Africa Adaptation Project Namibia

Building the Foundation for a National Approach to Climate Change Adaptation in Namibia

Final Evaluation Report

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List of Acronyms

AAP	Africa Adaptation Programme
AAPNAM	African Adaption Programme Namibia
CBA	Community-Based Adaptation
CBNRM	Community-Based Natural Resources Management
CC	Climate Change
CCA	Climate Change Adaptation
CPP-ISLM	Country Pilot Partnership for Integrated Sustainable Land Management
CES	Creative Enterprise Solution
DEA	Director of Environmental Affairs
DMEA	Division for Multi-lateral Environmental Agreements
DRFN	Desert Research Foundation
DRM	Disaster Risk Management
DRMU	Disaster Risk Management Unit
DWA	Directorate of Water Affairs
EE	Environmental Education
EWS	Early Warning System
GEP	Global Environmental facility
GIS	Geographic Information System
IFF	Investment and Financial Flows
M&E	Monitoring and Evaluation
MAWF	Ministry of Agriculture, Water and Forestry
MET	Ministry of Environment and Tourism
MFMR	Ministry of Fisheries and Marine Resources
MoHSS	Ministry of Health and Social Services
MLR	Ministry of Lands and Resettlement
MME	Ministry of Mines and Energy
MoF	Ministry of Finance
MRLGHRD	Ministry of Regional, Local Government, Housing and Rural Development
MTI	Ministry of Trade and Industry
MWT	Ministry of Works and Transport
NCCC	National Climate Change Committee
NDP	National Development Plan
NGOs	Non-Governmental Organizations
NPC	National Planning Commission
OPM	Office of the Prime Minister
PMU	Project Management Unit
PPR	Project Progress Report
QPR	Quarterly Progress Report
RC	Regional Council
RCC	Regional Climate Change
RCCC	Regional Climate Change Committee
SGP	Small Grants Programme
SNC	Second National Communication
ToR	Terms of Reference
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNFCCC	United Nations Framework Convention on Climate Change
UNFPA	United Nations Population Fund

EXECUTIVE SUMMARY

The final evaluation of the AAPNAM is initiated by the Project Management Unit and is being undertaken in accordance with the UNDP Project Monitoring and Evaluation Policy. It is also mandatory to evaluate and review any UNDP's project when the support is about to phase-out. The specific objective of this final evaluation is to enable MET, UNDP and the Government of Japan as well as other stakeholders to assess the achievements or limitations regarding the project's output, its impact and sustainability, lessons learned and if applicable, to capture and document lessons for future orientation on how a project of this nature could be improved or replicated.

The evaluation applied a mixed methodology of quantitative and qualitative research approaches. The mixed approach was applied because the methods complement each other. Data analysis and interpretation focused on deducing evidences and meanings from collected data. Field visits from selected regions were also conducted to observe small grants recipients and interview local level extension officers.

The evaluation findings present the AAPNAM project and its development process, key achievements and lessons learned. AAP is implemented by the Ministry of Environment and Tourism hosted by the Department of Environmental Affairs due to its national and regional significance. The other core stakeholders in implementing the project are UNDP, Ministry of Agriculture, Water and Forestry, Ministry of Works, Transport and Communication, Namibia Meteorological Services, Office of the Prime Minister, National Planning Commission, Ministry of Finance and the twelve Regional Councils. The project has drawn the attention of members of parliament, tertiary institutions, schools, youth clubs developmental institutions, NGOs and traditional authorities.

The AAPNAM project focused on five output areas:

- *Output 1*: Dynamic, long-term planning mechanisms to cope with the inherent uncertainties of climate change introduced, with a focus on managing flood risks.
- *Output 2*: Namibian leadership and institutional frameworks to manage climate change risks and opportunities strengthened, including a decentralised approach.
- *Output 3*: Climate Change-proof national and sectoral policies: design, test and implement priority CCA measures (flooding and settlement/sanitation and health), and promote community-based adaptation action.
- *Output 4*: Financing options to meet national adaptation costs expanded at local and national levels, building on ongoing IFF work.
- *Output 5*: Knowledge on adjusting national development processes to fully incorporate climate change risks and opportunities generated and shared across all levels.

The AAPNAM project adopted a country-ownership approach involving a number of line government institutions. These institutions provided valuable input on the design and project document appraisal. The implementation approach involved multi-stakeholder participation at all levels of project planning and implementation phases. The monitoring and evaluation process was facilitated by preparations of quarterly and project progression reports.

The project is funded by the Government of Japan at a cost of US$3 million. This evaluation concluded that 94% of US$2,98 million was spent by end of October 2012.

The project has attained most of the results indicators in the log framework. The key achievements of the AAPNAM include the following:

- Development of a T21 Dynamic Systems modeling to undertake cross-sectoral analyses of climate change adaptation and impact.
- Developed a GIS-based and gender-specific climate risk assessment decision making tools.
- Established a Climate Change Adaptation ambassadorial forum and offered appropriate training to technocrats from various institutions in Namibia.
- Produced policy briefs for parliamentarians and decision-makers. This was complemented by training for the Parliamentary Committee on Economics, Natural Resources and Public Administration Committee.
- Improved governance at high decision-making level resulted in moral and technical support to climate change adaptation-related initiatives such as the Green Fund Bidding.
- Established a Climate Change Adaptation Youth Action Programme and completed an Outreach Strategy.
- Finalised the National Policy on Climate Change and the Strategy and Action Plan for Namibia.
- Compiled and translated a community information toolkit on Climate Change Adaptation for all regions.
- Started and financed five CBA Small Grants Projects being implemented in Ohangwena, Caprivi, Oshikoto, Oshana and Karas Regions.

The Project Management Unit and the final evaluation consultant have noted key lessons learned during the implementation of the project. Some of these lessons are presented above as key achievements. The project also experienced constraints and challenges. Although these challenges posed some barriers to the implementation of the project, attempts were made to address them. Some of the constraints experienced are listed below:

- The timeframe of the project was, by design, not proportionate to the nature of outputs versus desired results.
- Targeted stakeholders felt overwhelmed by numerous AAPNAM-related consultations and activities that were implemented at once and in a short-time (2 years).
- Technical studies conducted in parallel hindered opportunities to inform each others.
- There was no mid-term evaluation. Such an evaluation could have measured project implementation progression and recommended possible alternatives.
- Appraisal of Small Grant proposals took long, resulting in delayed signing of agreements and disbursement of tranches for implementation.
- EzyStove is established on business principles, including patented designs by CES. However, this is not a profit-oriented arrangement as CBA beneficiaries incur extra transportation and production costs. Therefore, beneficiaries are restricted to sell final products at a lower preset price compared to production costs.
- Prices of equipment and seeds for the pilot drip irrigation project are skyrocketing, seed prices increased with 300% from 2011 to 2012 in Ondangwa compared to Windhoek suppliers.
- No criteria were given to institutions regarding the selection of climate change ambassadors' representatives, particularly commercial focused private sector institutions that do not deal directly with natural resource management.

The evaluation rated project outputs according to the level of success in implementation. The overall rating for the AAPNAM project is "satisfactory".

1. INTRODUCTION

The final evaluation of the African Adaption Programme Namibia (AAPNAM) is initiated by the Project Management Unit and it is being undertaken in accordance with the United Nations Development Programme (UNDP) Project Monitoring and Evaluation Policy. It is also mandatory to evaluate and review any UNDP's project when the support is about to phase-out. The specific objective of this final evaluation is to enable the Ministry of Environment and Tourism (MET), UNDP and the Government of Japan as well as other stakeholders to assess the achievements or limitations made with regard to the project's output, its impact and sustainability, lessons learned and, if applicable, to capture and document lessons for future orientation on how a project of this nature could be improved or replicated. The **purpose** of the AAPNAM's final evaluation is therefore:

- to assess overall performance against the project objectives as set out in the Project document and as amended;
- to assess the effectiveness and efficiency of the project;
- to critically analyse the implementation and management of the project;
- to document lessons learned concerning project design, implementation and management;
- to assess the level of achievement of project output in relation to set activity result indicators and resources;
- to assess project relevance to national priorities; and
- to provide guidance for future project activities or new initiatives and, if necessary, for the implementation and management.

Key issues addressed in this evaluation are in accordance with the Terms of Reference and as specified in the inception report. The **scope** of evaluation in particular assessed five components:

- **Project Design**

The evaluation reviewed the original project intervention strategy including objectives, outputs and activities and assessed the quality of the design and delivery of planned outputs. The review also assessed the conceptualisation, design, effectiveness, relevance and implementability of the project.

- **Project Progress and Impact**

The evaluation assessed the achievements of the AAPNAM against the original objectives, outputs and activities The assessment was done using the indicators as defined in the logical framework contained in the respective project's documentation as well as any valid amendments made thereafter. Output achievements were measured against the indicators as described in the log frame.

- **Project Implementation**

The evaluation focused more on the following:

- Project management arrangements, i.e., effectiveness of the Project Management Unit (PMU), Steering Committee (NCCC), MET and the UNDP Country Office;

- Quality and timeliness of delivering outputs and activities;

- Financial situation (budget and expenditure status). Clear assessment of the realisation of the co-financing and co-funded activities;

- Cooperation among partners including, but not limited to, CPP, CCA, UNDP, Government counterparts, MET, Ministry of Agriculture, Water and Forestry (MAWF), Ministry of Finance (MoF), and the National Planning Commission (NPC), Meteorological Services and Disaster Risk Management;

- Responsiveness of project management to adapt and implement changes in project execution, based on partners' and stakeholders' feedback.

