% decrease from baseline. | Unreliable data |

<sup>14</sup> As of 2023.



| Project result   | Objectively Verifiable Indicators  |  |   |   | MTR assessment   | MTR rating                                  |
|--|--|--|---|---|--|---|
|  | Indicator  | Baseline                                 | Mid-term Target                         | End-of-Project Target                   |  |   |
| monitoring of high-value/high-risk species, leading to a reduction in number of wildlife crime incidents | <u>Outcome 2, Indicator 2:</u><br>The number of successful prosecutions of poachers, as a proportion (%) of the total number of rhino and elephant poaching incidents in the hotspot landscapes, per annum | <60                                      | 65                                      | 70                                      | 9%: 5 out of 55 poaching incidents have been prosecuted in 2023. | Offtrack to achieving end of project target |
|  | <u>Outcome 2, Indicator 3:</u><br>Population (total number) of elephant and black rhino populations in the hotspot landscapes  | Elephant : ~4,000<br>Black rhino: <2,000 | Elephant: >4,000<br>Black rhino: >2,100 | Elephant: >4,000<br>Black rhino: >2,200 | No reliable data available.                                      | Unreliable data                             |

**Output 2.1:** Operational capacities of the Wildlife Protection Service (WPS) anti-poaching staff and anti-poaching units (APUs) are enhanced in the hotspot landscapes

The project has played an important role in advancing Namibia’s anti-poaching and wildlife monitoring capacity by delivering extensive training to new recruits in the Wildlife Protection Services (WPS) Division, additional MEFT staff involved in patrolling, as well as members of the Namibian Police (NAMPOL) and the Namibian Defense Force (NDF) on Wildlife Crimes. This comprehensive training provided personnel with essential skills to improve the effectiveness of their patrolling efforts, equipping them to manage wildlife crime incidents with precision, coordinate efficiently across agencies, and respond swiftly to poaching threats.

To further support patrolling and monitoring, the project has supplied essential field equipment and co-financed aerial surveillance operations. The provision of critical tools—such as GPS devices for tracking, handheld radios for secure communications, and solar-powered lighting kits for remote camps—has enhanced both the reach and responsiveness of patrolling teams across key hotspot landscapes.

List of Equipment Provided by the Project:

**1. Internet and communication equipment**

- Internet devices for remote communication in Etosha National Park (ENP)
- Handheld radios for intelligence communication
- Radio repeaters and Wi-Fi routers for improved connectivity

**2. Field and Patrolling Equipment**

- GPS units for recording location data
- Monoculars for distant object surveillance
- 78 sets of uniforms for field visibility (56 for NE, 6 for NC, 16 for NW landscapes)

**3. Solar and Power Supply Systems**

- 16 solar light kits for anti-poaching camps in ENP
- 5 solar light systems for APU use in Etosha
- 10 solar charging systems for NE landscape anti-poaching camps
- 10 additional solar light systems for APU camps in Puros, Sesfontein, Anabeb, Omaruru, and Uis

**4. Rations and Storage Solutions**

- 400 ration packs for APU staff in Etosha
- Dry ration packs for 100 MEFT and NAMPOL representatives
- Two deep freezers at Sesfontein APU office for confiscated items and wet rations



## 5. Camping and Accommodation Gear

- 50 tents and 30 bedrolls for NC landscape
- 3 tents and 11 bedrolls for Omaruru and Uis HWC staff in NW landscape
- 10 tents for MEFT Katima Mulilo office
- 18 mattresses for Rundu Regional Office
- Additional basic camping gear including 10 canvas covers for APU vehicles and 10 first aid kits
- Water pump and new 5000 L tank at Nakatwa APU camp, Mudumu National Park
- Backup solar batteries for Nakatwa APU camp

While the project has made good progress in equipping the APUs with essential skills and tools, several critical areas still need to be addressed in the project's second half. One key priority is to expand the training and upskilling of APU staff, ensuring that they are well-prepared to handle increasingly sophisticated wildlife crime scenarios. Advanced training programs will further enhance their expertise, allowing them to respond more effectively to wildlife crime incidents and manage complex field operations.

The development of Standard Operating Procedures (SOPs) for managing wildlife crime scenes is also essential. SOPs will standardize the approach to crime scene management, ensuring evidence is handled, documented, and preserved correctly, which is critical for securing successful prosecutions. Additionally, there is a need to upgrade the technologies used by APUs for communication and surveillance. Enhanced patrolling communication tools, such as radio repeaters, Wi-Fi routers, and satellite phones, will improve coordination, especially in remote areas where connectivity is limited.

To bolster anti-poaching surveillance, there is a need for deploying a range of advanced technologies, including infrared sensors, DNA tracking, heat-mapping sensors, shot detection systems, black-flash cellular cameras, camera traps, CCTV, and drones. These technologies will provide real-time data and insights, allowing APUs to track poaching activities more accurately and respond swiftly to threats. Finally, establishing a networked wildlife crime intelligence system is crucial. This system would include data management centers to aggregate and analyze information from various sources, creating a centralized intelligence network that enhances the APUs' ability to anticipate, monitor, and disrupt poaching activities effectively. Together, these initiatives will significantly strengthen the APUs' capacity to combat wildlife crime and protect endangered species in Namibia's hotspot landscapes.

**Output 2.2:** Research and monitoring of high-risk, high value wildlife species which guides the ongoing development and implementation of science-based management plans for the protection of high-risk, high-value wildlife populations in the hotspot landscapes.

The project has provided financial support to MEFT through the Directorate of Scientific Services to conduct an aerial survey aimed at estimating the populations of elephants and rhinos across critical landscapes. This survey is part of an ongoing effort to gather accurate, up-to-date data on the distribution and abundance of these species. Currently, the data from the aerial survey is under analysis, and once processed, detailed findings for both the Northwest and Northcentral landscapes will be made available.

However, for the aerial survey results to be fully reliable, they will need to undergo a validation process known as ground truthing. This step involves on-the-ground assessments to verify and refine aerial estimates, ensuring the highest possible accuracy in population data. Additionally, while the aerial survey represents an important first step, the project has not yet initiated more comprehensive research to accurately determine the overall population sizes and to study the home range and movement patterns of elephants and rhinos. This future research will be crucial to understanding how these animals use the landscape over time, including identifying critical migration corridors, seasonal habitats, and areas of potential conflict with human populations.

The HWC-WC Project provided five GPS/satellite collars to MEFT, which were fitted onto five "problem lions" frequenting the Ombonde River area in the Ehirovipuka Conservancy. These lions are monitored by lion rangers living in the northwest hotspot landscape, in coordination with the Lion Rangers Ombonde Research and Monitoring Camp, which oversees a total of 29 lions, including these five. This monitoring effort is further supported by the installation of early warning towers at Human-Lion Conflict hotspot farms, which help communities anticipate lion movements and mitigate risks. However, despite these monitoring measures, retaliatory killings of lions are still occurring in some areas. These incidents are primarily attributed to the lack of joint patrols, which are essential for responding to conflict situations and engaging communities in proactive conflict mitigation.

**Outcome 3: Growth in the wildlife-based economy in the hotspot landscapes, leading to an increase in income and benefits to conservancy members**

Progress on this outcome has been limited, with no tangible support provided to conservancies for developing and piloting additional income-generating opportunities thus far. The project has yet to undertake a systematic process to identify viable options for enhancing conservancy incomes while promoting sustainable natural resource conservation. The delay in advancing this outcome is primarily attributed to the prolonged completion of the ESIA, which is a prerequisite for on-ground implementation of tourism developments.

The project developed the Low Value Grant (LVG) guidelines and has initiated the rollout of low-value grants within the hotspot landscapes. These grants aim to provide foundational support for communities interested in developing income-generating activities related to wildlife and conservation. The project issued and introduced a call for the low-value grants initiative across landscapes to raise awareness about this intervention and its potential benefits. However, the capacity of conservancies to design and implement Low Value Grant (LVG) projects is an area of concern. Although no LVG proposals had been received from conservancies at the time of drafting this report, initial feedback indicates that conservancies face challenges in preparing suitable applications. In many cases, they required the assistance of local NGOs or consultants to develop their applications. This issue raises concerns about their capacity to implement projects once LVG applications are approved. Conservancies are likely to require significant support and oversight to ensure that projects are executed effectively and aligned with grant objectives. Strengthening the technical and managerial capacities of conservancies will be critical to maximize the impact of the LVG mechanism and ensure sustainable outcomes.

As a result, no positive trends have been observed in the impacts attributed to the project regarding the number of employees engaged in wildlife-based businesses, the value of income generated in conservancies from the wildlife-based economy, and the percentage of conservancies generating sufficient returns to cover operational costs and provide benefits to members.

Similar to outcome 2, here are significant concerns regarding the reliability of data related to key indicators such as the number of conservancy members directly employed by or engaged in wildlife-based businesses, the value of income generated in conservancies from the wildlife-based economy, and the percentage of conservancies generating enough returns to cover operational costs and provide benefits to members. These data are largely self-reported by conservancies and are collected on an ad hoc basis by field coordinators. Field coordinators often face challenges in obtaining timely and accurate responses from conservancies, which further undermines the reliability and consistency of the data.

| Project result   | Objectively Verifiable Indicators  |                        |                       |                       | MTR assessment  | MTR rating                                  |
|--|--|------------------------|-----------------------|-----------------------|---|---|
|  | Indicator  | Baseline               | Mid-term Target       | End-of-Project Target |   |   |
| <b>Outcome 3: Growth in the wildlife-based economy in the hotspot landscapes, leading to an increase in income and benefits to conservancy members</b> | <u>Outcome 3, indicator 1:</u><br>Total number of conservancy members (disaggregated by gender) directly employed by/in wildlife-based businesses in project-supported conservancies | 748<br>(M=553 ; F=194) | 800<br>(M=565; F=235) | 885<br>(M=581; F=304) | 99 male and 54 female<br><br>(total 153 people) in 2023. 35% females<br><br>From 20 conservancies | Offtrack to achieving end of project target |
|  | <u>Outcome 3, Indicator 2:</u><br>Total value of income per annum in conservancies from the wildlife-based economy in project-supported conservancies (in N\$)                       | 119,541,809            | 145,518,900           | 171,495,990           | N\$ 32,724,000  | Offtrack to achieving end of project target |
|  | <u>Outcome 3, Indicator 3:</u><br>Percentage (%) of project-supported conservancies generating enough returns to: (i) cover operational costs  | (i) <40<br>(ii) <25    | (i) 40<br>(ii) 25     | (i) 50<br>(ii) 35     | (i) 16 out of 20 (80%)<br><br>(ii) 17 out of 20   | On track to achieve end of project target   |

| Project result | Objectively Verifiable Indicators  |          |                       |                       | MTR assessment  | MTR rating                                |
|----------------|--|----------|-----------------------|-----------------------|---|---|
|                | Indicator  | Baseline | Mid-term Target       | End-of-Project Target |   |   |
|                | from own income; and (ii) provide benefits to members  |          |                       |                       | (85%)   |   |
|                | <b>Outcome 3, Indicator 4:</b><br>Total number of individuals (disaggregated by gender and youth) from project-supported conservancies completing formal skills training courses and/or accreditation. | 0        | 35 (M=15; F=20; Y=30) | 60 (M=25; F=35; Y=50) | 41 people from the NE landscape were trained on tourism and business support. | On track to achieve end of project target |

**Output 3.1:** Strengthening the enabling environment for wildlife-based tourism, and related business enterprises, in conservancies in the hotspot landscapes.

In preparation for advancing tourism initiatives, the project developed the Low Value Grant (LVG) guidelines and has initiated the rollout of low-value grants within the hotspot landscapes. These grants aim to provide foundational support for communities interested in developing income-generating activities related to wildlife and conservation. To further encourage community participation, the PMU issued a call for proposals, inviting community members to submit ideas for projects that could foster sustainable, wildlife-based economic opportunities. Through this approach, the project seeks to catalyze local tourism initiatives that support both conservation goals and economic development in the hotspot areas. Up to the point of this MTR, the call for proposals process has not been yet concluded.

The project introduced the low-value grants initiative across landscapes to raise awareness about this intervention and its potential benefits. The activity aimed to identify the challenges currently faced by communities that could be addressed through grant support and to explore possible opportunities for projects eligible for funding.

**Output 3.2:** Improved individual skills of conservancy members to obtain employment in wildlife-based tourism and related business enterprises in conservancies in the hotspot landscapes

41 people from the NE landscape were trained in tourism and business support.

**Output 3.3:** Opportunities to diversify income streams are developed and piloted in conservancies across the hotspot landscapes.

Progress on this output has been limited, with no tangible support provided to conservancies for developing and piloting additional income-generating opportunities to date. The project has yet to initiate a systematic process to identify viable options that would enhance conservancy incomes while promoting sustainable natural resource conservation. Furthermore, no fundraising campaigns or efforts have been undertaken to mobilize additional resources to support these initiatives.

**Outcome 4: Enhanced knowledge sharing in addressing HWC and WC in the hotspot landscapes, leading to improved cooperation and coordination of effort between stakeholders.**

To date, the project has developed four key knowledge management products to raise awareness and enhance understanding of HWC and WC. These include HWC and WC awareness pamphlets, comprehensive project booklet and combined HWC and WC awareness folder.

The primary goal of these materials is to increase community and stakeholder awareness of the realities of HWC and WC while emphasizing effective mitigation measures. These resources are distributed through various channels, including community meetings, workshops, and targeted dissemination within hotspot landscapes, ensuring the information reaches the intended audiences.

While these knowledge products provide a foundational understanding of the project and its objectives, their impact could be significantly enhanced by incorporating real case studies. By including practical examples of how to address HWC and WC effectively, along with best practices drawn from on-the-ground experiences, the materials could offer

MTR of the 'Integrated human-wildlife conflict and wildlife crime management in Namibia' Project.

more actionable insights. These case studies could highlight successful mitigation strategies, such as the use of predator-proof kraals, early warning systems, or community-led anti-poaching efforts.

Showcasing lessons learned and tangible outcomes from hotspot landscapes would not only make the content more relatable but also inspire stakeholders and communities to adopt proven approaches in their own contexts. Strengthening the knowledge products in this way would transform them from informational tools into practical guides for managing HWC and WC sustainably.

The project’s communication materials have been developed on an ad hoc basis, primarily in response to stakeholder requests. This reactive approach lacks the structure and foresight of a well-defined communication strategy, which would enable proactive planning, consistent messaging, and more effective engagement with stakeholders across all levels. The project currently lacks a targeted communication strategy to guide the implementation of communication activities in a structured and systematic manner. And as a result, there is limited awareness at the communal level regarding HWC policies and procedures and how to effectively handle HWC cases

The project supported the establishment of the National Stakeholder Forum on Wildlife Protection and Law Enforcement, hosting its inaugural workshop on June 15-16, 2022. This forum brought together key stakeholders involved in wildlife crime management to enhance information exchange and foster ongoing collaboration. Additionally, the project supported the MEFT in organizing the National Conference on HWC, held from May 10-12, 2023. Attended by over 250 stakeholders, this conference explored issues related to HWC prevention and mitigation, with discussions highlighting challenges associated with the Human-Wildlife Conflict Self-Reliance Scheme.

The project hosted a total of 9 informal and formal information sharing sessions at the three project hotspot landscapes on annual basis. A total of 864 (31% females) people attended knowledge-sharing opportunities.

| Project result   | Objectively Verifiable Indicators  |          |                  |                       | MTR assessment    | MTR rating                                |
|--|--|----------|------------------|-----------------------|-------------------|---|
|  | Indicator  | Baseline | Mid-term Target  | End-of-Project Target |                   |   |
| <b>Outcome 4: Enhanced knowledge sharing in addressing HWC and WC in the hotspot landscapes, leading to improved cooperation and coordination of effort between stakeholders</b> | <u>Outcome 4, Indicator 1:</u><br>Total number of case studies/best practice knowledge management products developed and disseminated through GWP and other knowledge-sharing platforms                                    | 0        | >3               | >10                   | 4 – see above     | On track to achieve end of project target |
|  | <u>Outcome 4, Indicator 2:</u><br>Total number of informal dialogues and formal information-sharing sessions hosted per annum in the hotspot landscapes  | 0        | >6               | >12                   | 9                 | On track to achieve end of project target |
|  | <u>Outcome 4, Indicator 3:</u><br>Total number of individuals (disaggregated by gender) participating in knowledge-sharing opportunities (including exchange programmes and national, regional and global HWC/WC meetings) | 0        | 100 (65=M; 35=F) | 350 (210=M; 140=F)    | 864 (31% females) | On track to achieve end of project target |

**Output 4.1:** Tacit and embedded WC and HWC knowledge sharing mechanisms are developed and implemented.

To date, the project has successfully developed four key knowledge management products to raise awareness and enhance understanding of HWC and WC. These include:

1. HWC awareness pamphlet: Focused on educating communities about the causes, impacts, and mitigation strategies related to human-wildlife conflict.
2. WC awareness pamphlet: Highlighting the challenges and solutions to combat wildlife crime and promoting the importance of protecting endangered species.
3. Comprehensive project booklet: This detailed publication provides an overview of the project's objectives, focal landscapes, and the four technical components, serving as a resource for stakeholders to understand the project's scope and activities.
4. Combined HWC and WC awareness folder: Dedicated to addressing both HWC and WC, this folder consolidates key information and solutions to foster better coexistence and conservation practices.