- **Project Outreach Activities**

The outreach activities focused on assessing the project outreach coverage with regard to awareness raising, training initiatives and implementation of pilot projects.

Overall, the final evaluation report indicates the project outputs, activities and impacts that have been achieved, specifically:

- Assessment of the extent of the progress made by the AAPNAM in achieving its objectives, and of any evident gaps;

- Drawing lessons from the experiences of the AAPNAM. This includes those elements that could be seen as 'good' or 'best practice' because they have worked well, and those elements that have not worked so well and require adjustments; and

- Providing recommendations which may strengthen the effectiveness, efficiency, impact, implementation, execution and sustainability of the AAPNAM.

- **Timeframe**

The final evaluation focuses on the two-year project activities from 2009 to December 2011, and then encompasses the no-cost extension to December 2012.

1.1 STRUCTURE OF THIS EVALUATION REPORT

This evaluation report presents the purpose of the AAPNAM Final Evaluation, key issues addressed and methodology followed. Secondly, it outlines the AAPNAM Project and its development context. Thirdly, the report presents the evaluation findings including financial management based on the analysis and conclusions drawn from the findings. Fourthly, it provides recommendations for possible action and future decision making. Finally, it includes a discussion of lessons learned from the project.

Target Audience: The evaluation aims to inform the project implementation team, i.e., the UNDP Country Office; MET, Director of Environmental Affairs (DEA), PMU, NCCC members, key stakeholders, national and international interested parties on the final conclusion outcomes, recommendations and lesson learnt of the AAPNAM.

Project implementation rating: The final evaluation report provides an assessment of the project progress towards meeting the expected results with a scale of: highly satisfactory (HS), satisfactory (S), marginally satisfactory (MS), marginally unsatisfactory (MU), unsatisfactory (U), and highly unsatisfactory (HU).

1.2 METHODOLOGY OF THE EVALUATION

This section presents the evaluation methodology design that details the step-by-step plan of work and specified methods used in the evaluation to collect the information needed, analyse data and interpret the findings and results. The evaluation applied a mixed methodology of quantitative and qualitative research approaches. The mixed approach is appropriate for this evaluation because, quantitative methods will only provide evidence of impact and indicate the measure of progress made. However, quantitative methods would not explain why progress was made or what factors contributed to the progress. It is for this reason that qualitative methods were also utilised to provide in-depth understanding and explanation of phenomena.

Accordingly, this evaluation draws appropriate quantitative and qualitative evaluation tools to gather information and analyse and interpret the findings. Data analysis and interpretation focused on deducing evidences and meanings from data collected. These evidences and meanings will present a summative evaluation of the AAPNAM project.

Quantitative evaluation tools such as performance indicators and evaluation forms were used to collect numerical and performance measures that would yield total numbers, percentages, frequencies and ranks of project impact and progress. Quantitative data analysis involved descriptive statistical methods of analysis to classify data and create frequency tabulations. This process translated data collected into usable formats or units of analysis that would provide answers to key evaluation questions and address main evaluation objectives. Evaluation forms, performance indicators and checklists were completed with AAPNAM coordinator and technical advisers and used during document review of project products. Minutes of meetings and progress reports were also used during implementation of the project.

Qualitative evaluation tools include in-depth interviews, group interviews and document reviews. In-depth interviews were held with the AAPNAM project staff, coordinators from the support agency (UNDP environment unit), directors from the host ministry (Ministry of Environment and Tourism), partner ministries, parliamentary committee on Natural Resources Management, as well as key regional informants. In-depth interviews collected in-depth information on people's views, thoughts, experiences and opinions that would generate valuable explanations regarding AAPNAM project impact and what contributed to or slowed down progress during the implementation phase. In-depth interviews were conducted on a one-on-one basis as well as in groups (UNDP and MET). Open-ended questionnaires were employed to facilitate interviews.

Finally, literature and documents were reviewed to acquire relevant and appropriate information required to answer key evaluation questions and objectives. The qualitative data analysis tools and techniques involved organising; categorising and capturing emerging themes form the data sets. Indicators reflecting people's judgments, opinions, perceptions and attitudes towards project output, activity or indicator were also analysed as part of the qualitative data analysis.

Other methods were also selected to complement the qualitative and quantitative methods of data collection and analysis. Observations and case study approaches were used during field visits in Oshana, Oshikoto and Karas Regions.

1.1.1 Field Visits

The selected regions were visited and interviews with identified key regional informants were carried out. In the northern part of Namibia the following regions were visited:

Oshikoto Region:

- Omuthiya Youth energy efficient stove project beneficiaries
- Namibia Development Trust (support agency)

Oshana Region:

- Creative Enterprise Solution (interview with officials and review of execution plan)
- Ondangwa Town Council (physical observations and impact assessment, interview and a visit to the Ondangwa water pump, funded by AAPNAM)
- Visit to Gabriel Taapopi Environmental Club
- Oshana Regional Council: (interview with the Chairperson of Management Committee)

In the southern part of Namibia, the interviews and field observations were carried out in Karas Region at the following places:

- Aus Community Garden Project (Small Grant beneficiaries)
- MAWF Extension Agents at Keetmanshop (ToT beneficiaries)
- MET- Community-Based Natural Resources Management (CBNRM)/warden at Keetmanshoop
- Namibia Nature Foundation (support agency)
- Karas Regional Council (Advisor to the Governor)

1.1.2 Types of data

1.1.2.1 Primary data

The primary data consists of information observed or collected by the evaluator directly from stakeholders about their experience with the project. These data comprise of reported or observed values, beliefs, attitudes, opinions, motivations and knowledge of stakeholders. The information was obtained through discussions using guiding questionnaires (see 7.3 below), interviews, key informants and direct observation. The following individuals and institutions provided primary data required for the evaluation.

- UNDP key staff who have project responsibilities;
- Staff of the Project Management Unit;
- Executing agencies/MET,
- Members of the Project Steering Committee

- Project stakeholders, particularly representatives of NPC, MoF, OPM, MAWF and project beneficiaries;
- Participating members of the Small Grant Project and ToT beneficiaries (extension officials)
- Project Climate Change Ambassadors
- UNDP Small Grant Project coordinator

1.1.2.2 Secondary data

Secondary data is primary information from reviewing documentations collected, compiled and published by the AAPNAM PMU staff or someone else. The review included, *inter alia*:

- Project Document and Project Appraisal Document;
- Quarterly progress reports and work plans of the various implementation tasks;
- Audits reports;
- Financial and Administration guidelines;
- Knowledge products from service providers;
- Project operational guidelines, manuals and systems;
- Minutes of the Project Steering Committee meetings and project management meetings;
- Midterm review reports;
- Training reports and Small Grant implementation reports;
- Project-commissioned technical studies (Early Warning System [EWS], Disaster Risk Management DRM], Regional Climate Change [RCC] toolkit, T21 model), policies and strategies; and
- The UNDP Monitoring and Evaluation Frameworks.

1.1.3 Interpretation of data

Data interpretation includes interpretation of results by linking facts or points identified through data analysis. Interpretation of results is intended to give meaning to the evaluation findings derived from the analysis. Separate pieces of information emerging from quantitative analysis, qualitative analysis, observations, case studies and document review were put together in a way that explain success, failure, achievements, lesson learned and how AAPNAM project moved forward to achieve its objectives.

1.1.4 Sampling

Within the overall evaluation methodology design is the sampling technique/s used to select individuals from the target population who participated in interviews as well as case studies selected for the field visits. In order to ensure cost-effectiveness, time efficiency and at the same time ensure quality and reliability of data to be gathered, a convenience sampling method was selected for this evaluation. Respondents were chosen based on the level of participation in the AAPNAM project, their interests and/or potential impact that AAPNAM has on their institution, region or community.

1.3 ETHICS

This evaluation is guided by, and has applied, the following principles:

- **Independence**: The evaluator is independent and has not been engaged in the project activities, nor was he responsible in the past for the design, implementation or supervision of the project.

- **Impartiality:** The evaluator endeavoured to provide a comprehensive and balanced presentation of strengths and weaknesses of the project. The evaluation process has been impartial at all stages and has taken into account all the views received from stakeholders.

- **Transparency:** The evaluator conveyed in as open a manner as possible the purpose of the evaluation, the criteria applied and the intended use of the findings. This evaluation report aims to provide transparent information on its sources, methodologies and approach.

- **Disclosure:** This report serves as a mechanism through which the findings and lessons identified in the evaluation are disseminated to policymakers, operational staff, beneficiaries, the general public and other stakeholders.

- **Ethical considerations:** The evaluator has respected the right of institutions and individuals to provide information in confidence. Accordingly, the sources of specific information and opinions in this report are not disclosed except where necessary and then only after confirmation with the information provider.

- **Credibility**: This evaluation has been based on data and observations that are considered reliable and dependable with reference to the quality of instruments, procedures and analysis used to collect and interpret data.

- **Utility:** The evaluator strived to be as well-informed as possible and this ensuing report is considered as relevant, timely and as concise as possible. In an attempt to be of maximum benefit to stakeholders, the report presents in a complete and balanced way the evidence, findings and issues, conclusions and recommendations.

2. THE PROJECT AND ITS DEVELOPMENT CONTEXT

The Africa Adaptation Programme (AAP) is an Africa-focused programme. It is designed to assist 20 countries across Africa to incorporate climate change risks and opportunities into their national development processes in order to protect development gains in an environment. Clime change is one of the key developmental and environmental challenges facing the Republic of Namibia. It is likely to manifest in a number of ways with severe consequences to all the primary sectors of the Namibian economy. To combat this phenomenon and be prepared for circumscribing the climate change impacts, the Government of Namibia has signed a project agreement with the United Nations Development Program (UNDP), for the implementation of the Africa Adaptation Project Supporting Integrated and Comprehensive Approaches to Climate Change Adaptation in Africa. This is a regional programme covering 20 countries in Africa, including Namibia. The AAP is regional programme funded by the Government of Japan.

AAPNAM, titled "Building the foundation for a national approach to Climate Change Adaptation in Namibia" is a national driven program hosted by the Ministry of Environment and Tourism Department of Environmental Affairs. The AAPNAM contributed to United Nations Development Assistance Framework (UNDAF) Outcome aiming at improved livelihoods and food security. Whereas its two expected corporate outcomes are:

1. Strengthened capacity of local institutions to manage the environment and expand environmental and energy services, especially to the poor;

2. Strengthened national capacities to mainstream environmental and energy concerns into national development plans and implementation systems.

The AAPNAM aims for the attainment of the following objective**:** Namibia has the institutional, individual and systematic capacity to address climate change risks and opportunities through a national approach to adaptation.

Although various pilot projects on sectors such as agriculture, water, health and others have been implemented or were underway prior to the AAPNAM project, there was no systematic work undertaken in terms of addressing (i) flood risk including long-term settlement planning, and (ii) sanitation (both in terms of flooding and of the suitability of systems under given and future climate change and socio-environmental contexts).

Flooding and settlements: Throughout Namibia in recent years, extreme rainfall events have led to major flooding in northern and southern parts of the country. The *oshanas* in the North Central regions of Namibia were flooded during 2008 -2011, whilst the Zambezi River and the entire Kavango, Chobe-Linyatti and Zambezi areas were challenged by flood events to varying extents almost on an annual basis. The residents of Mariental in Southern/Central Namibia, as well as residents in Windhoek had to deal with major losses in years where ephemeral rivers have washed away entire housing units, and left flood damage on many more households. People in informal settlements are particularly affected. Little work has been done to address planning, development of guidelines, enforcement of regulations as well as raising awareness to address the problems. There are gender specific considerations that should be made when addressing settlement issues in flood prone areas, which should be examined in detail.

Future climate change (CC) risks will potentially exacerbate and worsen the problem.

Sanitation and health: Appropriate sanitation systems are important to manage health risks throughout the country. Poorly planned sanitation in flood situations can lead to the spread of water-borne diseases such as Cholera, as already observed as a major challenge elsewhere in the Southern sub-region (e.g. Zimbabwe, Mozambique, and South Africa). The installation of appropriate technologies is therefore critical, especially in arid areas, in light of expected worsening trends in water availability. It is already observed in certain areas in Namibia (e.g. Karasburg) that previously installed water-based flush toilets cannot be maintained due to water stress. The established municipal sanitation system geared towards water-based flush systems has collapsed, and now poses a major health threat. Sanitation and health issues are believed to be gender specific to some extent, thus requiring a gender sensitive analysis and planning.

Climate Change risks and opportunities were only just being recognised in Namibia during the AAPNAM conception, and some interesting and progressive steps have been taken to pilot approaches to Climate Change Adaptation (CCA) and address institutional, individual and systematic issues relating to the national development agenda. However, it is observed that much of the CC and CCA planning and implementation was mainly reactive in nature, as the individual and institutional capacities to undertake systematic CCA planning was limited. This also rings true for developing a national financial approach to CCA, which would provide for the required CCA investments that needed to be leveraged for sustainable development in the future. Gender considerations were missing in all CCA interventions prior to AAPNAM.

Although a major consideration in the third National Development Plan (NDP3) and the Ministry of Environment and Tourism (MET) Strategic Plan, CC and CCA lacks the national level strategic coverage and thinking required to address the challenges. Sectoral policies have not been analysed to assess if they are climate change-proof or not, and no systematic knowledge exists regarding the extent to which existing policies would exacerbate vulnerability to CC and encourage mal-adaptation. Although through the Second National Communication (SNC) process, a foundation for developing a long-term CC and CCA policy exists, this work has been limited in terms of sector coverage as well as participation.

AAPNAM's implementation of the activities started in 2009, scheduled for completion by December 2011. However, the program was granted a no-cost extension to 31 December 2012.

2.1 MAIN STAKEHOLDERS

The AAP project is implemented by the Ministry of Environment and Tourism, hosted by the Department of Environmental Affairs due to its national and regional significance. The other core stakeholders in implementing the project are UNDP, Ministry of Agriculture, Water and Forestry, Ministry of Works, Transport and Communication (Namibia Meteorological Services), Office of the Prime Minister, National Planning Commission, Ministry of Finance and the twelve Regional Councils. It has drawn the attention of members of Parliament, tertiary institutions, schools, youth clubs, developmental institutions, NGOs and traditional authorities.

2.2 EXPECTED PROJECT RESULTS

To address the identified problems and root causes underlying the CC and CCA problems in Namibia, various proposed responses were implemented. Climate Change Adaptation initiatives, interrogated by the AAPNAM focused on the attainment of the following output:

Output 1: Dynamic, long-term planning mechanisms to cope with the inherent uncertainties of climate change introduced, with a focus on managing flood risk

Under this output focus, the project allocated resources to each affected Ministry to conduct policy research on CC risk related to sectors within their respective mandates. Through this analysis, the Ministries would then propose adaptation options and any necessary changes in relevant policies. The project then communicated the policy recommendations/study findings through the national coordinating process (*see Output 2*), and raised awareness about CC risks and opportunities.

An important component of the awareness-raising was the development of planning tools for assessing climate change risks and adaptation options at different levels (e.g. communities, regional governance systems and service providers, national level policy and decision-makers) and the integration thereof into routine policy-making. Various governmental and non-governmental stakeholders and institutions were involved.

Output 2: Namibian leadership and institutional frameworks to manage CC risks and opportunities strengthened, including a decentralised approach

Under this output, the project identified future CCA management needs in Namibia. Furthermore, it developed models for enhancing institutional frameworks to address these needs based on the best available information, particularly learning from the already existing multi-stakeholder National Climate Change Committee (NCCC). It aimed at improving the existing NCCC model by:

- Strategic planning regarding NCCC roles, mandates, and responsibilities, or induce a complete reform and a new approach if required;

- A key component of this output was the assistance to decentralise CCA management and assist in developing regionalised approaches to CCA, establishing regional CCA management hubs (regional NCCCs) through the Regional Councils and with relevant Municipalities.

- The project also strengthened the national level CCA management structure within the Government. Currently, the Ministry of Environment and Tourism houses a CC Unit, which is largely tasked with the coordination of CC activities in Namibia as well as international negotiations on the topic. It is clear that this unit needs to be enlarged and strengthened to effectively deal with the increasing CCA responsibilities and needs of the country.

During the project duration the most appropriate future institutional arrangement was sought, within MET and elsewhere. There is an opportunity to fully integrate staff requirements within MET through the ongoing MET skills audit and restructuring process. The project continued to enhance awareness, understanding, and capacity to manage CC at top decision makers' level. It strengthened individual capacity needs at technical and management levels through general management training incorporated into specific CCA-relevant training.

Finally, under this output the project developed a dedicated youth programme that conceptualises the youth as future decision makers as well as development agents in their current communities. The youth programme was built on already tested Environmental Education (EE) models applied in Namibia (i.e. using schools as information hubs for rural development) and would work in close collaboration with the Ministry of Education.

Output 3: Climate Change-proof national and sectoral policies; design, test and implement priority CCA measures (flooding and settlement/sanitation and health) set, and promote community-based adaptation action

Under this output, the project built on a strategic policy framework analysis already undertaken as part of the SNC (sector reviews and national policy process) and supported the implementation of climate resilient policies. A medium to long-term policy development strategy was generated, building on existing coping mechanisms and best practices, and on implementation.

Following the diagnostic work and options analysis in Output 1, the project helped in developing and implementing Climate Change-proof investment plans for large infrastructure developments, and set incentives for continued investments. This output focused on the newly implemented Disaster Preparedness Policy, generating evidence of effective strategies to reduce climate-related vulnerabilities.

The project exerted significant effort in community mobilisation, and implemented specific and targeted outreach through nation-wide application of tested community CCA toolkits from the Omusati pilot project, adapted to specific regional contexts. The project promoted, for example, Community-based Natural Resource Management (CBNRM) and Community-based Integrated Ecosystem Management (CBIEM) as critical adaptation tools and worked through government extension services and existing support organisations for effective outreach.

Next, the project designed and put in place two dedicated pilot projects that addressed flood and settlement, and sanitation and health issues as they relate to CC risk and opportunities, as these issues had not received any focused attention prior to the AAPNAM project. The project up-scaled lessons learnt from these pilots into the national CCA context.