The primary goal of these materials is to increase community and stakeholder awareness of the realities of HWC and WC while emphasizing effective mitigation measures. These resources are distributed through various channels, including community meetings, workshops, and targeted dissemination within hotspot landscapes, ensuring the information reaches the intended audiences. The project has translated its awareness-raising materials into eight different languages spoken across the three project landscapes to ensure accessibility and inclusivity for local communities. However, these materials are yet to undergo professional design and printing, which is necessary to enhance their visual appeal and effectiveness for broader dissemination and engagement.

#### **Informal dialogues and formal information-sharing sessions**

The project hosted a total of 9 informal and formal information sharing sessions at the three project hotspot landscapes on annual basis. A total of 864 (31% females) people attended knowledge-sharing opportunities.

The MEFT organized a National Conference on HWC, which took place in May 2023, attended by a total of 271 (M - 189; F - 82) people. The aim was to share and exchange information on HWC and its prevention, management and mitigation.

The HWC-WC project has contributed to and supported several key knowledge-sharing events at national, international, and local levels to promote collaboration and exchange on wildlife crime (WC) and human-wildlife conflict (HWC) management.

- National events: The project established the National Stakeholder Forum on Wildlife Protection and Law Enforcement, hosting its first workshop in June 2022 to strengthen stakeholder collaboration and develop action plans on wildlife crime prevention, legal frameworks, species protection, and community safety. Additionally, the project supported the National Conference on HWC in May 2023, attended by over 250 stakeholders, which highlighted challenges in HWC management and the self-reliance scheme.
- International conferences: Project staff participated in multiple Global Wildlife Programme (GWP) conferences, including meetings in Nairobi, Kenya (2022), Oxford, UK (2023), Bangkok, Thailand (2023), and Nairobi, Kenya (2024). These events enabled networking with international partners, knowledge exchange on HWC and WC, and discussions on building wildlife-based economies. Lessons learned at these conferences have directly informed project implementation, particularly in addressing HWC based on global best practices.
- Local engagements: In addition to national and international events, the project team regularly attends local meetings to exchange information on WC and HWC, ensuring that global insights are grounded in local realities and practices.

These events have collectively enhanced information exchange, capacity building, and strategic cooperation among stakeholders to address HWC and WC more effectively.

**Output 4.2:** A project-based monitoring and evaluation system, incorporating gender mainstreaming and social safeguards, is maintained.

The project regularly produces quarterly reports that detail the progress achieved during each quarter. These reports are submitted both to the United Nations Development Programme (UNDP) and to the management of the Ministry of Environment, Forestry and Tourism (MEFT). The project also produced an annual report for the year 2022, and a story on project achievement by end of 2022. However, it is important to note that the project has not yet developed a knowledge management database.

Detailed assessment of the M&E activities is presented in section 3.3 of this report.

### Remaining barriers to achieving the project objective

Despite moderate progress on several fronts, the key barriers identified in the project remain largely valid. Notably, the frequency of HWC incidents has been increasing, contrary to the project's intended outcomes. This troubling trend is driven by multiple factors, including rising human and wildlife populations, recurring drought conditions, and the fact that the project has not yet implemented substantial HWC prevention and mitigation measures, primarily due to delays in finalizing the Environmental and Social Management Plan (ESMP).

The project has contributed to improvements in institutional and individual capacities to address HWC incidents, primarily by strengthening local HWC units through training programs on HWC investigations and the provision of essential equipment. This progress is evident in the enhanced quality of reports submitted following HWC incident investigations. However, gaps and inefficiencies in capacities remain. Additional training is needed to further build individual skills (for example how to manage a crime scene), and advanced technologies for monitoring and tracking HWC incidents and wildlife movements are required to strengthen overall effectiveness. Addressing these gaps is essential to ensure comprehensive and timely responses to HWC challenges in the project landscapes.

Progress in advancing anti-poaching efforts remains constrained, as a limited percentage of poaching incidents reach the prosecution stage. This is primarily due to the poor quality of investigation reports, which often lack the necessary detail and evidence to support successful prosecutions. Additionally, lengthy court processes further hinder the timely resolution of anti-poaching cases, reducing the overall effectiveness of law enforcement efforts. While the project has made good progress in equipping the APUs with essential skills and tools, several critical areas still need to be addressed in the project's second half. One key priority is to expand the training and upskilling of APU staff, ensuring that they are well-prepared to handle increasingly sophisticated wildlife crime scenarios.

The development of Standard Operating Procedures (SOPs) for managing wildlife crime scenes is also essential. And to bolster anti-poaching surveillance, there is a need for deploying a range of advanced technologies, including infrared sensors, DNA tracking, heat-mapping sensors, shot detection systems, black-flash cellular cameras, camera traps, CCTV, and drones.

Progress under Outcome 3 has been very limited, leaving the wildlife economy in the targeted landscapes weakly diversified and generating minimal income for conservancies. Evidence indicates no measurable increase in income from wildlife-based economic activities, primarily because the project has yet to implement its activities under this outcome. One significant factor contributing to this the delay in rolling out of the Low Value Grant (LVG) mechanism, which is intended to support business development for conservancies. Without this critical support, conservancies have lacked the resources needed to develop and sustain wildlife-based enterprises, delaying the realization of the outcome's goals to strengthen economic opportunities linked to conservation.

The current information-sharing and knowledge management network for addressing HWC and WC remains under-developed, despite some progress in producing communication materials. While these materials contribute to raising awareness, the lack of a robust network limits the effective dissemination of information, exchange of best practices, and coordination among stakeholders. Strengthening this network is essential to ensure that knowledge and resources are shared effectively to support the project's objectives.

At the project operation front, the MTR has found the following barriers that could influence the proper achievement of the project objectives have been identified throughout the detailed analysis of the documentation and interviews with stakeholders:

- a. **Significant delays in completing the Environmental and Social Impact Assessment (ESIA)** have caused subsequent delays in implementing project activities, particularly under Outcome 2 (combating wildlife crime) and Outcome 3 (developing the wildlife economy). These delays can be attributed to several factors. Firstly, there was insufficient planning at the project's outset, for example, the recruitment of international ESIA consultants began late in the process, and the requirement for a Heritage Impact Assessment (HIA) was only identified as recently as June 2024. Secondly, the lengthy procurement processes to secure both local and international consultants further compounded the delays. Additionally, limited capacities in the local Labor market within the targeted landscapes made it challenging to find qualified local consultants, further slowing progress. Addressing these issues required streamlined planning and procurement processes, as well as strategies to build local capacity to support future assessments effectively. This has been a major setback during the first half of the project, resulting in significant delays in the implementation of subsequent activities. The bottleneck in completing the ESIA has impeded progress under key outcomes, undermining the project's ability to meet its objectives within the intended timeline.



- b. **Accessibility and remoteness of project's sites:** The accessibility and remoteness of the project's sites in Namibia have presented significant challenges for implementation. The project spans three landscapes across the country, with these areas being geographically dispersed across both the North East, North West and North Central regions. The remoteness of these sites has made accessibility difficult for the project team, often requiring long drives to reach the locations. This has resulted in exceptionally high travel costs, consuming a significant portion of the budget, and has complicated the logistics of supplying goods and services to these remote areas. Additionally, the project has faced difficulties due to a lack of vehicles in some areas for the project staff and local coordinator, further hindering the team's ability to move efficiently and carry out their work, which has pushed the project to undertake budget reallocation to allow 3 vehicles purchase instead of following the costly car rental approach defined in the project document. These challenges highlight the need for additional resources and planning to address the logistical complexities of operating in such remote and dispersed locations.
- c. **Inadequate coordination with other relevant projects addressing HWC and WC in Namibia** poses a potential challenge. Several initiatives, such as the WWF and KfW projects and Save the Rhino Trust, are working in similar areas with overlapping activities. For instance, the WWF project focuses on providing water for wildlife and humans, while the KfW project is developing a digital system for HWC. Although the MTR did not identify specific cases of duplication, the risk of overlap increases as the HWC-WC project progresses to on-ground activity implementation. To mitigate this risk, close collaboration and coordination with these initiatives at the technical level are essential. Establishing regular communication channels and shared planning mechanisms will help align efforts, maximize resources, and ensure complementarity among the projects.
- d. **The project's approach to addressing capacity-building needs has been largely reactive**, focusing on immediate demands and external opportunities rather than being guided by a structured and strategic assessment of requirements. For instance, the project has often supported and facilitated trainings led by other initiatives or provided technologies and related training only when specifically requested. While these efforts have delivered some value, they have not been aligned with a comprehensive assessment of community priorities and challenges. As a result, key capacity gaps persist, such as rangers continuing to struggle with using the technologies provided and the provision of unsuitable equipment, like trailers for transporting equipment in the NW region. To maximize the impact of capacity-building efforts, the project must adopt a proactive and systematic approach. This includes conducting a detailed needs assessment to identify specific gaps and priorities at both the community and institutional levels. Key areas to address include tourism and business management, patrolling, and HWC management. Additionally, providing ongoing refresher training is essential to reinforce skills, address emerging challenges, and ensure the sustainability of capacity-building outcomes. The project should pause to reassess, prioritize, and re-plan its capacity-building activities and equipment provision. A revised strategy, informed by the needs assessment, would allow for the development of tailored interventions that empower stakeholders, foster resilience, and contribute meaningfully to the project's long-term goals. Regular assessments and updates to this strategy will be critical for ensuring alignment with evolving community needs and equipping stakeholders with the tools and knowledge needed to effectively support project objectives.
- e. **The capacity of participating conservancies to design and implement Low Value Grant (LVG) projects is an area of concern.** Although no LVG proposals had been received from conservancies at the time of drafting this report, initial feedback indicates that conservancies face challenges in preparing suitable applications. In many cases, they required the assistance of local NGOs or consultants to develop their applications. This issue raises concerns about their capacity to implement projects once LVG applications are approved. Conservancies are likely to require significant support and oversight to ensure that projects are executed effectively and aligned with grant objectives. Strengthening the technical and managerial capacities of conservancies will be critical to maximize the impact of the LVG mechanism and ensure sustainable outcomes.
- f. **Data availability, accessibility, reliability and consistency.** The project has been grappling with significant challenges related to data availability, accessibility, reliability, and consistency. These challenges manifest in several ways:
- i. **Inconsistencies among reports:** Data reported across various project documents often lack consistency, making it difficult to track trends or measure progress accurately.
  - ii. **Incomplete data:** Some data sets, such as poaching incidents, are incomplete due to underreporting or incidents not being recorded.
  - iii. **Inaccessible data:** Critical data, such as poaching statistics maintained by MEFT, remain inaccessible to the project, limiting comprehensive analysis and reporting.

- iv. Self-reported and ad hoc collection: Much of the data is self-reported by conservancies and collected on an ad hoc basis by field coordinators. This process is hindered by conservancies' inconsistent responsiveness, resulting in untimely and sometimes inaccurate data.
- v. These challenges undermine the reliability and consistency of project data, impacting the ability to monitor progress effectively and inform decision-making. Addressing these issues requires establishing standardized data collection protocols, improving access to key datasets, and providing training and tools to enhance data quality and timely reporting from conservancies.
- g. **Delays in the release of funds from MEFT to participating agencies**, including local MEFT offices, have resulted in subsequent operational delays. These financial bottlenecks have hindered the timely execution of planned activities, impacting the overall efficiency and progress of the project. Addressing these delays by streamlining fund disbursement processes is critical to ensuring that participating agencies can carry out their responsibilities effectively and contribute to the project's objectives without unnecessary interruptions.
- h. **Poor communication with conservancies and communities has led to challenges in managing expectations and inclusivity.** In some cases, this has resulted in growing unrealistic expectations about the level and type of support the project can provide. In other cases, it has led to feelings of exclusion among certain communities, undermining trust and stakeholder engagement. Improving communication strategies is essential to address these issues. The project should focus on providing clear, consistent, and transparent messaging about its objectives, scope, and limitations. Additionally, fostering regular and inclusive dialogues with all stakeholders will help manage expectations, build trust, and ensure that no group feels overlooked or excluded.
- i. **There is limited awareness at the communal level regarding HWC policies and procedures and how to effectively handle HWC cases.** This gap hinders communities' ability to respond appropriately to incidents and to engage with mitigation and management efforts effectively. To address this, the project should prioritize targeted awareness-raising campaigns and training programs focused on HWC policies, reporting mechanisms, and best practices for handling conflicts. Engaging local leaders and influencers, using culturally appropriate communication methods, and tailoring materials to community needs can significantly enhance understanding and participation in HWC management efforts.

### Gender mainstreaming

**Gender responsiveness of project design:** The project design recognizes the critical relevance of HWC-WC issues to women, given their central role in natural resource management. Women are often at greater risk of encountering wildlife due to their responsibilities for farming, collecting water, and other resource-dependent activities, making them more vulnerable to conflicts with animals that raid crops or compete for water. Additionally, women frequently bear the economic and emotional burden of crop losses, livestock predation, or damage to infrastructure, which can exacerbate financial hardships for households. Women often also bear the brunt of social ramifications and economic displacement that comes from community involvement in wildlife crime. On the other side, experience in Namibia demonstrates that women play a pivotal role in efforts to mitigate and manage HWC and combat poaching. By engaging and empowering women, the project taps into their capacity to drive positive outcomes in wildlife conservation and community resilience, fostering coexistence and sustainable development.

To ensure the project design and activities are inclusive and provide meaningful opportunities for women and girls, a gender analysis was conducted during the PPG phase. This analysis sought to understand the specific challenges, roles, and opportunities for women in the context of HWC and WC. Building on the findings of this analysis, a comprehensive Gender Action Plan (GAP) was developed. This plan outlines strategies to integrate gender considerations across project activities, ensuring that women's views are incorporated, their contributions are valued, and they have equitable access to the benefits generated by the project. By embedding gender inclusivity into its framework, the project promotes empowerment and ensures that women and girls play an active role in achieving conservation and development objectives.

The Project Results Framework (PRF) incorporates gender-disaggregated targets and indicators to track the project's impact on women and men separately, for example the end-of-the-project targets for the number of direct and indirect beneficiaries, number of conservancy members directly employed by/in wildlife-based businesses, and number of individuals from project-supported conservancies completing formal skills training courses are all disaggregated by gender. This ensures that gender-related outcomes are clearly measured and monitored throughout implementation. Additionally, a dedicated budget under Component 4 has been allocated to support the effective monitoring of these gender-specific targets, reinforcing the project's commitment to promoting gender equity and inclusivity in all its activities.

The project design aligns with Namibia's National Gender Policy (2010–2020<sup>15</sup>) by integrating gender considerations into its framework, particularly by promoting wildlife-based enterprises, providing income-generating opportunities for both women and men in rural communities; offering training programs in areas such as wildlife management, conservation, and tourism, the project equips women with skills traditionally dominated by men; and encouraging the involvement of women in conservancy management and decision-making processes related to natural resource management.

The project is classified under the gender-targeted ranking (2), indicating that while gender equality is not the primary objective of its outputs, the project significantly and consistently promotes gender equality. This ranking reflects the project's strong emphasis on integrating gender considerations into its design and implementation, ensuring that women and men benefit equitably from its activities and that gender dynamics are addressed meaningfully in achieving its conservation and development goals.

**Gender responsiveness of project implementation:** In terms of implementation, there has been limited progress in executing the activities outlined in the Gender Action Plan (GAP). These activities have not been adequately budgeted, tracked, or systematically integrated into the project work plan. While data collection has included gender disaggregation, there is no evidence of gender sensitivity analysis being applied to key project activities, such as the HWC preventative measures and technologies provided. This gap highlights the need for a more deliberate approach to integrating gender considerations into the project. This includes allocating specific resources for GAP activities, incorporating them into the project's work plan, and conducting gender sensitivity analyses to ensure that interventions address the needs and experiences of both men and women equitably.

The project has been actively collecting gender-disaggregated data for reporting purposes, demonstrating a commitment to tracking gender participation. In training activities, for instance, the project has achieved a 35% participation rate for women, which is close to the 40% target outlined in the GAP. However, the percentage of women out of the total number of conservancy members directly employed by/in wildlife-based businesses in project-supported conservancies is currently at only 35% below the anticipated target, and only 31% female participation in knowledge sharing sessions.

As the project progresses toward implementing the Low Value Grants (LVG), it is crucial to ensure that the economic benefits from tourism developments are distributed equitably between men and women. This includes meeting the target outlined in the Gender Action Plan (GAP) for 50% of new jobs created through these initiatives to benefit women. Achieving this goal will require deliberate measures, such as prioritizing women's involvement in job creation processes, offering gender-sensitive training and capacity-building opportunities, and ensuring that project-supported businesses actively promote gender equity. Monitoring and reporting on gender-disaggregated employment data will also be essential to track progress and ensure accountability.

### Social and environmental safeguarding

UNDP Social and Environmental and Social Screening (SESP) has been delivered during the PPG stage. The SESP of the project provides a clear definition of how the project incorporates overarching principles to enhance Social and Environmental Sustainability. It outlines the integration of a human-rights based approach, gender equality and environmental sustainability. The SESP defined 9 social and environmental risks (3 high, 5 moderate and 1 low) which have been assessed in terms of likelihood and impact and supported with management measures aiming to monitor and mitigate the identified risks.

Given the project's classification as high risk due to potential downstream impacts under Outcomes 2 and 3, an Environmental and Social Impact Assessment (ESIA) was requested to evaluate field-level activities. The ESIA is intended to guide the development of the required Environmental and Social Management Plan (ESMP), which is framed by the Environmental and Social Management Framework (ESMF) developed during the (PPG) phase.

The ESIA was originally planned for completion within the first six months of project implementation. However, during the process of drafting this MTR, the draft documents have been received, resulting in significant subsequent delays in delivering on-the-ground activities. This delay underlines the need for prioritizing the finalization of these assessments to ensure compliance with environmental and social safeguards and enable progress toward achieving project outcomes.

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<sup>15</sup> Namibia's National Gender Policy (2010–2020). Available [here](#).

The significant delay in delivering the ESIA can be attributed to challenges in procuring both international and national expertise, compounded by poor planning and underestimating the level of effort, time, and expertise required for the process. Initial procurement attempts by MEFT for international and national consultants were lengthy and ultimately inconclusive. MEFT succeeded in recruiting three local consultants (one for each landscape), but in order to meet UNDP and GEF standards, it was important to back the team with international expertise.

Subsequently, an ESIA international consultant was recruited; however, additional international consultants were needed to address Free, Prior, and Informed Consent (FPIC) and conduct a Heritage Impact Assessment (HIA). Further complications arose when the ESIA consultant was involved in a car accident and could not continue working, prompting another recruitment effort. Additionally, the project was unable to recruit a dedicated FPIC consultant, leaving the ESIA consultant to provide guidance in this area to fill the gap. These issues highlight the need for better planning, including realistic timelines, comprehensive scoping of required expertise, and a more proactive approach to addressing unforeseen challenges, to avoid such delays in the future.

According to the ESIA, the overall adverse environmental and social risk of the project is classified as “substantial,” which is a downgrade from the initial “high” risk rating during the screening phase. The ESIA outlines a comprehensive set of mitigation measures to address these risks effectively. These measures include proper environmental siting to minimize habitat disruption, adherence to permitting requirements, compliance with pollution standards, and implementation of robust design and construction criteria. Additionally, the ESIA emphasizes the importance of training and awareness programs to ensure that all stakeholders are equipped to manage environmental and social risks responsibly. These efforts aim to mitigate potential adverse impacts and align the project with best practices for sustainability and risk management.

Although the project was not supposed to start any infrastructure activity before the ESIA was completed, the project made a decision to proceed with some activities, such as construction of the elephant-proof wall at Tapahutha village. This decision was driven by the urgent need to protect water resources from elephant damage and address pressing community concerns. While the urgency of responding to emerging community needs is understandable, bypassing the ESIA requirements represents a significant shortfall in project implementation. Adherence to the ESIA process is critical to ensure that all environmental and social risks are fully assessed and mitigated before undertaking infrastructure activities. Moving forward, it is essential that the project strictly aligns its actions with ESIA recommendations to maintain compliance and uphold best practices in risk management.

With the ESIA now completed, it is imperative for the project to conduct retroactive environmental and social audits and inspections of the already constructed water infrastructure and other related works. These audits are necessary to ensure compliance with the management measures outlined in the Environmental and Social Management Plan (ESMP). Such retroactive assessments will help identify any gaps or risks associated with the implemented activities and provide an opportunity to address them in line with the ESMP’s guidelines. This process will reinforce the project’s commitment to environmental and social safeguards and ensure that all activities, including those initiated prior to the ESIA’s completion, adhere to established standards for sustainability and risk management.

The project developed Project Grievance Redress Mechanism (GRM) with a manual that outlines the process for managing complaints and grievances from Project Affected Persons (PAPs) and other stakeholders regarding project activities, environmental and social risks, engagement processes, and unanticipated impacts. This has been developed recently (June 2024) and no formal complaints have been received up to the MTR point.

The project developed three Free, Prior and Informed Consent (FPICs) towards the development of an Indigenous People Plan (IPP), one for each landscape. Each FPIC report describes the FPIC process carried out in the Hai//om communities in the northcentral landscape. This FPIC report consolidates outcomes of the engagements with the indigenous (also interchanged in this report with the term marginalised) communities towards the development of an IPP. The IPP will provide a framework to address potential key risks and impacts from the implementation of the HWC-WC management activities project in the various localities.

## 4.2 Project Implementation and Adaptive Management

| Assessment element   | Rating                         |
|--|--------------------------------|
| Ratings for Project Implementation & Adaptive Management: (one overall rating) | Moderately Unsatisfactory (MU) |

### Management Arrangements

The project design assumes that the project board will serve a dual purpose, handling both decision-making and coordination. However, the MTR team has observed that while the project board has effectively fulfilled its decision-

making responsibilities, it is not meant to, nor has it delivered, effective coordination. The board meets only once per year, which is insufficient for the level of coordination required, as effective coordination demands a more regular and consistent platform for engagement. More regular coordination with local offices of the MEFT and projects that have similar scope (such as WWF, GIZ and KfW) is needed to capitalise on complementariness and avoid duplications.

The project is being implemented under UNDP's National Implementation Modality (NIM), with UNDP accountable to the GEF for project assurance and oversight, and the Ministry of Environment, Forestry, and Tourism (MEFT) serves as the primary Executing Entity. The day-to-day implementation of the project is managed by the Project Management Unit (PMU) in alignment with the work plan approved by the Project Board.

A significant gap in the PMU structure is the absence of dedicated roles for monitoring and evaluation (M&E), gender mainstreaming, and communication. This gap has had a major impact on the quality and effectiveness of these critical areas. Without a dedicated M&E specialist, the project has faced challenges in consistently tracking progress, ensuring data quality, and measuring outcomes against targets. Similarly, the lack of a gender specialist has hindered the full implementation and delivery of the gender action plan, limiting the project's ability to address gender considerations effectively. Furthermore, the absence of a communication specialist has affected the project's ability to disseminate information, raise awareness, and engage stakeholders effectively. Addressing these gaps is essential to enhance the project's impact and ensure its alignment with best practices in these areas. Currently, the PMU comprises nine positions, with one currently vacant—the Wildlife Conservation Manager. The PMU team includes a project manager, three field coordinators (one for each landscape), a financial manager, a procurement officer, a Social and Environmental Safeguards Officer (SESO), and a project assistant.

The PMU has experienced several staff turnovers during the first three years of the project, requiring positions to be backfilled. These transitions created disruptions in the continuity of project implementation. Additionally, there was a significant six-month gap between the project's official start date in October 2021 and the assembly of the PMU team. The Project Manager only assumed her role in April 2022, followed by the Financial Manager in July and the rest of the team members in August 2022. This delayed onboarding of the PMU team significantly impacted the project's ability to make timely progress, as critical activities and planning phases were postponed, affecting the overall delivery of outcomes within the intended timeframe.

The project board was activated in August 2022 with the first meeting, and since then it has convened annually as planned. The project board has been effective in providing strategic guidance and decision-making, particularly in relation to approving the annual work plan and budget. The board also offered strategic guidance to the PMU in terms of selecting priorities.

**Quality of UNDP implementation/oversight:** As NIM project, UNDP role has been limited to the overall oversight and quality assurance of project execution to ensure that the project is being carried out in accordance with agreed standards and provisions. UNDP has been providing project assurance and oversight through the Country Office and the Regional Team, through active participation in the project board and monthly joint progress review meetings.

After encountering challenges in procuring international expertise for the Environmental and Social Impact Assessment (ESIA), the project sought assistance from UNDP to source international consultants through its roster. This additional step caused additional delays, and stakeholders have expressed concerns regarding the lengthy and complex procurement processes associated with UNDP. In addition to its support for the ESIA procurement, UNDP has also oversight role by leading this MTR.

The UNDP CO has been actively supporting the project by monitoring its financial transactions, focusing on delivery, meeting targets, and expenditure. UNDP commissioned two audits for the years 2022 and 2023 (in year 2023 and 2024 respectively).

Additionally, UNDP conducted a field monitoring mission where senior management engaged directly with participating communities, local stakeholders, and the project team. The purpose of this visit was to observe on-ground activities, assess progress, and address any challenges or issues encountered during implementation. This hands-on approach reflects UNDP's commitment to supporting the project and ensuring effective delivery of its objectives.

**Quality of Implementing Partner Execution:** The Ministry of Environment, Forestry, and Tourism (MEFT), specifically the Directorate of Wildlife and National Parks (DWNP), serves as the Implementing Partner for this project. MEFT designates a senior staff member as the National Project Director (NPD), who provides strategic oversight and guidance for project implementation. The NPD's role is critical in ensuring the alignment of project activities with national priorities. Notably, the NPD is not funded by GEF resources but is instead considered part of MEFT's in-kind contribution to the project.



MEFT has demonstrated strong ownership over the issues related to HWC and WC in Namibia and this is reflected positively on the ownership of this particular project. A key factor contributing to ownership has been the robust integration of the PMU within the MEFT, fostering a strong sense of ownership within MEFT. The PMU, being embedded in the MEF, has been able to use the existing government structures to reach out to national and local authorities.

Despite demonstrating strong ownership of the project, MEFT has faced challenges in its implementation, primarily due to limited project management and coordination capacities. The daily interactions between MEFT staff, senior management, and the PMU, as well as their involvement in day-to-day activities, have been identified as areas requiring improvement. Strengthening these interactions and enhancing coordination will be essential to ensure smoother implementation and more effective delivery of the project's objectives. MEFT senior management has acknowledged the challenges related to project management and coordination and has demonstrated a strong commitment to addressing these issues. They have pledged to strengthen their engagement in project activities during the second half of the project timeframe, aiming to improve coordination, daily interactions with the PMU, and overall implementation effectiveness. This commitment is a positive step toward ensuring the project achieves its intended outcomes.

The PMU has encountered challenges in accessing critical data from MEFT, particularly data related to poaching and HWC incidents. MEFT has treated this information as strictly confidential, resulting in denied requests from the project. This has hindered the project's ability to assess and report trends in HWC and WC, limiting its capacity to evaluate progress and inform interventions effectively. To address this issue, the PMU and MEFT need to establish clear terms for handling data. An agreement that balances the PMU's need for access with MEFT's confidentiality requirements is essential. Sharing de-identified data could provide a viable solution, allowing the project to analyse trends and report on progress while ensuring the protection of sensitive information.

Another area requiring improvement is the coordination among projects addressing HWC and WC, such as those led by GIZ, KfW and WWF. To ensure complementarities and avoid duplication, MEFT needs to adopt a stronger leadership role in overseeing these initiatives. This can be achieved by establishing a regular engagement platform that facilitates collaboration among the projects. Such a platform would enable stakeholders to exchange ideas, share progress, and identify opportunities for working together and aligning efforts. Strengthened coordination under MEFT's leadership would optimize resources, enhance synergies, and ensure a unified approach to addressing HWC and WC challenges in Namibia.

### Work planning

The project work planning process involved consultation meetings between PMU team with MEFT team to agree on priorities and in the annual work plan. Consultations have sometime been extended to take place with parallel project KfW and WWF, to ensure that no duplications take place for example in equipment provisions. Recently work plan consultations extended to the local level, particularly engaging the local offices of the MEFT in the three selected landscapes.

While the PMU has relied on the project document to align its activities in the work plan, a project of this scale requires a more robust results-based planning approach that focuses on achieving end results rather than solely delivering activities or outputs. Shifting to a results-based mindset would enhance accountability among partners, improve transparency, and increase the overall effectiveness of project implementation. The project must move beyond activity completion and concentrate on measuring what is being achieved through these activities, ensuring alignment with the project's Theory of Change and the MTR and TE targets outlined in the results framework. To foster this approach, it is recommended that UNDP organize Results-Based Management (RBM) training for the PMU and key project personnel. This training would help embed a results-focused culture, improving planning, implementation, and monitoring processes to maximize the project's impact.

There appears to be confusion regarding the actual starting date of the project. As per UNDP/GEF standards, the project's starting date is the date when the project document is officially signed, which in this case is October 2021. However, there seems to be a misunderstanding among the PMU, MEFT, and UNDP, as they have reported the starting date as April 2022, and that is when the PMU staff were hired. This discrepancy is clarified in the Project Implementation Reports (PIRs), which confirm the official starting date as October 2021. Resolving this confusion is important for ensuring consistency in project timelines, monitoring progress, and reporting against planned milestones and targets.

Despite delays caused by the late delivery of the Environmental and Social Impact Assessment (ESIA) and the six-month gap between the project's official starting date and the recruitment of the PMU, the MTR team considers it premature to determine the necessity of a project extension at this stage. A clearer understanding of whether an extension is



required, and for how long, will emerge by 2026 once key activities are expedited following the recent completion of the ESIA. It is therefore recommended that the need for an extension be assessed by the project board in 2026, based on the project’s progress and remaining deliverables at that time, in the meantime focus efforts on finding ways for accelerating progress towards results.

**Finance and co-finance**

The Project had a total planned project cost of USD \$59,773,647. Planned GEF financing is USD 6,247,018 and planned co-financing of USD \$ 53,526,629, of which \$100,000 cash contribution from UNDP and the rest \$41,711,000 is Government in-kind and parallel contributions and US\$ 11,715,629 parallel funding from KfW.

As of the MTR, the project has spent only 36% of its total funding, which is significantly below the expected financial delivery given that more than half of the project timeframe has elapsed. This low consumption rate highlights delays in activity implementation, particularly under Outcome 3, where only 14% of the allocated budget has been utilized. The limited progress under Outcome 3 is largely attributed to delays in completing the ESIA, which has stalled key activities related to the development of the wildlife economy. Conversely, Outcome 4 shows a relatively high expenditure rate of 60%, despite minimal progress in this area, particularly in terms of developing and implementing a comprehensive communication strategy but mainly resources under outcome 4 have been spent on sourcing consultants for ESIA. This discrepancy raises concerns about the project’s financial management and its capacity to allocate resources efficiently for planned activities.

Despite the observations on the financial delivery, the project remains financially stable for the second half of its implementation. The remaining resources are considered sufficient to achieve the final project targets, provided that financial management is optimized, and activities are expedited to align with the project timeline. This stability ensures that the project can still meet its objectives despite earlier delays.

In terms of the project financial management, the project has been audited twice by an independent auditor, in 2023 and 2024. The audit revealed significant observations related to the financial management of the project including, not limited to:

1. The project all its reclaimable VAT as project costs and included them in the expenditure claimed, US\$: The total amounts reclaimed per the Partner’s VAT control account is 57,581.
2. Difference between amount as per transaction listing and FACE forms
3. Insufficient supporting documentation for some expenditures
4. Advances claimed as expenditure before the activity has been fully implemented
5. Insufficient segregation of duties within the partner’s finance department. Specifically, the Finance and Administration Manager is responsible for performing all the finance functions, specifically the recording and approval functions
6. No proof of goods/services received for veterinary medicines
7. Expenditure not for project purposes. The amount has been deemed ineligible as the expense did not benefit the project as it is an expense that was incurred by another project.
8. Material difference between underlying accounting records and the FACE forms.