Output 4: Expanded financing options to meet national adaptation costs at the local and national levels, building on ongoing IFF work

Following, the diagnostic work and options analysis in Output 1, the project determined the potential for fiscal and regulatory instruments to provide incentives for CCA. The project also aimed to develop a financing strategy that would take into account the potential for the private sector (e.g., mining, farmers, tourism, fisheries) to finance adaptation and identify how national budgets would need to change. The expected income from international adaptation funds (in particular the Adaptation Fund) and revenues from environmental payment mechanisms such as carbon sequestration credits were initially identified sources of funds.

The project aimed to assist the Government to coordinate donors on this issue and assist them to

integrate donor financing into their CC management platform (*see Output 2*). Gender sensitive budgeting and financing were also considered as a matter of priority.

Furthermore, the project focused on community-level financing of CCA, and expanded the Community-based Adaptation (CBA) concept through, among other things, the establishment of a sustainable financing mechanism. Overall, the project promoted microfinance opportunities, which should be CC risk-proofed (even if market/demand driven).

Output 5: Generating and sharing of knowledge on adjusting national development processes to fully incorporate climate change risks and opportunities across all levels

At national level, the project focused on information sharing. It aimed to develop and implement an innovative strategy to reach the community level using, for example, radio, exchange visits and conferences. It was important to ensure that information stemming from research and studies, amongst other information generated under this project, is communicated in a policy-relevant context and manner. This project thus integrated this as part of its communication strategy. The project developed a dedicated web portal for CC issues for Namibia.

On the international level, the project was reporting through the APP programme. The web portal had reached an international audience, and relevant interactions occurred at international conferences and other events. Investments in knowledge sharing would be major contributions to reducing the economic and development losses envisioned in a business-as-usual scenario, by better preparing countries, institutions and individuals for CC challenges. This component was also linked to the UNDP Adaptation Learning Mechanism, contributed to its content and community of practitioners, and promoted its use within Namibia.

3. EVALUATION FINDINGS

3.1 PROJECT FORMULATION

3.1.1 Conceptualisation ***(Rating: S)***

The AAPNAM project is not a traditional adaptation programme. It has a more strategic focus, aimed at creating an environment in which more informed and appropriate adaptation decisions and practices are made in Namibia. The AAPNAM team in the MET/DEA Climate Change Unit played the following key roles:

- standard setting (i.e. helping Ministries to develop the ToRs for the Climate Change priorities;
- conveners of Ministries and multi-stakeholder platform, i.e. bringing stakeholders including ministries, private sector organisations and educational institutions together to understand cross-sectoral linkages an implications for policy and CCA initiatives;
- synthesising information from sectoral studies, pilot projects and feeding such information back into multi-stakeholder processes;
- coordinating the knowledge management component;
- soliciting technical advice, as needed for the implementation of the various projects; and
- performing project activities, monitoring and evaluation and progress reporting.

The project design was inclusive with a professional logical framework. However, baseline information on which result-indicators were based was not accurate.

3.1.2 Country-ownership

The AAPNAM design formulated an Activity Results Matrix that directly contributed to the attainment of project outputs. The more recent UNDP Strategic Plan has been amended to include a stronger climate change and adaptation focus. The UNDAF which was prepared in the year 2010 directly addressed the priorities of Namibia's 3rd National Development Plan (NDP3), which entails the country's priorities pertaining to CC and CCA in particular. It can thus be assumed that CCA was mainstreamed throughout all UN-country strategies and agreements, a process that was facilitated through the AAPNAM project, *vis-à-vis* the climate proofing of national and sectoral policy. Therefore, the project design was based on the overall development framework of Namibia.

The objective of the project was: "Namibia has the institutional, individual and systemic capacity to address climate change risks and opportunities through a national approach to adaptation". This objective directly responds to Objective 4 of the National Policy on Climate Change (NPCC) for Namibia. The AAPNAM implementation was coordinated by the Ministry of Environment and Tourism, with the following serving as core stakeholders in implementing the project activities: Ministry of Agriculture, Water and Forestry; Ministry of Works, Transport and Communication (Namibia Meteorological Services); Office of the Prime Minister; National Planning Commission; Ministry of Finance; Ministry of Fisheries and Marine Resources; and the Regional Councils.

3.1.3 Stakeholder participation ***(Rating: HS)***

During the AAP project formulation, a number of government line ministries perceived to play key roles in its implementation were consulted for project design input and project document appraisal. Amongst others the UNDP Country Office; Ministry of Environment and Tourism (MET), Ministry of Agriculture, Water and Forestry; Ministry of Works, Transport and Communication (Namibia Meteorological Services); Office of the Prime Minister (DRM); National Planning Commission (NPC); Ministry of Finance (MoF); Desert Research Foundation of Namibia (DRFN); UNFPA and Regional Councils were consulted. Other donor funded projects pilot studies such as Country Pilot Partnership for Integrated Sustainable Land Management (CPP-ISLM) and the UNDP/GEF Small Grant Program informed the formulation of AAPNAM project outputs.

3.1.4 Replication approach

Project formulation was consultative as key stakeholders were consulted. However, the consultation process did not seek existing stakeholders' priorities related to climate change adaptation. Moreover, the consultation process did not seek stakeholders' views on identification of project objectives/focus. Finally, there were no clear monitoring indicators that could inform the PMU in the formulation of the replication approach.

3.1.5 Linkages

As explained earlier, the project design was based on an overall national development framework. Furthermore, the project promoted and contributed to existing initiatives and synergies such as CPP-ISLM, the Small Grants Programme (SGP) and the CBNRM programme. The UNDP/GEF funded NCSA and subsequent CEGEM programmes identified capacity needs for the implementation of the three Rio Conventions (CBD, UNCCD and UNFCCC). The AAPNAM project outputs responded to most of these capacity needs identified in the final NCSA report. The AAPNAM outputs were also relevant for environment related and cross-cutting national policies and strategies and action plans.

3.2 PROJECT IMPLEMENTATION

3.2.1 Implementation Approach ***(Rating: S)***

The Namibian component of the global AAP project has been proposed by the Government of the Republic of Namibia. It was entitled "Building the foundation for a national approach to Climate Change Adaptation in Namibia" (hereinafter called AAPNAM) to address climate change risks under each of the five AAPNAM Global Programme outputs. The total resources allocated to the AAPNAM project under the support of the Government of Japan was US$3 million, including the project preparation funds. The project's implementation period was 2010-2012.

The overall project implementation involved multi-stakeholder participation at all levels of project planning and implementation phases. The overall management responsibility of the project rested with the Project Manager and his support team. The Project Management Unit was primarily responsible for day to day management of the project. The Ministry of Environment of Tourism and UNDP provided guidance and appraisal to the project implementation. The Project Manager reported to the National Project Director. The multi-stakeholder National Climate Change Committee provided the required technical

steering assistance by rendering technical, policy and programmatic guidance for the project.

3.2.2 Monitoring and evaluation ***(Rating: MS)***

The AAPNAM PMU captured information, noted the process and milestones achieved while monitoring the implementation and progression of each project output. The consultant was also capturing the progress, challenges experienced and interventions while carrying out AAPNAM consultancies. The information has been captured in the following:

- Minutes of the NCCC
- Quarterly reports
- Project progression report
- Mid-AAP program evaluation

The MET/UNDP monitoring and technical support strengthened the monitoring and evaluation of project activities. The Financial Audit report was completed and commended the financial monitoring. The SGP projects and school grants progress report informed the next disbursement of trenches. However, most small grants started late and monitoring and evaluation need to be continued by reputable parallel institutions. The NCCC were presented with the progress report throughout the programme. However, the progress reports were not distributed in advance for valuable input.

The AAPNAM PMU documented all the actions and activities that have been undertaken since project inception. This provided effortless data compilation for the evaluation team to form opinions regarding project implementation.

3.2.3 Stakeholder participation ***(Rating: HS)***

The AAPNAM project ensured participation from various stakeholders. High level decision-makers, middle managers, technocrats, local extension officers from relevant Ministries, NGOs and CBOs participated either in training workshops, implementation of activities and/or monitoring of progress. The following were the key stakeholders in project implementation: National Planning Commission in the Office of the President; line ministries including Ministry of Agriculture, Water and Forestry (MAWF), Ministry of Fisheries and Marine Resources (MFMR), Ministry of Finance, Ministry of Works and Transport (MWT), Ministry of Lands and Resettlement (MLR), Ministry of Gender Equality and Child Welfare, Ministry of Finance; Regional Councils and Municipalities; policy makers; international communities; extension services; community organisations; local communities; and the youth.

The project developed implementation synergies with Creative Enterprise Solution, UNDP/GEF SGP, Namibia Development Trust, and Office of Prime Minister (OPM), NPC as well as MAWF-DEES regional agricultural extension officers.

3.3 FINANCIAL PLANNING

The AAPNAM project was funded by the Government of Japan at a cost of US$3 million, which was made up of a US$0.02 million preparation fund and US$2.98 million for project implementation. The UNDP Namibia Country Office, under the auspices of the Environment, Energy and Disaster Risk Reduction Unit and the Namibian Government through the Ministry of Environment and Tourism's

Department of Environmental Affairs were tasked to provide technical and managerial input in the project.