Despite recognizing the audit observations by UNDP and MEFT, the 2024 audit highlighted that not all recommendations from prior audit had been addressed, for example, the necessary changes to systems and controls were not fully implemented. To address this issue, it is recommended that UNDP conduct regular spot checks in addition to the annual audit. These spot checks should focus specifically on tracking the implementation of audit recommendations and ensuring that corrective actions are effectively carried out and appropriately reported. This proactive approach would strengthen accountability and improve the project’s overall financial and operational management.

**Table 3: Financial delivery**

| Outcome      | Budget (from ProDoc) | Actual Expenditures by year |              |              | Total Disbursed | Total remaining | Financial Delivery % |
|--------------|----------------------|-----------------------------|--------------|--------------|-----------------|-----------------|----------------------|
|              |                      | 2022                        | 2023         | 2024         |                 |                 |                      |
| Component 1  | \$1,994,100          | \$195,142.03                | \$453,718.28 | \$108,374.84 | \$757,235.15    | \$1,236,865     | 38%                  |
| Component 2: | \$ 1,392,800         | \$97,077.25                 | \$368,999.89 | \$205,329.63 | \$671,406.76    | \$721,393       | 48%                  |
| Component 3: | \$ 1,872,140         | \$ 142,695.66               | \$65,462.54  | \$50,346.36  | \$258,504.57    | \$1,613,635     | 14%                  |

## MTR of the 'Integrated human-wildlife conflict and wildlife crime management in Namibia' Project.

|                       |                     |                     |                       |                     |                       |                    |            |
|-----------------------|---------------------|---------------------|-----------------------|---------------------|-----------------------|--------------------|------------|
| Component 4:          | \$ 690,501          | \$77,267.60         | \$217,588.68          | \$121,991.53        | \$416,847.80          | \$273,653          | 60%        |
| Project Management    | \$ 297,477          | \$22,321.02         | \$60,313.04           | \$39,408.52         | \$122,042.59          | \$175,434          | 41%        |
| <b>Total (Actual)</b> | <b>\$6,247,018.</b> | <b>\$534,503.56</b> | <b>\$1,166,082.43</b> | <b>\$525,450.88</b> | <b>\$2,226,036.88</b> | <b>\$4,020,981</b> | <b>36%</b> |

### Co-finance

The project has set a co-financing target of USD 53,526,629, with the majority of this amount anticipated to come from in-kind funding provided by the Government of Namibia (Ministry of Environment, Forestry and Tourism/Ministry of Finance) with USD 41,711,000, and followed by KfW parallel funding from KfW of USD 11,715,629, and USD 100,000 contributions from UNDP.

According to the project document, UNDP's planned in-kind contribution of US\$100,000 is designated for stakeholder consultations and knowledge management. However, the MTR found this arrangement to deviate from the standard practice in GEF/UNDP projects, where in-kind contributions from UNDP are uncommon, given that the agency charges fees for its services. Furthermore, no explanation has been provided regarding the nature of the in-kind contributions made by UNDP that would not already be covered under the agency fee or service fee. This lack of clarity raises questions about the alignment of this contribution with standard practices and on how these resources are utilized and reported.

The process of capturing co-financing data involves the exchange of official letters between the project and contributing agencies. In these letters, the agencies specify their annual contributions, including the amount and the nature of activities supported by their funding. This process is typically conducted in advance of the Project Implementation Report (PIR) submission to ensure accurate and timely reporting of co-financing data within the PIR. However, these letters typically provide only overall estimations of co-financing, without detailed breakdowns of the specific activities or budget items represented by the contributions. To improve transparency and accountability, it is important to enhance this process by including more detailed information on the specific contributions made, such as the types of activities funded and their alignment with project objectives, in addition to the monetary values. This improvement would enable better tracking and validation of co-financing commitments and their impacts.

As of the MTR, only 23% of the co-financing target has been secured, amounting to a total of \$12.5 million (see below breakdown). The primary sources of this funding included UNDP \$45,000, MEFT \$ 7,675,421, CCFN \$ 2,640,426, IWPP \$ 2,155,098. This underperformance in meeting the co-financing target is largely attributed to the limited progress under Outcome 3, which focuses on the development of the wildlife economy. Additionally, co-financing from local resources is often not properly accounted for or captured through the reporting process. This gap highlights the need for improved tracking and documentation of local contributions to ensure that all co-financing inputs are recognized and reported accurately, thereby reflecting the full extent of support provided to the project.

**Table 4: Project co-finance breakdown**

| Sources of Co-financing      | Name of Co-financier | Type of Co-financing | Co-financing amount confirmed at CEO Endorsement (US\$) | Actual Amount Contributed at stage of Midterm review (US\$) | Amount % of Expected Amount |
|------------------------------|----------------------|----------------------|---|---|-----------------------------|
| GEF Agency                   | UNDP                 | In-kind              | 100,000   | 45,000  | 45%                         |
| Recipient Country Government | MEFT                 | In-kind              | 41,711,000  | 7,675,421   | 18.4%                       |
| <b>Other (Bilateral)</b>     | CCFN                 | In-kind              | 11,715,629  | 2,640,426   | 40%                         |
| Other                        | IWPP                 | In-kind              |   | 2,155,098   |                             |
|                              |                      | <b>Total</b>         | 53,526,629  | 12,515,945  | 23%                         |

## Project-level monitoring and evaluation systems

### M&E design

The M&E Framework was described in detail in Section 6 of the Project Document. It comprises standard M&E items for UNDP-GEF projects at this scale such as the Inception Workshop (IW), meetings of the project board/Project Steering Committee, annual Project Implementation Reviews (PIRs), audit, Mid-Term Review (MTR), Terminal Evaluation (TE), UNDP / GEF Tracking Tools and the final report. It also defines key roles and responsibilities related to M&E. This section is also backed by detailed Monitoring Plan (Annex 3 of the prodoc) that defines data collection process for the defined indicators in the PRF including data collection methods, frequency, means of verification, assumptions and responsibility for data collection.

The M&E section of the project document does not include an exit strategy or sustainability plan. While not a standard UNDP-GEF requirement, such a plan would be highly beneficial to ensure continuity between the project's end and the post-project period. It would formalize arrangements with local conservancies and tourism businesses supported by the project, ensuring the sustained impact of the interventions.

Nonetheless, the overall design of the M&E framework meets the standard template for projects of this scale and complexity. The MTR team found the M&E design to be adequate for monitoring project results and tracking progress toward achieving objectives. It is supported by a clearly defined budget of US\$145,000, which includes \$75,000 allocated for evaluations, and well-defined roles and responsibilities for implementation. These features provide a solid foundation for effective project monitoring and accountability.

### M&E implementation

The project board was activated in August 2022 with the first meeting, and since then it has convened annually as planned. The project board has been effective in providing strategic guidance and decision-making, particularly in relation to approving the annual work plan and budget. The board also offered strategic guidance to the PMU in terms of selecting priorities.

An inception workshop was held on June 6, 2022, with 35 participants (37% female) representing a range of stakeholders at both national and local levels. During the workshop, project information was shared with relevant stakeholders, and key participants were familiarized with the project's detailed strategy. One of the key recommendations from the workshop was to ensure that the project indicators were achievable and to review baseline data to validate its accuracy. However, this recommendation was not acted upon, leading to the continued reliance on baseline data that may not accurately reflect the project's starting conditions. This oversight has implications for the reliability of the indicators and the ability to effectively measure progress against targets.

The MTR team identified several shortcomings in the monitoring and reporting on the project indicators, including:

- a. Inconsistent reporting on some indicators. For example, Outcome 3, Indicator 4: the project reported all trainings done by the project while the indicator is clearly measuring the number of individual trained wildlife-based tourism and related business enterprises in conservancies in the hotspot landscapes consistent with output 3.2. also, Outcome 4, Indicator 2: The project accounted for all meetings and sessions that don't necessarily qualify as knowledge sharing sessions, same for the number of individuals attending these sessions (the next indicators) which was reported by the project to include all of those attended regular meetings.
- b. The project's reporting has occasionally mixed activities directly implemented by the HWC-WC project with those led by other projects, where the HWC-WC project made only minor contributions, such as supporting a coffee break for a workshop. In such cases, attributing the outcomes of these activities to the HWC-WC project is misleading, as the project's contribution was minimal and not central to the activity's success. To maintain accuracy and credibility, reporting should clearly differentiate between direct project achievements and minor or indirect contributions to activities led by other initiatives.
- c. The project collects data from field coordinators, who, in turn, gather information directly from the conservancies. However, the reliability and completeness of this data have been impacted by the responsiveness of conservancies in providing regular updates, particularly concerning income, employment, and other key indicators. This inconsistency has resulted in significant fluctuations in reported data trends. For instance, the number of conservancy members directly employed by or involved in wildlife-based businesses was reported as 153 in the 2023 PIR, but this figure increased dramatically to 153 in 2024. Such a significant increase lacks justification and highlights issues with data accuracy. Strengthening data collection processes, ensuring consistency, and validating reported figures will be essential to improve the reliability of project monitoring and reporting.

- d. The project had limited access to reliable source of data from MEFT, particularly data related to poaching and HWC incidents. MEFT has treated this information as strictly confidential, resulting in denied requests from the project. This has hindered the project's ability to assess and report trends in HWC and WC, limiting its capacity to evaluate progress and inform interventions effectively.
- e. The available data on HWC incidents may not be fully accurate, as it only includes registered incidents. Unregistered incidents, which are not reported or documented, remain unaccounted for, leading to gaps in the data. This limitation affects the ability to provide a comprehensive understanding of HWC trends and impacts, underscoring the need for improved reporting mechanisms and community engagement to ensure more accurate and inclusive data collection.
- f. Outcome 3, Indicator 4 specifies that data should be disaggregated by both gender and youth. However, the data collected thus far have been disaggregated only by gender, with no differentiation based on youth. This omission limits the project's ability to fully assess its impact on younger beneficiaries and to ensure that youth-specific targets are being met. Addressing this gap will require revising data collection practices to include youth disaggregation moving forward.

A significant gap in the current M&E practices is the lack of regular updates on project risks and the actions outlined in the Gender Action Plan (GAP). This oversight limits the ability to monitor progress on gender-related commitments and to address emerging risks effectively. Ensuring regular updates to both the risk register and the GAP is essential to maintain alignment with project objectives, enhance accountability, and ensure that gender considerations are systematically integrated into project implementation.

The MTR team had access to all reports, data, and information presented to date. However, the current format of these documents and data highlights the need for a more structured and standardized approach to documentation. Evidence should be systematically organized across all levels—impact, outcome, output, and activity—to improve clarity, accessibility, and utility for monitoring and evaluation purposes. This structured format will enable more effective tracking of progress and ensure that insights are consistently and transparently documented.

The MTR team has identified a critical need to strengthen M&E capacities within the project by recruiting a dedicated M&E officer. This role would be vital in ensuring the credibility and accuracy of data collected, which is essential for effective monitoring, assessment, and informed decision-making. Enhanced M&E capabilities would not only improve the reliability of reporting but also provide a clearer understanding of the project's impact on the ground, enabling more strategic adjustments to achieve its objectives.

### Reporting

To date, the project has submitted two Project Implementation Reports (PIRs), one in 2023 and the other in 2024. The project was exempt from submitting a 2022 PIR as it had not completed a full year by the reporting deadline. The PIRs provided an appropriate level of detail for some indicators, outlining achievements, the scope of key deliverables, and their impacts. However, certain indicators showed unexplained changes in trends, highlighting inconsistencies in data reporting (see examples outlines above – under M&E section). Despite these issues, other sections of the PIRs were generally comprehensive and effective for monitoring the project's performance. Additionally, gender-disaggregated data were available for beneficiary-count indicators, enhancing the inclusivity and detail of the reports.

The project provides quarterly reports to UNDP, detailing progress achieved and financial delivery. These reports serve as a regular mechanism for monitoring implementation, ensuring accountability, and tracking the utilization of project resources against planned activities and outcomes.

An inception report was developed following the inception workshop; however, it was primarily focused on reporting the outcomes of the workshop rather than covering the entire inception phase comprehensively. Notably, the inception report did not adequately validate the baseline data, which is critical for ensuring accurate tracking of project progress and achieving well-defined targets. This limitation highlights the need for more robust baseline validation processes during the inception phase.

The existing reporting systems do not include mechanisms to track and report on the status of actions outlined in the Gender Action Plan (GAP). While the actions were appropriately planned, their progress and implementation have not been systematically monitored or documented. This gap limits the ability to assess the effectiveness of gender-related interventions and ensures that planned activities are being executed as intended. Integrating GAP tracking into the project's reporting systems is essential to improve accountability and ensure gender considerations are adequately addressed.

### Stakeholder engagement

During the Project Preparation Grant (PPG) stage, the project conducted extensive and inclusive consultations with all stakeholders, culminating in a validation workshop for final approval of the project document by key stakeholders and implementing partners. A comprehensive stakeholder analysis was conducted during the Project Preparation Grant (PPG) phase, serving as the foundation for a Stakeholder Engagement Plan (SEP) designed to ensure inclusivity during project implementation. The SEP aims to facilitate the active participation of a diverse range of stakeholders, including those involved in HWC management, WC prevention, and the development of a wildlife economy community of practice. The project's design incorporates multiple mechanisms to ensure ongoing and effective stakeholder engagement throughout implementation. These mechanisms are clearly outlined in the project document and its annexes, emphasizing structured involvement and collaboration. This inclusive approach helps align the interests of all role players, fostering partnerships and ensuring that the project addresses the needs and priorities of the communities and institutions it serves.

Beyond the project document, three distinct Stakeholder Engagement Plans (SEPs) are being developed for the project's hotspot landscapes—Northwest, Northcentral, and Northeast. These SEPs are designed to provide tailored frameworks for stakeholder engagement in each landscape, ensuring that the specific needs and dynamics of each region are addressed effectively. Each SEP includes key sections to guide their implementation: stakeholder analysis, strategies for conducting consultations, approaches for engaging vulnerable groups, and methods for information disclosure. They also outline mechanisms for reviewing stakeholder comments and providing feedback through a structured report-back system. Additionally, the SEPs define roles, responsibilities, and resources required for implementation, along with estimated costs for planned engagement activities. These plans aim to ensure meaningful participation, inclusivity, and transparency throughout the project lifecycle in each hotspot landscape.

Currently, the project engages with individual stakeholders on an ad hoc or needs basis, without a regular or systematic engagement platform in place. The only formal mechanism for stakeholder interaction is the project board, which is limited to key parties directly involved in the project. This excludes the broader spectrum of stakeholders, limiting opportunities for wider collaboration, coordination, and the sharing of insights. Establishing a regular engagement platform would enhance inclusivity and ensure that all relevant stakeholders are actively involved in the project's implementation and related projects such as KfW and WWF.

The project team maintains regular engagement with MEFT senior management, ensuring alignment with national priorities and strategic oversight. The director of the Directorate of Wildlife and National Parks (DWNP) within MEFT approves project activities after clearance at the directorate level. Additionally, the PMU receives regular supervision from the National Project Director, providing consistent guidance and support for effective project implementation. This structured interaction helps ensure accountability and smooth execution of project activities. The project has recently begun engaging more actively with deputy directors at local MEFT offices in the three selected landscapes. This approach provides valuable localized insights into what is needed and who to collaborate with, offering critical guidance for tailoring project activities to the unique contexts of each area. The MTR commends this expanded engagement and encourages the project to further deepen these interactions, recognizing the importance of local knowledge in enhancing the relevance, effectiveness, and impact of project activities.

### Communications

**External project communication with communities and the public:** The project has undertaken several awareness-raising activities to address the realities of HWC and WC and to promote existing mitigation and management measures. These efforts include the development of a brochure on HWC and a flyer on WC management, both of which have been disseminated at various events and shared widely to maximize reach. To enhance accessibility, the project is in the process of translating these materials into local languages for easier understanding. Additionally, the PMU has compiled a booklet outlining the project's objectives, focal areas, and the four technical components. This booklet has been distributed extensively in the hotspot landscapes and during events focused on HWC and WC. The awareness materials have been translated into eight local languages spoken across the three project landscapes, although they have yet to undergo professional design and printing to ensure their quality and impact.