Table 1: Budget allocation per output and percentage of expenditure by end October 2012

Project Outputs	Budget	% Spending
Output 1: Dynamic, long-term planning mechanisms to cope with the inherent uncertainties of climate change introduced, with focus on managing flood risk	**US$522,000**	**156%**
Output 2: Namibian leadership and institutional frameworks to manage CC risks and opportunities strengthened, including a decentralised approach	**US$869,700**	**89%**
Output 3: Climate-resilient policies and measures implemented in priority sectors (flooding and settlement/sanitation and health), promoting community-based adaptation action	**US$1,096,300**	**82%**
Output 4: Financing options to meet national adaptation costs expanded at the local and national levels, building on ongoing IFF work	**US$435,000**	**54%**
Output 5: Knowledge on adjusting national development processes to fully incorporate climate change risks and opportunities generated and shared across all levels	**US$57,000**	**132%**
Total	**US$2,980,000**	**94%**
Estimated MET- in kind contribution	**US36 705**	**-**

Financial management and disbursement followed the UNDP financial management process but later changed to MET/DEA as the host of the project. This change in financial management arrangement did not in any way hinder the financial flow or rate of implementation of planned activities.

3.3.1 Procurement Management:

The project administrator managed to encompass the procurement responsibilities in collaboration with UNDP personnel. The project quarterly reports had a version of numerical figures on the expenditures and rate of financial spending on percentage. The effectiveness of procurement management was also confirmed by the Office of the Auditor-General's audit report of the year ended 31 December 2011.

Table 2: Overview of the AAPNAM financial expenditures as at end of October 2012

Project Output	Total Expenditure for the year 2009	Total Expenditure for the year 2010	Total Expenditure for the year 2011	FY 2012 Expenditure by 31 October 2012	Total Cumulative Expenditure by 31 October 2012	AAPNAM TOTAL BUDGET	Percentage of Expenditure by October 2012
Output 1	12 837.22	170 728.17	461 438.56	167 888.00	812 891.95	**522 000.00**	156%
Output 2	776.36	123 802.13	567 832.89	84 207.03	776 618.41	**869 700.00**	89%
Output 3	14 181.11	297 591.39	482 208.63	105 169.31	899 150.44	**1 096 300.00**	82%
Output 4	-	16 548.60	102 325.92	116 559.95	235 434.47	**435 000.00**	54%
Output 5	-	1 091.33	28 816.96	45 507.59	75 415.88	**57 000.00**	132%
Total	**27 794.69**	**609 761.62**	**1 642 622.96**	**519 331.88**	**2 799 511.15**	**2 980 000.00**	**94%**

3.3.2 Sustainability Plan

The AAPNAM PMU drafted the aims of a sustainability plan to guide the integration and institutionalisation of key output results of the project into the operational structures of identified line ministries and other stakeholders beyond the duration of the project. The sustainability plan identified specific strategies and action plans that would advance the impact and legacy of the project. Specific objectives included: i) enhancing and implementing the AAP project sustainably beyond the framework of the project; and (ii) Continuing to grow sustainability expertise among service delivery institutions in a more cross-sectoral approach.

In addition to the sustainability plan, the PMU devised an exit strategy that would spell out and foster the modalities of the project activities.

4. EVALUATION RESULTS

This section presents major AAPNAM project achievements and discusses these at project output level. The section also presents challenges experienced, lessons learned and interventions made to address the challenges.

Table 3: A summary of the project achievements per output, rating and sustainability indication

Output 1: Dynamic, long –term planning mechanisms to cope with the inherent uncertainties of climate change introduced, with focus on managing flood risk			
Expected Results	**Key Achievements**	**Rating**	**Sustainability Indication**
1.1 National stakeholders generating and applying critical information for improved and climate resilient decision-making	A National Climate Risk Management Capacity Assessment and Capacity Development Plan formulated Approvals of National Climate Change Policy by parliament and owerwelming support of bidding of Green Climate Change Fund hosting are immediate evidences of capacity development impact of perceived as a long term	**S**	Division of Multilateral Environmental Agreement (DMEA)
1.2 Technical capacities for CC and CCA adaptive planning and management increased, with specific actions on contingency planning for flood and drought events	T21 Dynamic systems modelling to undertake cross-sectoral analyses of climate change adaptation, impacts developed -GIS-based and gender-specific climate risk assessment decision making tools developed	**S**	- NPC host (Macro-economic modeling team of NPC, BoN & MoF) - OPM/DRM - Ministry of Gender
1.3 CCA related drought and flood risks assessed and contingency measures in place	An improved climate risk management of Early Warning System (EWS) and EWS information centres designed	**S**	- MAWF/Hydrology - MWT/NMS - OPM/DRM

Output 2: Namibia leadership and institutional frameworks to manage CC risks and opportunities strengthened, including a decentralised approach			
Expected Results	**Key Achievement**	**Rating**	**Sustainability Indication**
2.1 Strengthened and, if necessary, reformed, national and regional multi-stakeholder CC coordination platform	Evaluation of the Namibia NCCC and the potential establishment of Regional Climate Change Committees completed The evaluation has resulted on regular well attended NCCC meetings, and adoption of action plan for implementation of the recommended strategies	**S**	- DMEA - (RCCC- when institutionalised)

2.2 Strengthened leadership and technical capacities of national government and service providers at national, regional and local levels to assist communities in addressing climate change risks and opportunities	CCA ambassadorial forum established and appropriate training offered - About 60% of appointed CCA ambassadors comprising of technocrats from various institutions in Namibia fully attended (75-100%) all sessions. -CCA ambassador training was evaluated by participants, have indicated higher satisfactions with training -Recommended update sessions held, facilitated by APPNAM -On-line communications, climate change fair and consultative workshops initiatives on-going.	**HS**	- DMEA
2.3 Youth action programmes implemented that enhance overall community outreach on adaptation action - on a pilot basis	CCA Youth Action Programme and Outreach Strategy done - About 300 youths in Namibia attended the CCA Youth Conference - A total of 40 UNAM Environmental Society members trained to spread CC & CCA awareness messages - Ten high schools environmental Clubs from six regions financially supported	**S**	- DMEA - EEI Unit

Output 3: Climate-resilient policies and measures implemented in priority sectors (flooding and settlement/sanitation and health) and promoting community-based adaptation action			
Expected Results	**Key Achievement**	**Rating**	**Sustainability Indication**
3.1 National Climate Change Adaptation framework for priority adaptation action at the national, regional and local levels in place	National Policy on Climate Change and the Strategy and Action Plan for Namibia finalised	**S**	- National Policy (NPC) - DEA & NMS
3.2 Mechanisms and approaches for nation-wide community planning and outreach for adaption in place (Toolkits developed and tested in 12 regions)	A community information toolkit on Climate Change Adaptation for all regions finalised and translated in local languages -Approach for community planning and outreach for adaptation elaborated in the Toolkits - ToT approach and that Toolkits being implemented by Extension officers in the Regions	**S**	- DMEA - MAWF: Regional Extension Officers (RCCC- when institutionalised)
3.3 Capacity to effectively address selected sector issues developed (on a pilot basis - priorities floods and settlements & sanitation and health)	The development of a Climate Risk Management Plan for Oshana Region done Awareness have been raised, workshops have been conducted and training given for capacity development at different levels Documentary proof are the Ondangwa water pump, the Oshakati town council is now busy to implement their storm water management plan, independently of AAPNAM activities	**S**	- Oshana Regional Council - OPM/DRM - DMEA

Output 4: Financing options to meet national adaptation costs expanded at the local and national levels, building on ongoing IFF work			
Expected Results	**Key Achievement**	**Rating**	**Sustainability Indication**
4.1 Financial development framework on Climate Change risks strengthened and opportunities established in Namibia	-Planned activity abandoned. Instead, Climate Change Financing Strategy was drafted by AAPNAM PMU The CC financing strategy outlines the opportunities available for the country to sources financing for CCA	**US**	- DMEA - NPC (Macro-economic modelling team)
4.2 Sustainable Community-Based Adaptation financing in place for meaningful community actions throughout Namibia	Five CBA Small Grants Projects financed and being implemented in Ohangwena, Caprivi, Oshikoto, Oshana and Karas All approved SGP has strong sustainability plan on their proposals	**S**	- UNDP - SGP *(Technical support needed to ensure sustainability)* - DMEA

Output 5:Knowledge on adjusting national development processes to fully incorporate climate change risks and opportunities generated and shared across all levels			
Expected Result	**Key Achievement**	**Rating**	**Sustainability Indication**
Key stakeholders document, disseminated, and influence policy and programmatic responses for adaptation in priority sectors, nationwide and internationally	Technical studies information outcomes shared amongst stakeholders at all levels. - NCCC members and CCA ambassadors (approximately 100 people) received these studies - All AAPNAM technical studies output and other activity outputs disseminated during COP17 in Durban, Climate Change Fair, distributed to all libraries nationally and individuals visiting MET/DEA offices - CCA dedicated web portal populated - Namibian CCA lesson learnt and innovations replicated elsewhere in Africa. Shared modality of AAPNAM Climate Change Adaptation Knowledge Fair is being replicated on other AAP beneficiary countries spearheaded by the Regional Office team is an obvious evidence.	**S**	- MET Website - AAPNAM Technical Studies book - DMEA

5.1 RESULTS AT PROJECT OBJECTIVE LEVEL

AAPNAM was implemented as an integral part of the UNDP Country Programme and has assisted the Namibian Government in laying a foundation leading to the achievement of the Millennium Development Goals (MDG's). In particular, it supported the achievement of Goal 7 which aimed to integrate the principles of sustainable development (including climate change risk) in national frameworks (*see Table 5*). The AAPNAM has made considerable strides in building institutional, individual and systematic capacities to undertake systematic Climate Change Adaptation mechanisms and planning.

Climate change is a new phenomenon and was never integrated into national formal planning processes and sectoral policies. The AAPNAM contributed in fast-tracking the development of sectoral policies such as the National Policy on Climate Change for Namibia, formulation of a strategy and action plan, review of NCCC operation and technical support to national endeavours such as bidding for Green Climate Change, among others. Potential models and systems interrogated by the project also strengthened the capability for formulation plans such as NDP4. The project also made significant contribution to the UNDP cross-cutting issues as outlined in Table 4 below.

Table 4: Matrix on the AAPNAM contribution toward UNDP Cross-Cutting-Issues

AAPNAM Outputs	Gender	Poverty reduction	HIV and AIDS	Good Governance	Crisis Management
1. Dynamic long-term planning mechanisms to cope with the inherent uncertainties of climate change introduced	All gender related aspects were been integrated into various packages ranging from GIS/gender specific CC risk assessments, early warning, and decision makers training; as well as at stakeholders' workshop, UNAM research information day. Attendance of the youth conference on CC had a fair representation of gender (55% female and 45% male) and all were given equal opportunity to participate in discussions.	All these efforts are aimed at reducing poverty at large and enhance the ability of the society to cope with the challenges of climate change. Youth were sensitised to become aware of the effects of CC so that they can employ adaptive measures and reduce poverty.	HIV and AIDS are cross-cutting issues and AAP-NAM activities took taken into account such issues. AAPNAM GIS and Gender Vulnerability study interrogated this issues	AAPNAM strove to be inclusive in its conduct and services and not to discriminate any groups of people.	Long-term planning mechanisms were meant to reduce climate change risks and improve crisis management. The main idea was to become proactive rather than reactive to climate risk management. Contribution to finalisation of NCC policy, Action plan and strategy is milestone
2. Leadership and institutional framework to manage climate change risks and opportunities in an integrated manner at the local and national levels built	Decision-makers' briefs on CCA for leaders and decision-makers developed and made to be used by both genders The distribution plan ensured that both men and women leaders had access to AAPNAM information products.	Once the leaders were made aware of CCA, they would develop policies and measures aimed at addressing overall poverty including hardships related to CC effects. Policy on CC gave impetus to debates in parliament particularly on timely approval of NCC policy by cabinet, also	HIV and AIDS, which are cross-cutting issues, were fully mainstreamed into AAPNAM activities. All AAPNAM activities were meant to benefit all including people affected and infected by HIV and AIDS particularly the SG projects.	All policy makers irrespective of their religion, political affiliation or gender were targeted by AAPNAM interventions.	Leaders were expected to mobilise emergency responses and manage climate related disasters and also to make budget provisions for disaster management. The EMU Emergence Fund is an exemplary one

AAPNAM Outputs	Gender	Poverty reduction	HIV and AIDS	Good Governance	Crisis Management
		national dialogue during climate change fair comprising of parliamentarians, MET minister and academics is a milestone in awareness and CC dialogues			
3. Climate-resilient policies and measures implemented in priority sectors.	Genders issues were fully articulated in the National Policy on CC (4.18) and in the draft strategy and action plan. Decision-makers' briefs on gender and CC; a GIS-based gender study were developed to articulate risks associated with men and women, given the disproportionate state of vulnerability of women to CC risks.	AAPNAM was working with various stakeholders to come up with climate change adaptation mechanisms which would in turn result in poverty reduction.	HIV and AIDS issues were mainstreamed in the National Policy on Climate Change as well as in the strategy.	There was a consultative process in formulations of National CC policy, action plan and strategy. The policy is to be implemented by all institutions and coordinated by the MET.	The National Policy on Climate Change was aligned to the National Disaster Risk Management Policy.
4. Financing options to meet national adaptation costs expanded at the local, national, sub-regional and regional levels.	The output was to design and test financial instrument taking into account of gender issues and concerns of marginalised. But this has not happened due to constraints identified. CBA grants were given to various groups to benefit both	The main objective of the output was to assist communities to implement adaptation projects that would reduce their vulnerability to negative effects of CC and also address poverty.	An HIV and AIDS organisation was one of the recipients of the IFF mechanism and small grants.	IFF mechanism was to be designed as public CCA financing instrument coordinated by sectoral players, but this has not happened due to constraints identified below. A call for project proposals for CBA and environmental clubs was widely advertised in newspapers and regional authorities to give equal opportunities to all. The selection of	The IFF mechanism and grants were also intended to assist the community to manage crises related to CC, such as floods and droughts.

AAPNAM Outputs	Gender	Poverty reduction	HIV and AIDS	Good Governance	Crisis Management
	males and females.			beneficiaries was done in a fair and transparent manner.	
5. Knowledge on adjusting national development processes to fully incorporate climate change risks and opportunities generated and shared across all levels	AAPNAM information products were gender sensitive and integrated balanced gender perspectives from communities. The distribution plan ensured that both men and women were included.	The AAPNAM information products were aimed at assisting the community to adapt to, and make them aware of, the adversities and opportunities related to CC.	The knowledge generated was shared with everyone, including people living with HIV and AIDS, was distributed to stakeholders across the nation.	Information products were shared broadly with anyone who wanted them, and were made available on the website of the project. Brochures were widely distributed and there was a provision for translation of CC information toolkits into local languages per region.	

Table 5: AAPNAM contributions to relevant National policies for linkages and synergies enhancement

National Policy	AAPNAM Output
Agricultural Policy • ensure food security and improve nutritional status • create and sustain viable livelihood and employment opportunities in rural areas • promote the sustainable utilization of the nation's land and other natural resources • contribute to balanced rural and regional development based on comparative advantage	All outputs
Water Supply and Sanitation Policy • contribute to improved public health • support basic water needs • stimulate economic development; and promote water conservation • contribute towards improved health and quality of life • ensure an hygienic environment	Outputs 3 & 4
National Forestry Policy • promote and implement afforestation and reforestation programs • implement the strategy for community involvement in forestry in the whole country • uphold the principles and practices of forest protection or conservation for national and global benefits	Outputs 3, 4 & 5
Drought policy • ensure that household food security is not threatened by drought; • encourage and support farmers to adopt self-reliant approaches to drought risks; • preserve adequate reproductive capacity in livestock herds in affected areas during drought periods; • enable rural inhabitants and the agriculture sector to recover quickly following drought; • ensure that the health status of all Namibians is not threatened by the effects of drought;	All outputs
National Policy for Disaster Reduction Management in Namibia • minimise the loss of human life/property and damage to the environment from hazards of natural, technological, and ecological origin. • advocate an approach to disaster risk management that focuses on reducing risks, especially to populations who are most vulnerable due to poverty and a general lack of resources. • advocate for shared awareness and responsibility to reduce disaster risk in homes, communities, places of work and in society in general. • give effect to the application of co-operative governance on issues concerning disaster and disaster risk management among the levels of government and allocate responsibilities in this regard to relevant stakeholders. • facilitate involvement of the private sector, non-government organisations, communities and volunteers in disaster risk management. • facilitate partnerships between the State and the private sector, non-government organisations and communities.	All outputs

5.2 RESULTS AT PROJECT OUTPUT LEVEL

The results achieved under each of the AAPNAM outputs are listed and discussed below.

Output 1: Dynamic, long-term planning mechanisms to cope with the inherent uncertainties of climate change introduced, with a focus on managing flood risk

In Namibia, a number of barriers, particularly at Government level, impede progress towards this vision. Firstly, government's management responses are often static and inflexible and can be poorly informed. Management directives established bureaucracies slow down the needed adaptive responses. A strong and regularly updated basis of information has not yet been systematically integrated into Namibia's decision making processes. Secondly, there is limited human resource capacity available to implement the proposed response. Finally, there is evident demand for dedicated training and awareness programmes, including for decision-makers.

The institutions that were targeted under this output were the line Ministries including the Ministry of Agriculture, Water and Forestry, Ministry of Fisheries and Marine Resources, Ministry of Works and Transport, Ministry of Health and Social Services and members of Parliament Committee on Economics, Natural Resources and Public Administration. At least five briefing newsletters on climate change, its risks, economics, options of financing and responses to changes were printed and distributed to targeted audience and the public at large.

- **A National Climate Risk Management Capacity Assessment and Capacity Development Plan**

A national Climate Risk Management (CRM) Capacity Assessment for CCA was undertaken. It was found that there was inadequate existing national capacity in terms of human and financial resources and institutional arrangements for CRM. The CRM plan was designed to deal with challenges posed by climate risk in Namibia. The plan proposed targets and strategies and priority investments for a five-year capacity development plan and outlined the costs involved in implementing the action plan.

Table 6: List of the climate change capacity building workshop coverage

Workshop	Venue
1. Capacity Building Concept Note: Capacity Building on CC	Karas and Hardap Region (Keetmanshoop)
2. Capacity Building and Awareness Raising on CC and CCA	Otjiwarongo, Otjozondjupa Region
3. Capacity Building and Awareness Raising on CC and CCA	Swakopmund, Erongo Region

- **Threshold 21 Namibia Model**

A Threshold 21 (T21) Dynamic system modelling was developed to undertake cross-sectoral analyses of climate change adaptation, impacts, and policy and adaptation options. The T21 is a Systems Dynamics based model designed to support national development planning. It integrates the economic, social, and

environmental factors of development into a single framework. It takes account of the relations and feedback across these sectors to generate comprehensive policy scenarios for climate change adaptation and mitigation.