The project's communication materials have been developed on an ad hoc basis, primarily in response to stakeholder requests. This reactive approach lacks the structure and foresight of a well-defined communication strategy, which would enable proactive planning, consistent messaging, and more effective engagement with stakeholders across all levels. The project currently lacks a targeted communication strategy to guide the implementation of communication activities in a structured and systematic manner. The lack of strategy is evident in the limited knowledge about the project among some key stakeholder. Such a strategy would help identify specific target groups and design tailored



communication activities to effectively engage each group. By addressing this gap, the project could ensure more focused and impactful messaging, enhancing stakeholder understanding, participation, and overall project outreach.

Also, the project team lacks dedicated communication expertise, which limits its ability to design and implement well-informed, strategic communication activities. The absence of specialized skills in this area affects the consistency, effectiveness, and impact of the project’s outreach and stakeholder engagement efforts. Introducing communication expertise to the team would significantly enhance the quality and structure of the project’s communication activities.

**Internal project communication with stakeholders:** The MEFT recognised that internal communications with PMU could be enhanced to have more regular engagement of MEFT in the project planning and implementation. Also, as pointed out earlier, the absence of regular and systematic communication platforms among projects working on HWC issues is also needed to ensure complementarities and avoid duplications.

### 4.3 Sustainability

| Assessment element                          | Rating                   |
|---|--------------------------|
| Institutional Framework and governance      | Moderately Likely (ML)   |
| Financial                                   | Moderately Unlikely (MU) |
| Socio-economic                              | Moderately Likely (ML)   |
| Environmental                               | Moderately Likely (ML)   |
| <b>Overall Likelihood of Sustainability</b> | Moderately Likely (ML)   |

Sustainability of the project is judged by the commitment of the project benefits to continue and replicate beyond the project completion date. The MTR identifies key risks to sustainability and explains how these risks may affect continuation of the project benefits after the project closes. The MTR team believes that it is generally premature to assess sustainability at this point in time in light of the immaturity of outcomes, however, below assessment covers the key risks identified to date.

#### Institutional framework and governance risks to sustainability

There are number of elements that would affect the institutional sustainability of the project positively and negatively. In terms of ownership, it is clear that the Namibian Government places a high priority on wildlife conservation, including addressing HWC and WC. This commitment is reflected in the robust policy frameworks governing the sector, such as the National Policy on Human Wildlife Conflict Management (2018–2027). This policy framework sets out strategies to manage and reduce HWC incidents in Namibia, aiming to decrease annual incidents from the 2018 levels to about five thousand per year to less than one thousand incidents by 2026. The Government also recognizes the significant economic value of wildlife and Namibia’s unique natural landscapes, which attract large numbers of tourists annually. Before the COVID-19 pandemic, tourism was the third-largest economic sector in the country, contributing over 11% to the national GDP and driving a multi-million-dollar industry. This underlines the Government’s dedication to leveraging conservation efforts as a means to sustain economic growth and biodiversity.

An important aspect of the project’s sustainability is the establishment of HWC management units in each region under the Directorate of Wildlife and National Parks (DWNP) within MEFT, as mandated by Namibia’s policy framework. These units play a critical role in addressing human-wildlife conflict (HWC) on an ongoing basis. The project has supported these units by equipping them with essential tools and implementing infrastructure improvements to enhance their operational efficiency. These enhancements, coupled with the capacity-building efforts provided, ensure that the HWC management units are well-positioned to continue functioning effectively even after the project concludes, contributing to the long-term sustainability of HWC management in Namibia.

The project has made significant investments in building human capacities through various training programs. These include training on HWC investigations, HWC Self-Reliance Review Panel procedures, animal handling (e.g., snake handling), and rifle handling. While there remains an ongoing need to further develop these skills, the project has made a meaningful contribution to the sustainability of HWC management by enhancing the capacities of the units operating on the ground. By equipping personnel with the knowledge and skills required for effective HWC investigation and response, the project has strengthened the foundation for continued, localized HWC management efforts, ensuring that these competencies endure beyond the project’s lifecycle.

In 2024, Namibia established the Namibian Environmental Crime Court to fast-track complex environmental cases and uphold the constitutional right to a speedy trial. This specialized court aims to reduce case backlogs for environmental crimes while alleviating the burden on other courts nationwide. As one of the few dedicated environmental crime



courts globally, it serves as a strong deterrent to poachers and trafficking syndicates, reinforcing Namibia's commitment to combating wildlife crime.

The establishment of this court is a critical step toward the sustainability of the anti-poaching activities supported under Outcome 2 of the project. It is recommended that the project explore opportunities to engage with the court and offer technical assistance to strengthen its capacity, particularly in handling elephant and rhino poaching cases. Such collaboration could enhance the court's effectiveness and align with the project's objectives of reducing wildlife crime.

On the other hand, and despite the strong policy framework for addressing HWC and WC in the country, it remains unclear how the project's successes will be scaled deep—within the three targeted landscapes—and scaled out to other non-targeted landscapes. This is particularly concerning in areas such as establishing investigation units, providing ongoing capacity building and equipment, and supporting additional tourism businesses on top of what the project is already doing. The project has yet to develop a clear sustainability or exit plan that outlines how such scaling efforts could be achieved. This includes addressing the institutional and financial arrangements to ensure continuity beyond the project's conclusion. Addressing this gap will be critical to ensuring that the project's impacts are sustained and expanded to benefit additional regions facing similar challenges. Also, an equally important element of the sustainability strategy is defining how the project's lessons learned can contribute to scaling up efforts by informing future updates to HWC and WC policy frameworks. Integrating these insights into policy revisions will ensure that the project's successes, challenges, and innovative practices are institutionalized, benefiting broader national efforts.

Another underdeveloped area of sustainability is the establishment of partnerships with the private sector to invest in joint venture (JV) enterprises and the Wildlife Credits Scheme. Despite the project's emphasis on fostering these partnerships, progress in this area has been limited, reflecting broader challenges under Outcome 3. Sustainable engagement with the private sector has not yet fully materialized, which poses a barrier to achieving the long-term economic benefits envisioned by the project. Strengthening efforts to build and formalize these partnerships will be essential for enhancing the wildlife-based economy and ensuring that conservation efforts are economically viable and sustainable beyond the project's lifecycle.

The capacity of conservancies to manage and sustain businesses over the long term varies significantly between conservancies including the financial management capacities, but it generally remains an area requiring substantial development. Strengthening these capacities is critical to ensuring that the support provided under Outcome 3—such as business development and wildlife-based economic initiatives—can continue effectively beyond the project's lifetime. Targeted capacity-building efforts, including training, mentorship, and financial management support, will be essential to empower conservancies to sustain and grow these enterprises independently.

Project beneficiaries have reported ongoing challenges in maintaining the infrastructure provided by the project, particularly water boreholes and related water systems. These difficulties are primarily due to a lack of funding and the necessary technical skills for regular maintenance. To address this issue, the project should consider incorporating sustainability measures into its support, such as capacity-building programs focused on infrastructure maintenance, and fostering partnerships with local stakeholders to provide technical support.

Based on the combination of factors mentioned above, the MTR rate the institutional sustainability as Moderately Likely (ML).

#### **Financial risks to sustainability**

The Namibian Government has been actively mobilizing financial resources to address HWC issues from a variety of sources, including public funding, bilateral agencies such as GIZ, and GEF resources. The government has consistently provided public funding to support its local offices and operations within the three selected landscapes and beyond. This commitment is expected to continue beyond the project's duration, ensuring ongoing financial support for HWC management efforts. This sustained funding reflects the government's prioritization of addressing HWC as a critical issue for conservation and community development.

An important element of the financial sustainability of the HWC is the Human Wildlife Conflict Self Reliance Scheme (HWCSRS) that was established by the Namibian Government and funded by the Game Products Trust Fund (GPTF), to help communities and individuals recover part of their losses resulting from HWC. This scheme provides financial assistance to partially compensate those affected by HWC incidents, aiming to reduce the economic burden on rural communities that coexist with wildlife. However, there are notable limitations affecting the GPTF's effectiveness. One key gap is that the scheme does not cover damages to infrastructure or losses to vegetation gardens caused by HWC, leaving affected communities without support for a substantial portion of their losses. Furthermore, the payments issued through the HWCSRS often fall short of covering the full value of losses experienced by farmers and communities. This partial compensation can strain the affected communities' resilience, as they are required to absorb

a significant portion of the economic impact, potentially undermining the scheme's goal of fostering coexistence between people and wildlife.

The scheme has been designed to partially offset farmers for verified losses of livestock, crop damage or injury. However, its payment rates for losses have been very low. This matter was taken up at the cabinet level, and it was agreed to slightly change the rates. For example, the amount previously used to be paid for the loss of a cow has moved from N\$3,000.00 (USD 160) to N\$5,000.00 (USD267), a horse from N\$800.00 (US\$ 42) to N\$1,500.00 (US\$ 80) and a one-hectare crop damage from N\$1,000.00 (US\$ 53) to N\$2,000.00 (US\$ 106)<sup>16</sup>.

At the local level, the financial sustainability of conservancies remains a significant risk to the long-term sustainability of the project's outcomes. This challenge is further exacerbated by the limited progress made under Outcome 3, which focuses on developing wildlife-based economic opportunities. Without diversified and sustainable income streams, conservancies may struggle to maintain the initiatives and benefits introduced by the project, jeopardizing the continuity of its impacts. Strengthening financial sustainability mechanisms for conservancies is crucial to mitigate this risk and ensure lasting success.

The Low-Value Grant (LVG) mechanism is designed to provide direct financial support to nature-based enterprises and businesses aimed at enhancing livelihoods. Although this activity has not yet commenced, it will be critical to assess the financial feasibility of grant applications before awarding funds. Ensuring that supported projects are financially and technically viable will maximize their impact and sustainability, enabling conservancies to benefit from long-term, incremental value beyond the project's duration. This approach will help ensure that GEF resources are invested in solutions that are both practical and impactful for the targeted communities.

However, it is important to note that the LVG mechanism is currently viewed as a temporary initiative relying on GEF resources. The Government of Namibia does not yet have a clear plan for replicating this mechanism within the same three landscapes (scaling deep) or expanding it to other landscapes (scaling out). Developing a sustainability strategy for the LVG mechanism is critical to ensure its continued impact. This could include exploring long-term funding sources, integrating the mechanism into national conservation or economic development programs, and fostering partnerships with private sector stakeholders to support its expansion and replication.

Based on this, the MTR rating of the financial sustainability is Moderately Unlikely (ML).

#### **Socio-economic risks to sustainability**

Positively, the project is anticipated to generate several significant socio-economic impacts. These include a reduction in HWC and WC incidences, leading to greater safety and stability for local communities. Additionally, the project is expected to increase income and deliver tangible benefits to conservancy members while creating employment opportunities through the implementation of project activities across the three targeted landscapes. These outcomes will contribute to improved livelihoods and strengthened community resilience and ensure the application of Leave No One Behind (LNOB) principle of the SDGs.

However, as of the MTR, the project's delivery of outcomes and benefits has not yet reached a level sufficient to incentivize communities to actively monitor and enforce measures against illegal activities such as grazing, agricultural clearing, settlements, poaching, and mining within core wildlife movement corridors in the conservancies. The fundamental premise of the project—that wildlife will be conserved only if the net benefits to communities and landowners of living with or conserving wildlife outweigh the net costs—remains underdeveloped. For this approach to succeed, the project must focus on accelerating the delivery of tangible benefits that directly address community needs while reducing the economic and social costs of coexisting with wildlife. This would enhance community buy-in and foster active participation in conservation and enforcement activities.

Awareness levels among communities in the targeted landscapes regarding HWC and WC remain limited. While the project has implemented some awareness-raising activities, the absence of a targeted and well-structured communication strategy has resulted in limited impact on increasing community awareness. Raising awareness is critical for driving behavioural changes necessary to reduce HWC and WC incidences and promote conservation efforts. To address this gap, the project should strengthen its communication efforts by developing and implementing a comprehensive strategy that targets specific audiences with tailored messages, leveraging both local and broader communication channels.

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<sup>16</sup> 1 US\$ is equivalent to 17.75 N\$

The SESP and the recently developed ESIA have noted some socio-economic risks including poor stakeholder engagement (Moderate), where Project Affected Persons (PAPs) including vulnerable groups might not be able to effectively raise their concerns or file grievances, due to limiting factors and barriers. In response, the Project must implement the Stakeholder Engagement Plan that among other things provides meaningful, transparent and inclusive engagement of project stakeholders including the most vulnerable in the community.

Also, anti-poaching patrols could face safety risks during encounters with poachers, although not common in Namibia, however, the project needs to train Anti-Poaching Units on safety risks through projects activities including the provision of equipment and training on managing confrontations.

The project has identified several occupational health and safety risks, including exposure to hazardous work conditions, risks of Sexual Exploitation, Abuse, and Harassment (SEA/SH), potential use of child and forced Labor, and the increased spread of communicable diseases. To mitigate these risks and ensure adherence to social standards, the project plans to implement a Construction Safety Management Plan (CSMP) to address safety in construction activities, an Accountability and Response Framework (ARF) to handle SEA/SH cases responsibly, and Labor Management Procedures (LMP) to ensure fair and ethical Labor practices. These measures will help safeguard the well-being of workers and communities involved in and affected by the project.

The socio-political sustainability is rated Moderately Likely (ML).

#### **Environmental risks to sustainability**

Environmental sustainability falls in the core objective of the project by ensuring that Namibia's critical wildlife populations – especially threatened and competitive-edge species (such as desert-adapted black rhinoceros) - and their habitats are adequately protected and managed both now and, in the future, and are able to generate benefits for the people of the country through well-informed, environmentally sustainable use. Through development of biodiversity-compatible alternative land -uses and livelihood opportunities linked to biodiversity-based value chains, and the development of best-practices for predator-friendly farming.

The project outcomes face significant sustainability risks due to extreme weather conditions, including recurring droughts. These conditions can force communities to illegally settle and graze livestock in core wildlife zones within conservancies, disrupting habitats and driving predators and elephants to encroach deeper into human settlements in search of food and water. This increases the frequency and intensity of HWC, often leading to retaliatory killings and poaching. Additionally, prolonged drought and increased heat stress exacerbate water scarcity, intensifying competition between humans and wildlife for limited resources. These challenges undermine the capacity of communities to sustain their livelihoods, further increasing reliance on unsustainable practices. Despite some efforts to obtain alternative water resources done by the project such as water boreholes, this likelihood of this risk remains high. Addressing these risks will require more integrated approaches that enhance climate resilience, improve water resource management, and provide communities with alternative, sustainable livelihoods.

Poorly informed or improperly executed project activities pose risks of damaging critical habitats and altering landscape suitability for threatened species. Potential adverse impacts include soil and water pollution, land degradation, soil erosion, and air pollution. To address these concerns, the Environmental and Social Management Framework (ESMF) has proposed a set of mitigation measures aimed at minimizing these risks. These measures are designed to ensure that project activities are environmentally sustainable, protecting ecosystems and maintaining the viability of habitats for threatened species. Proper implementation of these mitigation strategies will be essential to prevent unintended environmental harm and support the project's conservation goals.

The project has upgraded existing boreholes by transitioning from diesel-powered to solar-powered systems, promoting a more sustainable and reliable water supply for both human and livestock use. These solar upgrades also reduce operational costs and environmental impact. However, the project must remain mindful of the potential consequences of excessive groundwater abstraction, which could lower the water table and degrade soil quality over time. To mitigate these risks, the project should incorporate sustainable water management practices, such as monitoring groundwater levels, promoting water-saving techniques, and ensuring that abstraction rates are within safe limits to balance water use with long-term resource sustainability.

The environmental sustainability is rated Moderately Likely (ML).

## 5. Conclusions & Recommendations

### 5.1 Main Findings & conclusions

#### Project design

1. The HWC-WC project's design is both transformative and comprehensive, addressing the dual challenges of HWC and WC through a multifaceted and integrated framework. It balances conservation strategies with community development, the project incentivizes wildlife conservation while delivering tangible, wildlife-based benefits to rural communities.
2. The project is grounded in a well-developed Theory of Change (ToC) that provides a clear roadmap for understanding how the project's activities translate into tangible benefits, ensuring a coherent approach to achieving its goals.