A Namibian team comprising members from NPC, Ministry of Mines and Energy, Ministry of Agriculture, Water and Forestry, Ministry of Fisheries and Marine Resources, Ministry of Environment and Tourism, University of Namibia, and Polytechnic of Namibia received basic training on the use of the model. The model will be hosted by the Namibia macro-economic modelling group, comprising members from the Bank of Namibia, MoF and NPC will take the lead in this activity. The model was officially handed to NPC. The respective institutions indicated willingness to send their candidates for advanced training next year in Bergen, Norway, where yearly 8-week courses on systems dynamics modelling is held.

Table 7: List of workshops for Threshold 21 Dynamic Model

Workshop	Venue	Date
1. T21 Model Awareness Workshop	Windhoek	April 2011
2. T21 Model Training Workshop	Okahandja	20 Feb - 2 March 2012

- **GIS-based and gender-specific climate risk assessment decision making tool**

This study set out to improve the existing climate change-related risk and vulnerability assessment and investigate gender-specific vulnerability to climate change. Flood and drought risk analysis was conducted. The analysis shows that the most frequent droughts are likely to occur in the northern central regions. The expected population at risk during drought periods could reach about 0.6 million in 2015 and 0.7 million in 2025. Similarly, flood analysis showed that the frequency of occurrence of flooding was 20% to 40% of approximately every 3-5 years. The expected size of the population at risk during flooding could reach about 0.7 and 0.9 million in 2020 and 2030 respectively. Droughts and floods affect resources and livelihoods differently. The ill-effects of droughts and floods are disproportionately burdensome to women who are one of the vulnerable groups of the society. yet this group makes significant contributions to the livelihoods and adaptive capacity of households.

The result of the study will be used by the Ministry of Gender, Ministry of Agriculture, Water and Forestry and the Disaster Risk Management (DRM). The results will be used for planning for emergency response. These results were communicated to the respective institutions.

- **Design of an improved climate risk management Early Warning System (EWS) and EWS information centres**

Effective early warning is one of the major elements of disaster risk reduction which could both save lives and help protect livelihoods and advance national development plans. The result of this study shows that there is inadequate institutionalised structure or system of early warning for climate induced disasters, ineffective delivery of short term alert, and low capacity of long term warning with regard to climate risks.

The ToR for the EWS assumed that there was already an established Climate Risk Management Early Warning System. However, the study findings were that there was no institionalised structure or system of early warning for climate risk or for other kinds of disaster risks. Therefore, the study's recommendations

are centred around the establishment of an entirely new National Early Warning system rather than the design of an improved Climate Risk Management Early Warning System and Information Centres.

The DRM finalised the Disaster Reduction Plan which calls for an Integrated Early Warning System for Namibia. The results of this study were communicated to the DRM, and it is foreseen that the Integrated Early Warning System for Namibia will build on the findings of this study. The project communicated the policy recommendations/study findings through national coordinating processes, and continues to raise awareness about CC risks and opportunities.

Output 2: Leadership capacities and institutional frameworks to manage climate change risks and opportunities in an integrated manner at the local, regional and national levels strengthened

Future CCA management needs in Namibia were identified, including the development of models for enhancing institutional frameworks to address CCA management needs based on best-available information, particularly learning from and improving the already existing multi-stakeholder NCCC. The AAPNAM enhanced awareness, understanding and capacity to manage CC at top decision makers' levels.

An important component of this awareness-raising is the development of planning tools for assessing climate change risks and adaptation options at different levels (for example communities, regional governance systems and service providers, national level policy and decision-makers). Equally important is the potential of integrating these into routine planning processes, strategy-development and policy-making.

This output of the project also incorporated the development of a dedicated youth programme that conceptualises the youth as future decision makers as well as development agents in their current communities. The youth programme built on already tested Environmental Education models applied in Namibia.

Building a national approach to CCA requires innovation in how knowledge is generated and shared. Climate change information was produced, packaged and shared through numerous platforms including the CCA Ambassadors programme which served as an updating programme on CC matters in Namibia. The ambassadors were members representing all ministries and a pool of NGOs, government institutions and businesses. These ambassadors played an important role in informing high-level policy and decision-making. Within this context, the main aim of the ambassadors' programme was to build drivers of Namibia's national action on CC in the future. About 80 technical people from public and private institutions were trained on CC issues in order for them to assist in integrating CC matters into their activities.

In terms of developing targeted content for technical briefing and decision-making, a suite of training packages on climate risk management was developed. The targeted audience that was engaged included members of parliament, ministers, directors of government portfolios, policy makers, all high level management staff in planning ministries and business leaders.

The evaluation of findings observed time limitations with regard to climate change awareness-raising. Activities of this nature require 3 to 5 years to make meaningful impact and for extension agents to grasp the content. Time constraints also introverted the PMU from sharing the outcomes of technical studies at an international level, e.g. in peer review journals that may contribute to Namibia's competency on the climate change body of knowledge.

Evaluation of the Namibia National Climate Change Committee and the potential establishment of Regional Climate Change Committees

In its quest to strengthen national leadership and institutional frameworks to manage climate change risks and opportunities, the Ministry of Environment and Tourism (MET) reviewed the current National Climate Change Committee (NCCC) and provided advice on necessary reforms to this platform. Secondly, MET expressed intentions to develop a model for possible establishment of regional climate change committees in all 13 regions of Namibia.

Findings were that NCCC in its current structure was thought to be a useful national forum in advising the Government with respect to climate change matters. With NCCC's positive attempt in its advisory roles, there was still much more to be done for NCCC's full role to be realised, particularly attracting a broader range of stakeholders in its fold.

It was also found that the high level segment was not attending meetings in order to strengthen the decisions and resolutions often taken by delegated representatives. Furthermore some of the key stakeholders such as the private sector and line ministries were not part of the NCCC.

On the matter of establishing Regional Climate Change Committees (RCCC), all regions agreed that it was necessary to establish these committees. It was recommended that the RCCC establishment should be accompanied by financial, human and logistic resources.

Table 8: Coverage of consultative workshops on the establishment of Regional Climate Change Coordination Committees

Workshop	Venue	Regions Represented
1. NCCC regional consultation workshops on the establishment of RCCC	Rundu	Kavango and Caprivi Regions
2. NCCC regional consultation workshops on the establishment RCCC	Oshakati	Oshana, Omusati, Ohangwena and Oshikoto Regions
3. NCCC regional consultation workshops on the establishment RCCC	Keetmanshoop	Hardap and Karas Regions
4. NCCC regional consultation workshops on the establishment RCCC	Windhoek	Erongo, Khomas, Omaheke and Otjozondjupa Regions

CCA Youth Action Programme and Outreach Strategy

The youth are the future decision-makers. It is therefore important that they are sensitised on CC issues. They play an important role in disseminating information to their communities, thereby further building awareness. To ensure that they are knowledgeable on CC issues, a Youth Action Programme (YAP) and outreach strategy on CCA was designed and implemented. The YAP aimed to educate and empower the youth on CCA and adaptation opportunities in Namibia. The YAP was a result of a novel methodology/approach which incorporated the following:

- use of literature, research and expert advice;
- contact group sessions and the formation of a network of actors under the Namibian Youth Coalition on Climate Change (NYCCC);

- supporting the implementation of YAP pilot activities; and
- enabling youth to become part of the development process by collecting their inputs during the Namibia CCA Youth Conference.

The National Youth Council took responsibility for the coordination of related functions with support from the Ministry of Environment and Tourism, DMEA - Environmental Education and Information System unit as well as technical support from NCCC.

Output 3: Climate-resilient policies and measures in priority sectors implemented

AAPNAM addressed issues relevant to building on a strategic policy framework analysis already undertaken as part of the Second National Communication to the United Nations Framework Convention on Climate Change (UNFCCC) in the sector reviews and national policy process section for the support of implementation of climate resilient policies. The AAPNAM have included community mobilisation and implementation of specific and targeted outreach through nation-wide application of the tested community CCA toolkit from the Omusati pilot project under the Country Pilot Programme (CPP) project, adapted to specific regional contexts.

This output progressed CCA by developing long-term planning frameworks for adaptation, strengthening the Disaster Preparedness policy, encouraging greater community support for CCA and establishing demonstration activities on adaptation to reduce CC damages due to floods and health effects.

National Policy on Climate Change for Namibia

The National Policy on Climate Change will be sustainable and be implemented beyond the AAPNAM as it is a national document that will need to be implemented through the CC Strategy and Action Plan. Sustainability will only be achieved through proper coordination of activities by MET to ensure that actions are implemented by the lead agency and supporting partners. The National Policy on Climate Change's vision will be realised by implementing the CC strategy and action plan to be finalised by November 2012.