#### Progress towards Results

3. The project has made moderate progress toward its objectives, with notable achievements in strengthening HWC management capacities, constructing predator-proof kraals, and enhancing anti-poaching and wildlife monitoring capabilities.
4. Despite these accomplishments, significant gaps persist, including an upward trend in HWC incidents, limited progress in supporting income-generating opportunities for conservancies, and insufficient awareness-raising efforts to create widespread impact.
5. Delays in conducting the ESIA due to procurement challenges and underestimation of effort have hindered on-ground implementation, though some activities, such as constructing an elephant-proof wall, were expedited to address urgent community needs.
6. A reactive approach to capacity-building and knowledge product development has limited the project's ability to strategically address key gaps and align with pressing priorities, emphasizing the need for a more structured and proactive framework moving forward.
7. The project has made notable progress in strengthening HWC management capacities, including the installation of two early warning towers in emerging HWC hotspots, training 234 individuals (35% female) in HWC investigations and management, and piloting the SMART system for HWC data management.
8. Despite achievements, the number of HWC incidents has shown a concerning upward trend, with reported cases rising from 106 in 2021 to 152 in 2022 and 141 in 2023, surpassing mid-term reduction targets. Contributing factors to this increase include rising human and wildlife populations, recurring droughts, and game population fluctuations, which push predators into closer contact with human settlements.
9. APUs require further support to address increasingly sophisticated wildlife crime scenarios, including the development of Standard Operating Procedures (SOPs), improved documentation processes, and upgraded surveillance and communication technologies such as drones, infrared sensors, and DNA tracking tools.
10. Challenges in prosecuting poaching cases persist, with only 9% of cases prosecuted in 2023 due to poor case documentation and lengthy judicial processes, which weaken the deterrent effect of the legal system.
11. The Low-Value Grant (LVG) mechanism has been introduced to support wildlife-based enterprises, but conservancies face challenges in preparing grant applications and may require significant technical and managerial support for implementation.
12. No measurable improvements have been observed in the number of employees engaged in wildlife-based businesses, income generated from the wildlife economy, or the percentage of conservancies covering operational costs and providing member benefits.
13. The project has developed four foundational knowledge products, however, these materials could be made more impactful by incorporating real case studies and best practices from on-the-ground experiences, offering actionable insights.
14. The lack of a targeted communication strategy has resulted in ad hoc development of communication materials, limiting proactive planning and consistent messaging. This has contributed to limited communal awareness of HWC policies and procedures, highlighting the need for a structured approach to communication.

**Gender mainstreaming**

- 15. The project design acknowledges the critical intersection of gender with HWC and WC issues, resulting in the development of a comprehensive Gender Action Plan (GAP). However, GAP implementation has been limited, with activities lacking adequate budgeting, tracking, and integration into the work plan.
- 16. While the project has achieved 35% female participation in training activities, nearing the 40% target, women’s representation in wildlife-based employment remains below expectations at 35%, and only 31% female participation in knowledge sharing sessions.
- 17. Key gaps, such as the absence of gender sensitivity analysis in HWC prevention measures and technologies, must be addressed to ensure equitable benefits and meaningful gender integration into project outcomes.

**Project management**

- 18. Limited coordination with MEFT teams and related initiatives (e.g., WWF, GIZ, and KfW) has hindered efforts to leverage complementarities and avoid duplication. MEFT recognizes the need for improved internal communication with the PMU, including more regular engagement in project planning and implementation.
- 19. Challenges with data availability, accessibility, reliability, and consistency undermine effective monitoring and decision-making. These issues stem from inconsistencies across reports, incomplete datasets, inaccessible MEFT-maintained statistics, and reliance on self-reported, ad hoc data from conservancies.

**Sustainability**

- 20. The Namibian Government demonstrates a strong commitment to wildlife conservation through robust policy frameworks, such as the National Policy on Human Wildlife Conflict Management (2018–2027), and the establishment of HWC management units across regions.
- 21. Absence of a clear sustainability or exit plan for institutional and financial arrangements limits the continuity of project impacts, particularly for scaling up investigation units, capacity building, and tourism businesses.
- 22. Financial sustainability for conservancies is a significant risk, particularly due to limited progress under Outcome 3, which impacts the diversification of income streams necessary to maintain project-initiated benefits.
- 23. The LVG mechanism, currently reliant on GEF resources, lacks a clear strategy for scaling deep within the three landscapes or scaling out to others, posing challenges to its long-term viability.

**5.2 Recommendations**

Below are recommendations that consider the depth and breadth of issues facing this project and provide a framework for improvements in delivery. The following recommendations are focused on corrective actions in the remaining time:

| # | TE Recommendation  | Entity Responsible | Timeframe |
|---|--|--------------------|-----------|
| 1 | <p><b>Develop and implement a comprehensive sustainability or exit plan that ensure that project outcomes are sustained beyond the GEF funding period,</b> it is essential to develop and implement a robust sustainability or exit plan. This plan should outline clear strategies for maintaining the project’s impacts and scaling efforts, addressing both institutional and financial arrangements. Key elements of the strategy should include:</p> <ul style="list-style-type: none"> <li>a. Define roles and responsibilities for government agencies, local conservancies, and other stakeholders to ensure ongoing management of project activities.</li> <li>b. Identify and secure long-term funding sources, such as government allocations, private sector partnerships, or community-based funding mechanisms, to support post-project operations and maintenance of GEF-funded infrastructure projects.</li> <li>c. Develop a framework for scaling successful interventions, both deep (within the existing landscapes) and wide (to other regions facing similar challenges).</li> <li>d. Provide guidance and resources for replicating income-generating activities, such as the Low-Value Grant mechanism, in other landscapes.</li> <li>e. Institutionalize the project’s successes, challenges, and innovative practices into national policies to ensure broader, long-term impact, include the use of the lessons learned from the project to inform updates to HWC and WC policy frameworks.</li> <li>f. Include plans for continuous training and support for conservancies and stakeholders to maintain skills and knowledge gained during the project.</li> <li>g. Develop mechanisms for sharing lessons learned, case studies, and best practices with policymakers and practitioners.</li> </ul> | MEFT/PMU           | Q2 2025   |



| # | TE Recommendation   | Entity Responsible | Timeframe |
|---|---|--------------------|-----------|
| 2 | <b>Establish an effective coordination platform</b> that have two major objectives 1) strengthening engagement of MEFT technical experts in the project planning and implementation process to ensure that MEFT’s institutional knowledge, technical expertise, and resources are fully leveraged to align project activities with national priorities and to address technical challenges effectively; and 2) strengthening the complementarities with other HWC and WC projects and initiatives such as KfW, WWF, CCFN, funds focused on HWC-related matters etc. By establishing this coordination platform, the project can strengthen technical engagement, enhance complementarity, and foster collaboration, ensuring greater collective impact in addressing HWC and WC challenges within the targeted landscapes.  | MEFT/PMU           | Q1 2025   |
| 3 | <b>Reassess and re-plan capacity-building activities and equipment provision:</b> The project should pause to reassess and prioritize its capacity-building efforts and equipment provision by adopting a more proactive and systematic approach. This can be done by conducting a comprehensive needs assessment which is critical to identifying specific gaps and priorities at both community and institutional levels. This will ensure that interventions are tailored to address areas such as tourism and business management, patrolling, and HWC management, aligning with stakeholders' actual needs and the project’s long-term objectives. A revised strategy should include ongoing refresher training to reinforce skills, address emerging challenges, and ensure the sustainability of outcomes. Equipment provision must be carefully reassessed to match real needs, avoiding mismatches. Providing proper training on equipment use and maintenance is equally important. By re-planning these activities, the project can deliver meaningful capacity-building interventions that empower stakeholders, foster resilience, and contribute to lasting impact. The new capacity building priority should address key capacity needs identified during the MTR including 1) upskilling Anti-Poaching Unit (APU) Staff to handle increasingly sophisticated wildlife crime scenarios. This should include specialized training in crime investigation, intelligence gathering, and the use of innovative enforcement technologies; and 2) train game guard and community rangers on managing crime scenes, ensuring evidence integrity, and adhering to human rights principles to prevent abuse of authority and ensure fair treatment of offenders.                                  | MEFT/PMU           | Q2 - 2025 |
| 4 | <b>Revamp data collection process and develop a data management plan:</b> The project should strengthen its data collection process by implementing a comprehensive data management plan. This includes standardizing reporting mechanisms to ensure consistency, providing targeted training to conservancies on data submission protocols, and adopting digital tools for real-time data entry. Such measures will address existing issues with data reliability, accessibility, and accuracy, ensuring that reported figures are credible and useful for monitoring progress and decision-making. A robust data management plan will also enhance accountability and streamline future reporting processes. This should also include agreement between the project and MEFT on establishing clear terms for handling data. An agreement that balances the PMU’s need for access with MEFT’s confidentiality requirements is essential. Sharing de-identified data could provide a viable solution, allowing the project to analyse trends and report on progress while ensuring the protection of sensitive information. The revamped data collection should ensure regular updates to both the risk register and the GAP is essential to maintain alignment with project objectives, enhance accountability, and ensure that gender considerations are systematically integrated into project implementation. The project needs to collect evidence in such a way that it is systematically organized across all levels—impact, outcome, output, and activity—to improve clarity, accessibility, and utility for monitoring and evaluation purposes. This structured format will enable more effective tracking of progress and ensure that insights are consistently and transparently documented. | MEFT/PMU           | Q1 2025   |
| 5 | <b>Conduct retroactive environmental and social audits for existing infrastructure:</b> The project should conduct retroactive environmental and social audits and inspections for the water infrastructure and related works that were constructed prior to the completion of the ESIA and ESMP. These audits are necessary to ensure that the infrastructure complies with the management measures outlined in the ESMP. By evaluating the environmental and social impacts of these works, the project can identify any deviations or areas for improvement and implement corrective actions where necessary. This process will reinforce adherence to safeguards, mitigate risks, and enhance the sustainability and compliance of project activities.  | MEFT/PMU           | Q1 2025   |
| 6 | <b>Investigate the feasibility and relevance of the SMART system for HWC-WC project objectives:</b> The project should assess the feasibility and relevance of the Spatial Monitoring and Reporting Tool (SMART) in achieving its HWC-WC objectives. If SMART proves to be a viable tool, the project should prioritize further development of HWC-WC-specific models within the SMART framework. This includes tailoring the tool to monitor human-wildlife conflict patterns, track   | MEFT/PMU           | Q1 2025   |



| #  | TE Recommendation   | Entity Responsible | Timeframe |
|----|---|--------------------|-----------|
|    | <p>wildlife movements, and evaluate conservation interventions.</p> <p>Additionally, the project should invest in building the necessary skills and technologies to ensure effective implementation. This includes training field staff in SMART usage, providing necessary hardware and software, and establishing protocols for integrating SMART data into decision-making processes. Leveraging SMART's capabilities could significantly enhance the project's capacity to monitor and manage HWC and WC effectively.</p>   |                    |           |
| 7  | <p><b>Develop and implement a targeted communications strategy.</b> The project should develop and implement a targeted communications strategy to improve engagement and outreach. This strategy must identify specific target groups, such as conservancy members, local authorities, and private sector stakeholders, and design tailored communication activities for each group. By addressing this gap, the project can deliver more focused and impactful messaging, enhancing stakeholder understanding of the project's objectives, increasing participation, and strengthening overall project outreach and effectiveness. The strategy should also incorporate the development of case studies of practical examples of how to address HWC and WC effectively, along with best practices drawn from on-the-ground experiences. These case studies could highlight successful mitigation strategies, such as the use of predator-proof kraals, early warning systems, or community-led anti-poaching efforts. Showcasing lessons learned and tangible outcomes from hotspot landscapes would not only make the content more relatable but also inspire stakeholders and communities to adopt proven approaches in their own contexts. Strengthening the knowledge products in this way would transform them from informational tools into practical guides for managing HWC and WC sustainably.</p> | MEFT/PMU           | Q2 2025   |
| 8  | <p>Engage with the environmental crime court and provide technical assistance: The project should explore opportunities to collaborate with the newly established Environmental Crime Court in Namibia, focusing on providing technical assistance to strengthen its capacity. Priority should be given to supporting the court in handling complex cases, particularly those related to elephant and rhino poaching and prosecution. This collaboration could include offering specialized training for judicial staff, sharing insights from wildlife crime investigations, and providing resources to streamline case management. Strengthening the court's effectiveness would align with the project's objectives of reducing wildlife crime and ensuring justice for environmental offenses.</p>  | MEFT/PMU           | Q2 2025   |
| 9  | <p><b>Enhance documentation of co-financing contributions by including detailed information on the specific contributions made by each co-financing agency.</b> This should cover not only monetary values but also the types of activities funded and how they align with the project's objectives. Enhanced documentation will allow for better tracking, validation, and reporting of co-financing commitments and their impacts. This level of detail will also provide greater transparency and accountability, ensuring that all contributions are appropriately recognized and leveraged to achieve the project's goals. Additionally, co-financing from local resources is often not properly accounted for or captured through the reporting process. This gap highlights the need for improved tracking and documentation of local contributions to ensure that all co-financing inputs are recognized and reported accurately, thereby reflecting the full extent of support provided to the project.</p>  | MEFT/PMU           | Ongoing   |
| 10 | <p><b>Conduct regular spot checks to strengthen accountability:</b> In addition to the annual audit, UNDP should conduct regular spot checks to ensure that audit recommendations are fully implemented. The 2024 audit revealed that not all prior recommendations, such as necessary changes to systems and controls, had been addressed. Spot checks should specifically focus on tracking the implementation of these recommendations, verifying corrective actions, and ensuring that they are effectively carried out and appropriately reported. This proactive approach will enhance accountability, improve financial and operational management, and reduce the likelihood of recurring issues in project execution.</p>  | UNDP               | Quarterly |
| 11 | <p><b>The project should incorporate sustainable water management practices when upgrading boreholes from diesel-powered to solar-powered systems.</b> While these solar upgrades promote a more sustainable and reliable water supply for humans and livestock and reduce operational costs and environmental impacts, the potential consequences of excessive groundwater abstraction must be carefully managed. Key measures include monitoring groundwater levels, promoting water-saving techniques, and ensuring that abstraction rates remain within safe limits to prevent over-extraction. These actions will help balance water use with resource sustainability, safeguard against the lowering of water tables, and protect soil quality over time, ensuring that the benefits of the upgraded systems are sustainable in the long</p>  | MEFT/PMU           | Q2 2025   |

| #  | TE Recommendation   | Entity Responsible | Timeframe |
|----|---|--------------------|-----------|
|    | term.   |                    |           |
| 12 | <b>Restructure the PMU to address critical capacity gaps:</b> The Project Management Unit (PMU) should be restructured to include the capacities necessary for effective implementation and sustainability. Key areas requiring attention include monitoring and evaluation (M&E), communication, gender mainstreaming, tourism development, and private sector engagement. To address these gaps, the project could engage additional consultants or hire part-time and full-time staff as needed. Strengthening the PMU with specialized expertise will enhance the project’s ability to track progress, communicate effectively with stakeholders, promote gender inclusivity, and foster sustainable partnerships with the private sector and tourism stakeholders, ultimately contributing to achieving the project’s objectives more efficiently. | MEFT/PMU           | Q1 -2025  |
| 13 | <b>Review the project budget allocation to ensure enough resources are allocated for implementing the gender action plan.</b> The project should review its budget allocation to ensure sufficient resources are directed toward implementing the Gender Action Plan (GAP). This may include funding for hiring a dedicated gender consultant, developing gender-focused knowledge products, and, most importantly, assessing the gender sensitivity of key project activities and outputs. By allocating adequate resources, the project can systematically integrate gender considerations, enhance inclusivity, and ensure that its interventions address the unique needs and contributions of both men and women, thereby aligning with the GAP’s objectives and promoting gender equity.  | MEFT/PMU and UNDP  | Q1 - 2025 |
| 14 | <b>Strengthen Engagement with the Global Wildlife Program (GWP) to leverage its on-demand services</b> in key areas such as gender mainstreaming, knowledge management, and tourism support. By utilizing these resources, the project can benefit from GWP’s international expertise, best practices, and guidance to strengthen its interventions. Collaborating with the GWP will allow the project to address critical gaps, enhance capacity in these areas, and align its efforts with global standards, ultimately improving the effectiveness and sustainability of project outcomes.   | MEFT/PMU           | Ongoing   |
| 15 | Provide Results-Based Management training for the PMU and key project personnel. This training would help embed a results-focused culture, improving planning, implementation, and monitoring processes to maximize the project’s impact.   | UNDP               | 2025      |

**Lessons learned.**

- **The urgency and complexity of ESIA:** The time and effort required for completing the Environmental and Social Impact Assessment (ESIA) and the Environmental and Social Management Plan (ESMP) were underestimated. These critical documents were originally scheduled for completion within the first six months of the project’s implementation. However, as of the MTR, they are still being finalized, causing significant delays in on-the-ground activities and impacting progress toward project outcomes. This delay highlights the importance of prioritizing the ESIA and ESMP processes to ensure compliance with environmental and social safeguards and to avoid bottlenecks in project delivery. Future projects should initiate the ESIA process immediately after the project document is signed, ideally during the inception phase, to mitigate risks of delayed implementation and to streamline the transition into operational phases.
- **The importance of proactive capacity building:** A reactive approach to addressing capacity needs, such as responding to ad hoc demands and external opportunities, limits the effectiveness and alignment of capacity-building efforts with project objectives. The absence of a structured and strategic needs assessment resulted in persistent capacity gaps, such as rangers struggling to use provided technologies and the delivery of unsuitable equipment like trailers for certain landscapes. This highlights the importance of adopting a proactive approach to capacity building. Conducting a comprehensive needs assessment early in the project lifecycle ensures that training, technology, and support are tailored to the specific requirements of stakeholders. Proactive planning allows capacity-building efforts to directly address gaps, foster community resilience, and contribute meaningfully to long-term project goals. Future projects should prioritize structured capacity assessments to guide interventions and maximize impact.
- **Never too early for the design and implementation of a sustainability strategy:** Delays in developing a sustainability or exit strategy for the project have created uncertainties about how its impacts will be scaled and sustained beyond its implementation period. For instance, the absence of plans for scaling income-generating activities or replicating the Low-Value Grant mechanism in other landscapes highlights missed

opportunities to ensure long-term benefits for conservancies and communities. It is never too early to design and implement a sustainability strategy. Starting this process during the inception phase ensures that mechanisms for scaling, financial sustainability, and institutional continuity are integrated into project planning and execution. Future projects should prioritize early development of a clear exit strategy to secure long-term impacts, define post-project roles and responsibilities, and align with national frameworks for sustained outcomes.

- **The need for a targeted communication strategy:** The lack of a targeted communication strategy has limited the project's ability to effectively engage specific stakeholder and beneficiary groups. Poor communication has led to unrealistic expectations among some communities about the project's support and feelings of exclusion among others. This has weakened trust, reduced inclusivity, and hampered the overall impact of awareness-raising activities. A targeted communication strategy tailored to the needs and characteristics of different stakeholders and beneficiary groups is essential for managing expectations, fostering trust, and promoting active participation. Such a strategy should include clear, consistent messaging and leverage appropriate channels to reach diverse audiences effectively. Future projects should prioritize the development and implementation of tailored communication strategies to enhance stakeholder engagement, build stronger relationships, and ensure project messages are well understood and impactful.

## Annexes

### Annex 1: MTR ToR (excluding ToR annexes)

Provided separately

### Annex 2: List of documents reviewed.

List of documents that have been reviewed includes, but not limited to:

1. Project document;
2. Project data base (indicators data);
3. Project technical deliverables;
4. Project PIRs;
5. Action plans;
6. METTs
7. Project progress report (progress on project identified indicators and updates on risks);
8. Project expenditures reports;
9. Audit reports
10. Project inception report
11. Co-financing data and letters
12. Core indicators updates
13. Project budgets and expenditures;
14. Project partnership documents (MoUs, etc);
15. The training/workshop reports;
16. Steering committee/board documentation (or minutes);
17. The project governance structure (for example a ToR of a steering committee);
18. Project audit reports;
19. Related policies and strategies; and
20. Project products (assessment, study documents etc).
21. ESIA, ESMF, FPIC and HIA reports
22. Project organogram
23. Conservancies survey reports
24. LVG guidelines
25. METT
26. Work plans
27. National Elephant Conservation and Management Plan 2021/2022-2030/2031
28. KING NEHALE CONSERVANCY\_HWC management plan
- 29.

### Annex 3: Evaluation Matrix

Evaluation matrix is important to identifying the key evaluation questions and how they will be answered through the selected methods. The evaluation matrix is a tool that evaluators create as a map and reference in planning and conducting an evaluation. It also serves as a useful tool for summarizing and visually presenting the evaluation design and methodology for discussions with stakeholders. It details evaluation questions that the evaluation will answer, data sources, data collection and analysis tools or methods appropriate for each data source, and the standard or measure by which each question will be evaluated.

**Table 5: Evaluation Matrix**

| Evaluative Criteria Questions   | Indicators/evidence  | Sources  | Methodology  |
|---|--|--|--|
| <b>1. Project strategy:</b> To what extent is the project strategy relevant to country priorities, country ownership, and the best route towards expected results?  |  |  |  |
| <p>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?</p> <p>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)?</p>   | <p>Level of alignment of project's activities with relevant stakeholders' plans</p> <p>Stakeholders' perceptions on the relevance of project's activities to their needs</p> <p>Degree of involvement and inclusiveness of beneficiaries and stakeholders in project design and implementation</p>   | <p>project documents</p> <p>national policies or strategies, websites</p> <p>Project stakeholders feedback</p> | <p>Desk review</p> <p>Stakeholders' interviews</p> |
| <p>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.</p> <p>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?</p> <p>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.</p> <p>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?</p> | <p>Degree of coherence of the project design in terms of theory of change, components, choice of partners, structure, delivery mechanism, scope, budget, use of resources, etc.</p> <p>Level of coherence between programme design and project implementation approach</p> <p>Identification of the problem and its causes in the project being addressed?</p> <p>Assessment of gender integration into the project design</p> | <p>project documents</p> <p>national policies or strategies, websites</p> <p>Project stakeholders feedback</p> | <p>Desk review</p> <p>Stakeholders' interviews</p> |
| <p>Undertake a critical analysis of the project's logframe indicators and targets, assess how</p>   | <p>SMARTness testing of indicators (Suitability</p>  | <p>project documents</p>   | <p>Desk review</p>                                 |

| Evaluative Criteria Questions   | Indicators/evidence  | Sources  | Methodology  |
|---|--|--|--|
| <p>“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.</p> <p>Are the project’s objectives and outcomes or components clear, practical, and feasible within its time frame?</p> <p>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.</p> <p>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.</p>                           | <p>assessment of the defined indicators/measures to demonstrate impacts)</p> <p>Indicators inclusion of gender aspects</p> | <p>ns</p> <p>national policies or strategies, websites</p> <p>Project stakeholders feedback</p>  | <p>Stakeholders’ interviews</p>                    |
| <p><b>Progress Towards Results:</b> To what extent have the expected outcomes and objectives of the project been achieved thus far?</p>   |  |  |  |
| <p>Review the logframe indicators against progress made towards the end-of-project targets; populate the Progress Towards Results Matrix, as described in 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 the project objective and each outcome; make recommendations from the areas marked as “not on target to be achieved” (red).</p> <p>Compare and analyse the GEF Tracking Tool/Core Indicators at the Baseline with the one completed right before the Midterm Review.</p> <p>Identify remaining barriers to achieving the project objective in the remainder of the project.</p> <p>By reviewing the aspects of the project that have already been successful, identify ways in which the project can further expand these benefits.</p> | <p>Analysis of progress towards logframe indicators</p> <p>Analysis of the GEF Core Indicators</p>                         | <p>project documents (PIRs)</p> <p>Progress reports</p> <p>Existing surveys</p> <p>Project deliverables</p> <p>Project stakeholders feedback</p> | <p>Desk review</p> <p>Stakeholders’ interviews</p> |
| <p><b>Project Implementation and Adaptive Management:</b> Has the project been implemented efficiently, cost-effectively, and been able to adapt to any changing conditions thus far? To what extent are project-level</p>  |  |  |  |



| Evaluative Criteria Questions   | Indicators/evidence   | Sources  | Methodology  |
|---|---|--|--|
| monitoring and evaluation systems, reporting, and project communications supporting the project's implementation? To what extent has progress been made in the implementation of social and environmental management measures? Have there been changes to the overall project risk rating and/or the identified types of risks as outlined at the CEO Endorsement stage?  |   |  |  |
| <p><b>Management Arrangements</b></p> <p>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.</p> <p>Review the quality of execution of the Executing Agency/Implementing Partner(s) and recommend areas for improvement.</p> <p>Review the quality of support provided by the GEF Partner Agency (UNDP) and recommend areas for improvement.</p> <p>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?</p> <p>What is the gender balance of project staff? What steps have been taken to ensure gender balance in project staff?</p> <p>What is the gender balance of the Project Board? What steps have been taken to ensure gender balance in the Project Board?</p> | <p>Stakeholders' perspective on project management effectiveness</p> <p>Suitability of project management structure including gender balance</p> <p>Adequacy and timeliness of UNDP support services</p> <p>Inclusion of gender into project operations</p> | <p>project documents</p> <p>risk/issue register</p> <p>Project stakeholders feedback</p> | <p>Desk review</p> <p>Stakeholders' interviews</p> |
| <p><u>Work Planning</u></p> <p>Review any delays in project start-up and implementation, identify the causes and examine if they have been resolved.</p> <p>Are work-planning processes results-based? If not, suggest ways to re-orientate work planning to focus on results?</p> <p>Examine the use of the project's results framework/ logframe as a management tool and review any changes made to it since project start.</p>  | <p>Timeliness of activities delivery</p> <p>Alignment of defined plans with the logframe</p> <p>Coherence of project planning process</p>   | <p>project documents</p> <p>risk/issue register</p> <p>Project stakeholders feedback</p> | <p>Desk review</p> <p>Stakeholders' interviews</p> |
| <p><u>Finance and co-finance</u></p> <p>Consider the financial management of the project, with specific reference to the cost-effectiveness of interventions.</p> <p>Review the changes to fund allocations as a</p>  | <p>Cost in view of results achieved compared to costs of similar projects from other organizations</p> <p>Level of discrepancy between planned and utilized financial</p>   | <p>project documents</p> <p>risk/issue register</p>                                      | <p>Desk review</p> <p>Stakeholders' interviews</p> |

| Evaluative Criteria Questions  | Indicators/evidence   | Sources  | Methodology  |
|--|---|--|--|
| <p>result of budget revisions and assess the appropriateness and relevance of such revisions.</p> <p>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?</p> <p>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? Please make sure that evidentiary documents of the actual co-financing that was realized are available, including report on the results of co-financed activities that were carried out by the co-financers or project partners.</p>   | <p>expenditures</p> <p>Planned vs. actual funds leveraged</p> <p>Co-financing data and evidence</p>   | <p>Project stakeholders feedback</p>   |  |
| <p><u>Project-level monitoring and evaluation systems</u></p> <p>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? Make sure that evidentiary documents about the reported results of the co-financed and subsumed baseline activities as well as of the incremental activities are available for the review.</p> <p>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?</p> <p>Review the extent to which relevant gender issues were incorporated in monitoring systems.</p> <p>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?)</p> | <p>Existence, quality and use of M&amp;E, feedback and dissemination mechanism to share findings, lessons learned and recommendation</p> <p>Review of progress reports and financial reports</p> <p>Data disaggregation by gender</p> <p>Alignment of M&amp;E to the GEF, UNDP and national needs</p> | <p>project documents</p> <p>risk/issue register</p> <p>Project stakeholders feedback</p> | <p>Desk review</p> <p>Stakeholders' interviews</p> |

| Evaluative Criteria Questions  | Indicators/evidence   | Sources  | Methodology  |
|--|---|--|--|
| <p><u>Stakeholder Engagement</u></p> <p>Project management: Has the project developed and leveraged the necessary and appropriate partnerships with direct and tangential stakeholders?</p> <p>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?</p> <p>Participation and public awareness: To what extent has stakeholder involvement and public awareness contributed to the progress towards achievement of project objectives?</p> <p>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?</p> | <p>Evidence that particular partnerships/linkages will be sustained</p> <p>Types/quality of partnership cooperation methods utilized</p> <p>Coherence of the established partnerships</p> | <p>project documents</p> <p>risk/issue register</p> <p>Project stakeholders feedback</p> | <p>Desk review</p> <p>Stakeholders’ interviews</p> |
| <p><u>Social and Environmental Standards (Safeguards)</u></p> <p>Validate the risks identified in the project’s most current SESP, and those risks’ ratings; are any revisions needed?</p> <p>Summarize and assess the revisions made since CEO Endorsement/Approval (if any) to:</p> <p>The project’s overall safeguards risk categorization.</p> <p>The identified types of risks (in the SESP).</p> <p>The individual risk ratings (in the SESP).</p> <p>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.</p>   | <p>Assessment of SESP</p> <p>Compliance with SESP requirements</p> <p>SESP update and monitoring</p>  | <p>project documents</p> <p>risk/issue register</p> <p>Project stakeholders feedback</p> | <p>Desk review</p> <p>Stakeholders’ interviews</p> |
| <p>Assess how adaptive management changes have been reported by the project management and shared with the Project</p>   | <p>Occurrence of change in project design/ implementation approach</p>  | <p>project documents</p>   | <p>Desk review</p> <p>Stakeholders’</p>            |

| Evaluative Criteria Questions   | Indicators/evidence   | Sources   | Methodology  |
|---|---|---|--|
| <p>Board.</p> <p>Assess how lessons derived from the adaptive management process have been documented, shared with key partners and internalized by partners.</p>   | <p>when needed to improve project efficiency</p> <p>Lesson learned documentation</p>  | <p>risk/issue register</p> <p>Project stakeholders feedback</p>                               | <p>interviews</p>                                  |
| <p><u>Communications &amp; Knowledge Management</u></p> <p>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?</p> <p>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?)</p> <p>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.</p> <p>List knowledge activities/products developed (based on knowledge management approach approved at CEO Endorsement/Approval).</p> | <p>Assessment of the communication plan</p> <p>Communication coverage</p> <p>Communication material produced so far</p> <p>Number and nature of knowledge products produced so far</p>  |   |  |
| <p><b>Sustainability:</b> To what extent are there financial, institutional, socio-economic, and/or environmental risks to sustaining long-term project results?</p>  |   |   |  |
| <p><u>Financial risks to sustainability:</u></p> <p>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</p>  | <p>Level and source of future financial support to be provided to relevant activities globally and at the country level</p> <p>Evidence of commitments from government or other stakeholder to financially support relevant sectors of activities after project end</p> | <p>project documentations</p> <p>risk/issue register</p> <p>Project stakeholders feedback</p> | <p>Desk review</p> <p>Stakeholders' interviews</p> |

| Evaluative Criteria Questions  | Indicators/evidence   | Sources  | Methodology  |
|--|---|--|--|
|  | Level of recurrent costs after completion of project and funding sources for those recurrent costs  |  |  |
| <p><u>Socio-economic risks to sustainability:</u></p> <p>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?</p> <p><u>Institutional Framework and Governance risks to sustainability:</u></p> <p>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.</p> | <p>Evidence/Quality of sustainability strategy</p> <p>Evidence/Quality of steps taken to address sustainability</p> <p>Degree to which project activities and results have been taken over by local counterparts</p> <p>Elements in place in those different management functions, at appropriate levels (globally and at country level) in terms of adequate structures, strategies, systems, skills, incentives and interrelationships with other key actors</p> <p>Exit strategy in place and actively operationalisation</p> <p>level of capacities at the country level to continue effective PA management</p> <p>Efforts to support the development of relevant policies at the country level</p> <p>Evidence of commitment by the targeted countries to pursue the supported activities</p> | <p>project documentation</p> <p>risk/issue register</p> <p>Project stakeholders feedback</p> | <p>Desk review</p> <p>Stakeholders' interviews</p> |
| <p><u>Environmental risks to sustainability:</u></p> <p>Are there any environmental risks that may jeopardize sustenance of project outcomes?</p>  | <p>Outcome of the ESIA's for project on the ground</p>  | <p>project documentation</p> <p>Project stakeholders feedback</p>                            | <p>Desk review</p> <p>Stakeholders' interviews</p> |

## Annex 4: Interview questions

### Introduction

Thanks for taking the time to speak with us today. The UNDP is conducting a MTR of 'Integrated approach to proactive management of human-wildlife conflict and wildlife crime in hotspot landscapes in Namibia' Project.

The MTR aims to assess the achievement of project results against what was expected to be achieved and draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming.

As part of the evaluation, we are talking to stakeholders to hear a range of perspectives on the work done so far and future priorities. We've booked in one hour for this interview, but it may not take the full hour.

Participation in this consultation is voluntary and confidential. You can decline to participate or end the interview at any time. No comments will be attributed to any individual in discussions or reports, unless we request your express permission.

Do you have any questions before we start?

### **Interview questions**

*It should be noted that below interview questions are presented as a guide to be used in the interviews, however, each individual interview is unique, and questions will be tailored to the interviewees' roles and perspectives. In addition, follow up questions will be asked based on the responses to obtain full story from each response.*

#### **1.1 Questions**

##### **Introductory question**

Could you please introduce yourself and explain your involvement and the role of your organization/agency in the project?

##### **Effectiveness**

- 1) In your opinion, what has been the greatest achievement in the project to date? And why?
- 2) What were the challenges in delivering project? How could we overcome these challenges?
- 3) What factors have contributed to achieving intended outputs and outcomes?
- 4) What worked so well and what didn't work so well? and why?

##### **Impacts**

- 5) What sort of impacts did the project have on its stakeholders?
- 6) What trends do you foresee in the HWC-WC measures in Namibia?

##### **Relevance**

- 7) In your opinion, to what degree the project activities are aligned to the needs of the participating stakeholders?
- 8) In your opinion, to what degree the project activities are aligned with the strategic plans and strategies of the participating stakeholders?

##### **Efficiency**

- 9) In your opinion, has the project been delivered on time and on budget? Has there been anything underachieved or overachieved within the agreed framework of the project, and what are the reasons/explanation for it?
- 10) In what ways has the project been adaptive to emerging issues and opportunities? Examples?

##### **Sustainability**

- 11) Do you foresee any social, financial or political risks that may jeopardize sustainability of the project outputs and outcomes?
- 12) What would happen to the project output and benefits when the GEF funding finishes?
- 13) Going forward, how do you see the capacity of participating stakeholders to pursue delivering on related outcomes?
- 14) What lessons have been learnt for the project in achieving outcomes?



**Closing**

- In what ways gender has been mainstreamed in the project? Do you have any gender-related concerns?
- Anything else you would like to add that we haven't covered?

Thank you for your kind participation!

### Annex 5: MTR Rating scales

**Evaluation criteria and ratings:** The standard evaluation criteria according to UNDP/GEF evaluation policy are Relevance, Impact, Effectiveness, Efficiency and Sustainability. The different scales for rating various criteria are shown in the tables below.

**Table 6: MTR Rating Scales & Evaluation Ratings Table**

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

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

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

## Annex 6: list of persons consulted

Stakeholders engaged:

| Name                  | Gender | Position  |
|-----------------------|--------|---|
| 1. Bennett Kahuure    | M      | Director, Directorate of Wildlife and National Parks (DWNP) |
| 2. Jose Kaumba        | M      | Deputy Director, Wildlife Support Services, DWNP            |
| 3. Kenneth Uiseb      | M      | Deputy Director, Directorate of Scientific Services (DSS)   |
| 4. Richard Fryer      | M      | Control Warden, Human wildlife conflict and hunting         |
| 5. Vinte Mendes       | M      | Deputy Director, Program, Wildlife and Landscapes - WWF     |
| 6. Louise Maxi        | F      | Director, NACSO   |
| 7. Ronny Dempers      | M      | NDT   |
| 8. John Kasaona       | M      | Director, IRDNC   |
| 9. Christian Shingiro | M      | Deputy Resident Representative, UNDP                        |
| 10. Uazamo Kaura      | F      | UNDP Programme Specialist                                   |
| 11. Anna Johannes     | F      | UNDP, Programme Analyst                                     |
| 12. Andre Baumgarten  | M      | IWPP, Deputy Project Manager                                |
| 13. Selma Nangolo     | F      | Project Manager, POSCIN (CCFN)                              |
| 14. Raili Hasheela    | F      | Project Manager, HWC-WC Project                             |
| 15. Monica Zavagli    | F      | Consultant, Global Wildlife Programme                       |

List of people consulted during the field engagement

|     | Name               | Gender | Organisation                                 |
|-----|--------------------|--------|--|
| 1.  | S. S. Kaseba       | M      | MEFT - Outjo                                 |
| 2.  | A.L. Burger        | M      | MEFT - Outjo                                 |
| 3.  | C. Munwela         | M      | MEFT – Outjo – Deputy Director/Regional Head |
| 4.  | Simson Urikhob     | M      | Save the Rhino Trust - CEO                   |
| 5.  | Uhangatenua Kapi   | M      | IRDNC  |
| 6.  | Selvia Eises       | F      | Sorris-Sorris conservancy                    |
| 7.  | Ritodella Eichas   | F      | Sorris-Sorris conservancy                    |
| 8.  | Bernadus Goreseb   | M      | Sorris-Sorris conservancy                    |
| 9.  | Abraham Somabeb    | M      | Sorris-Sorris conservancy                    |
| 10. | Judah-Lion Tsaraeb | M      | Sorris-Sorris conservancy                    |
| 11. | Immanuel Tunde     | M      | DDTIA/ Tsiseb conservancy                    |
| 12. | G. Nelwin          | M      | Tsiseb conservancy                           |
| 13. | Zedela Uwuses      | F      | Tsiseb conservancy                           |
| 14. | Mercy Uwuses       | F      | Tsiseb conservancy                           |
| 15. | Mercelyn Haoses    | F      | Tsiseb conservancy                           |
| 16. | Benson Tjivinda    | M      | Puros conservancy                            |
| 17. | Gideon Rutavi      | M      | Puros conservancy                            |
| 18. | Kuveri Uararavi    | M      | Puros conservancy                            |
| 19. | Frank Kasupi       | M      | Puros conservancy                            |
| 20. | Kaku Tjambirui     | M      | Puros conservancy                            |

## MTR of the 'Integrated human-wildlife conflict and wildlife crime management in Namibia' Project.

|     |                     |   |                           |
|-----|---------------------|---|---------------------------|
| 21. | U. Kasaona          | M | Puros conservancy         |
| 22. | M. Uazunga          | M | Anabeb conservancy        |
| 23. | S. Mbomboro         | M | Anabeb conservancy        |
| 24. | T. Tsombiru         | M | Anabeb conservancy        |
| 25. | Victor Useb         | M | Anabeb conservancy        |
| 26. | Rosina Urikhob      | F | #khoodi !Hoas conservancy |
| 27. | Elly Hoxobes        | F | #khoodi !Hoas conservancy |
| 28. | Bonafilia Tjivera   | F | Torra conservancy         |
| 29. | Wicklief Gaseb      | M | #khoodi !Hoas conservancy |
| 30. | Marcheline Podewio  | F | #khoodi !Hoas conservancy |
| 31. | Gerson Khoaseb      | M | #khoodi !Hoas conservancy |
| 32. | Tomi Adams          | M | Torra conservancy         |
| 33. | Emile Roman         | F | Torra conservancy         |
| 34. | Reginald            | M | Torra conservancy         |
| 35. | Immanuel Awarab     | M | Torra conservancy         |
| 36. | K. Uatokuja         | M | Sesfontein conservancy    |
| 37. | Vesee Somses        | F | Sesfontein conservancy    |
| 38. | S. Kasaona          | M | Sesfontein conservancy    |
| 39. | I, Tiumbuaa         | M | Sesfontein conservancy    |
| 40. | P. Ganuseb          | M | Sesfontein conservancy    |
| 41. | E. Unomuino         | M | Ohungu conservancy        |
| 42. | C. Kazondona        | M | Ohungu conservancy        |
| 43. | Asnath Hindjou      | F | Ohungu conservancy        |
| 44. | Ernestine Uapingene | F | Ohungu conservancy        |
| 45. | Michael Kapitja     | M | Ehivopuka conservancy     |
| 46. | Ben Muzuma          | M | Traditional Authority     |
| 47. | Alphons Uarije      | M | Ehivopuka conservancy     |
| 48. | Ngeripurue Heuva    | M | Ehivopuka conservancy     |
| 49. | Sisca Zakuhi        | F | Ehivopuka conservancy     |
| 50. | Sigfried Muzuma     | M | Ehivopuka conservancy     |
| 51. | Cebens Munanzi      | M | MEFT - Susuwe             |
| 52. | Andreas Linkwangwa  | M | MEFT - Susuwe             |
| 53. | Bonny Simataa       | M | MEFT – Susuwe - Chief     |
| 54. | Armstrong Sinvula   | M | MEFT - Susuwe             |
| 55. | Nash Sikopo         | M | MEFT - Susuwe             |

MTR of the 'Integrated human-wildlife conflict and wildlife crime management in Namibia' Project.

|     |                    |   |  |
|-----|--------------------|---|--|
| 56. | Kiito Awene        | F | King Nehale conservancy                            |
| 57. | Ndinelaio Kombada  | F | King Nehale conservancy                            |
| 58. | Stefano Amakali    | M | King Nehale conservancy                            |
| 59. | Siltom Lydia       | F | King Nehale conservancy                            |
| 60. | Petrina Daniel     | F | King Nehale conservancy                            |
| 61. | Frida Ya France    | F | King Nehale conservancy                            |
| 62. | Johanna Johannes   | F | King Nehale conservancy                            |
| 63. | Evastus Muunda     | M | King Nehale conservancy                            |
| 64. | Andreas Uugulu     | M | King Nehale conservancy                            |
| 65. | Ester Kaleni       | F | King Nehale conservancy                            |
| 66. | Fabian Venasiu     | M | King Nehale conservancy                            |
| 67. | Hilma Nakasole     | F | MEFT   |
| 68. | Haihambo Faustina  | F | MEFT   |
| 69. | Erkki Nelenge      | M | King Nehale conservancy                            |
| 70. | Hosanna Moses      | F | King Nehale conservancy                            |
| 71. | Maria Kamati       | F | King Nehale conservancy                            |
| 72. | Selma Namgongo     | F | Oshikoto Regional Council                          |
| 73. | Tobias Shipatuleno | M | Oshikoto Regional Council                          |
| 74. | Evelina Inamutira  | F | Oshikoto Regional Council                          |
| 75. | Jonas Hausiku      | M | MEFT-Ongwendiva                                    |
| 76. | Isai Simon         | M | MEFT-Ongwendiva                                    |
| 77. | Selma Sakeus       | F | MEFT-Ongwendiva                                    |
| 78. | Loide lita         | F | MEFT-Ongwendiva                                    |
| 79. | Lahya Haitembu     | F | MEFT-Ongwendiva                                    |
| 80. | Danger Nghidengwa  | M | Rural Water Supply - MAWLR                         |
| 81. | Mr. Tjikundi       | M | Rural Water Supply – MAWLR – Omusati Regional Head |
| 82. | D Kawana           | M | Rural Water Supply – MAWLR – Zambezi region        |
| 83. | Esther Mainga      | F | Dzoti conservancy                                  |
| 84. | Nande Oscar        | M | Balyerwa conservancy                               |
| 85. | Shikoto Smith      | M | Dzoti conservancy                                  |
| 86. | Lisunga Lisunga    | M | Dzoti conservancy                                  |
| 87. | Lupito Dominic     | M | Dzoti conservancy                                  |
| 88. | Memory Mainga      | F | Balyerwa conservancy                               |
| 89. | Sepiso Allen       | F | Balyerwa conservancy                               |
| 90. | Mushavanga Johanna | F | Kyaramacan   |




## MTR of the 'Integrated human-wildlife conflict and wildlife crime management in Namibia' Project.

|      |                   |   |   |
|------|-------------------|---|---|
| 91.  | Berego Nicky      | F | Kyaramacan  |
| 92.  | Dihako Nka        | M | Head woman  |
| 93.  | Ngugwe Martha     | F | Kyaramacan  |
| 94.  | Kapinga Willian   | M | Kyaramacan  |
| 95.  | Mundjimo Lindeku  | M | Kyaramacan  |
| 96.  | Ndjangara Dorin   | F | Kyaramacan  |
| 97.  | Munyana L         | M | Mayuni conservancy                                |
| 98.  | Sihani Steve      | M | Mayuni conservancy                                |
| 99.  | Walubita          | M | Mayuni conservancy                                |
| 100. | Tutangane T       | M | Kwandu conservancy                                |
| 101. | Chibas            | M | Kwandu conservancy                                |
| 102. | Kubingwa G        | M | Kwandu conservancy                                |
| 103. | Mulibezi Ruth     | F | Sobbe conservancy                                 |
| 104. | Richard Mukube    | M | Mashi conservancy                                 |
| 105. | Margaret Bafumi   | F | Kwandu conservancy                                |
| 106. | Chali Wilson      | M | Kwandu conservancy                                |
| 107. | Sepiso Puzo       | F | Kwandu conservancy                                |
| 108. | Mariem Mbambi     | F | Kwandu conservancy                                |
| 109. | Hendricks Maemelo | M | Kwandu conservancy                                |
| 110. | Beauster Lukatezi | F | Kwandu conservancy                                |
| 111. | Billy Kangondo    | M | Kwandu conservancy                                |
| 112. | Shine Kalumba     | M | Mashi conservancy                                 |
| 113. | Elvin Sayuka      | F | Mashi conservancy                                 |
| 114. | Noel Zibano       | M | Mashi conservancy                                 |
| 115. | Saddy Mutahane    | M | Sobbe conservancy                                 |
| 116. | Allen Silubanga   | M | Sobbe conservancy                                 |
| 117. | Adams Muyumbano   | M | Sobbe conservancy                                 |
| 118. | Ruffly Mulibezi   | F | Sobbe conservancy                                 |
| 119. | Friedrick Mate    | M | Sobbe conservancy                                 |
| 120. | Musole Zoricky    | M | Mayuni conservancy                                |
| 121. | Dimba Wallen      | M | Mayuni conservancy                                |
| 122. | D. Erckie         | M | MEFT – Ongwendiva – Deputy Director/Regional Head |

## Annex 7: Signed UNEG Code of Conduct form

Independence entails the ability to evaluate without undue influence or pressure by any party (including the hiring unit) and providing evaluators with free access to information on the evaluation subject. Independence provides legitimacy to and ensures an objective perspective on evaluations. An independent evaluation reduces the potential for conflicts of interest which might arise with self-reported ratings by those involved in the management of the project being evaluated. Independence is one of ten general principles for evaluations (together with internationally agreed principles, goals, and targets: utility, credibility, impartiality, ethics, transparency, human rights and gender equality, national evaluation capacities, and professionalism).

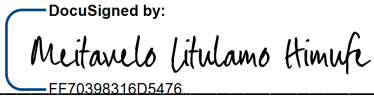
|  |
|--|
| <p><b>Evaluators/Consultants:</b></p> <ol style="list-style-type: none"> <li>1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.</li> <li>2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.</li> <li>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.</li> <li>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.</li> <li>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.</li> <li>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 imitations, findings, and recommendations.</li> <li>7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.</li> <li>8. Must ensure that independence of judgement is maintained, and that evaluation findings and recommendations are independently presented.</li> <li>9. Must confirm that they have not been involved in designing, executing or advising on the project being evaluated and did not carry out the project’s Mid-Term Review.</li> </ol> <p><b>Evaluation Consultant Agreement Form</b></p> <p>Agreement to abide by the Code of Conduct for Evaluation in the UN System:</p> <p>Name of Evaluator: _____ Mohammad Alatoom _____</p> <p>Name of Consultancy Organization (where relevant): _____</p> <p>I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.</p> <p>Signed at _____22 January 2025_____ (Place) on _____ (Date)</p> <p>Signature: _____ Mohammad Alatoom _____ </p> |
|--|

### Annex 8: Signed MTR Report Clearance form

**Mid-term Review of UNDP/GEF 'Integrated approach to proactive management of human-wildlife conflict and wildlife crime in hotspot landscapes in Namibia' Project (PIMS 6303). Reviewed and Cleared By:**

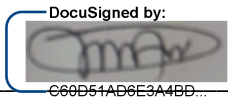
**Commissioning Unit (M&E Focal Point)**

Name: Meitavelo Litulamo Himufe

Signature:  \_\_\_\_\_ Date: 23-Jan-2025

**Regional Technical Advisor (Nature, Climate and Energy)**

Name: Onesimus Muhwezi

Signature:  \_\_\_\_\_ Date: 23-Jan-2025

### Annex 9: MTR Audit Trail (in a separate file)