Table 9: Coverage of public consultations on National Policy on Climate Change for Namibia

Workshop	Venue	Regions/area represented
1. Climate Change Policy regional consultation workshop	Oshakati	Oshana, Ohangwena, Oshikoto, Kunene and Omusati regions
2. Climate Change Policy regional consultation workshop	Walvis Bay	Erongo, Khomas, Omaheke, Hardap and Kunene regions
3. Climate Change Policy regional consultation workshop		Otjozondjupa, Caprivi and Kavango regions
4. National conference on consultation for Climate Change Policy	Windhoek	Windhoek
5. Climate change strategy and action plan consultative workshop	Windhoek	Windhoek

A community information toolkit on CCA in Namibia

The Namibian government is cognisant of the need to strengthen the adaptive capacity of subsistence farmers and rural communities by providing them with clear information on how to adapt. Tailor-made CCA information toolkits were designed for 12 regions (based on the pilot toolkit in Omusati region) aimed at informing farmers and communities of simple coping measures applicable to their environments. The toolkits were translated into vernacular languages to ensure effective usage. The toolkits provided background information on concepts such as CC, CCA, expected risks associated with CC, and possible measures to cope with such risks specific to each region. There were also community planning tools meant to facilitate the identification CC risks and measures to adapt to such risks. Each toolkit was accompanied by an educational poster.

The Community Based CCA Information Toolkits were tailor-made for each region; their use was perceived to be sustained through the training of trainers provided to extension agents (MAWF-DEES) in the regions, who were then expected to roll them out to the communities.

Table 10: Coverage of CCA toolkits regional consultative and training of trainers *workshops*

Workshop	Regions
1. Toolkits consultative workshop	Otjozondjupa region (Tsumkwe and Otjiwarongo), Kavango region (Rundu and Kurenkuru) and Caprivi region (Katima Mulilo)
2. Toolkits consultative workshop	Oshikoto region (Omuthiya), Ohangwena (Eenhana) and Oshana (Oshakati)
3. Toolkits consultative workshop	Kunene (Opuwo)
4. Toolkits consultative workshop	Erongo (Swakopmund), Omaheke (Gobabis), Hardap (Mariental) and Karas (Keetmanshoop)
5. CCA toolkits Training of trainers	Caprivi region (Kabe and Kongola), Kavango region (Rundu) and Otjozondjupa region (Otjiwarongo
6. CCA toolkits Training of trainers	Karas region (Keetmanshoop), Hardap region (Mariental) and Omaheke region (Gobabis)
7. CCA toolkits Training of trainers	Erongo region (Swakopmund) and Kunene region (Opuwo and Khorixas)
8. CCA toolkits Training of trainers	Khomas region (Windhoek)
9. CCA toolkits Training of trainers	Oshana region (Ongwediva), Ohangwena region (Eenhana) and Oshikoto region (Omuthiya)

Box 1: Climate Change Toolkit Rollout to farmers in Karas Region

MAWF: Directorate of Engineering and Extension Services of Karas Region decided to roll out CCA toolkits after the AAPNAM Training of Trainers workshop. The Keetmanshoop DEES office resolved to place a two-page article on their regional bi-annual newsletter: *Boerdary-belange* (*Farmers' Interest*). The first article appeared in the June 2012 edition, authored by Ms Katrina Willem (Extension Technician, Karas Region)

The Development of a Climate Risk Management Plan for Oshana Region

The Climate Risk Management (CRM) Plan for Oshana Region was developed. The plan focused on two key sectors, i.e. i) floods and settlements; and ii) sanitation and health. The main concerns for floods and settlement were: displacement of people; loss of property and damage to infrastructure as a result of flooding; increased risks of communicable diseases; and increased financial burden on individuals and service providers to deal with the flood impacts. Oshana Region is particularly vulnerable to flooding due to inadequate storm water drainage, inappropriate planning for settlement and limited financial resources at regional level.

For the sanitation and health sector, the concerns were water pollution and improper hygiene that often lead to diseases such as cholera. In addition, open pools of water increase incidences of malaria. With climate change, it is expected that temperatures will increase and this is consequently expected to lead to an increase in skin diseases due to increased exposure to sun rays.

Gender aspects are cross-cutting in both sectors. Women and children are more vulnerable to the impacts of climate change as compared to men. Due to these vulnerabilities and the important role of women in CCA, the CRM Plan will support gender equality and women's empowerment. Women are reported to experience more emotional problems during times of floods, and are more likely to experience violence and limited privacy which exposes them to reduced dignity and to increased risk of sexual exploitation and abuse.

Interventions in the CRM plan were proposed to address the above mentioned concerns. Implementation of the CRM Plan will be coordinated by the Regional Disaster Risk Management Committee and implementation will be done through its member institutions. This will however require strengthening of the RDRMC institutional capacity as well as individual capacity of members. It is proposed that this be done through a Project Management Unit, housed within the RDRMC or alternatively through specialised technical support.

Output 4: Financing options to meet national adaptation costs expanded at the local, national, sub-regional and regional levels

The main objective of this output was to ensure that financing options to meet national adaptation costs were expanded at local, national and regional levels.

Support to previous IFF work

Investments and Financial Flow (IFF) assessment in Namibia was carried out by a team of local expertise from the Ministries of Environment, Mines and Energy, Agriculture, Finance and the UNDP Country office. This was a good opportunity to empower local experts, but the challenges were coordination of the team and that work was done on a part time basis, so it took longer to be completed. The results of the IFF studies are good, but lack strategy as to how the future IFF activities can be progressed.

In support of previous IFF work, the AAPNAM was to do diagnostic of work and options analysis in Output 1, by determining the potential for fiscal and instruments to provide incentives for CCA. The

project was also to develop a financing strategy that takes into account the potential for the private sector (e.g. mining, farmers, tourism, fisheries) to finance adaptation and identify how national budgets would need to change. The expected income from international adaptation funds (in particular the Adaptation Fund) and revenues from environmental payment mechanism such as carbon sequestration credits are initially identified sources of funds.

AAPNAM find this output 4 very ambitious give the set expected results versus the funds allocated, high demand of team work coordination and the project timeframe. The I&FF team consist of members from UNDP, AAPNAM, MET, Ministry of Finance, IECN, UNDP, MME. The work was initial to be carried out by NGOs, private sector, inter-ministerial teams to add more value to the process, the resources constraints foreseen.

The planned activity was abandoned due to technical challenges. However, AAPNAM PMU developed Climate Change Financing Strategy and Action Plan by sectors to be used by DMEA and the National Macro-Economic Committee on deliberation of climate change financing issues. In addition, the AAPNAM developed and submitted two financing proposals in support of previous IFF work:

i. Proposal to Special Climate Change Fund on behalf of the MET (outcome pending)
ii. Proposal to UNFCC for Namibia Third National Communication (already approver and recruitment of the coordinator completed)

AAPNAM Small Grants Component

The Small Grant Programme was designed to provide grants to small-scale projects related to climate change abatement and adaptation, biodiversity, international waters protection, persistent organic pollutants reduction and land degradation. The funding of up to N$250 000.00 was granted to five community based proposals and channelled directly to NGOs or community based organisations.

The AAPNAM funded five communities' climate change adaptation related activities through grants to CBA and schools environmental clubs, totalling N$1,752 000.00. This is part of the project's key result areas that sought to ensure that sustainable CBA financing was in place for meaningful community actions throughout Namibia. These pilot projects were used to demonstrate the efficacy of the small grants so that they could be up-scaled at national level. Below is a brief description of the project intents, progression and sustainability framework.

- **Chibula-Munda Community Project Flood and Rainwater Harvesting**

This project was aimed at construction of an earth dam in the area of Chibula-Munda. The community of Chibula-Munda, which literally means "place without flood", is a self-mobilised group of displaced by floods, coming from several settlements. As the name suggests, the area is not affected by floods as it is on the higher grounds. This makes it ideal for year-round farming. However, this place does not have permanent water sources. Farmers depend on rain water that collects in the natural depressions for their cattle. These depressions are shallow and despite the high rainfall in the area, they do not hold water for long. All the depressions dry up by May or June each year.

The community applied for funds to harvest rain water for livestock at selected sites, about 2km east of the main road. The site's natural depression is suitable for an earth dam as it is within reach of the community. Also, it is far away from the fields and lies in an area that allows the inflow of rain water. The

earth dam is accessible to water birds and other wildlife, and has a potential for catfish farming. The area receives catfish from Chobe River during good years and plans are underway for the establishment of a vegetable garden. The availability of water for elephants also ensures that elephants will not cause damage to water installation meant for human consumption. The project is satisfactory completed.

Sustainability framework of water point

The community acknowledged the importance of sustainability of the project once funding ceased. Thus, they limited the project to be merely an excavated earth dam with no technology of any kind. The lack of artificial structures or moving parts implies that the system will not be prone to any costly mechanical breakdown. The most likely shortcoming of this earth dam is siltation over time. However, experience from other similar projects in the region shows that the rate of siltation is very low.

- **Omuthiya EzyStove Youth Project**

The Namibian NGO Creative Entrepreneurs Solutions and the Swedish Ergonomidesign recently developed the energy efficient and user friendly EzyStove in collaboration with Namibian households as part of the UNDP-GEF funded Community Based Adaptation to Climate Change pilot programme. The stove is a result of extensive testing with Namibian women in rural areas as well as informal urban settlements, user and design input from test families and merged with the engineering and design expertise from Ergonomidesign. The EzyStove has a thermal efficiency of 19.5% according to the results of the Water Boiling Test. The test families also reported on a cleaner cooking environment when using the EzyStove. The EzyStove has also been successfully used in flood areas because of its burning chamber being elevated from the ground and its easy mobility. The total gains from using energy efficient cooking stoves include:

- Improved health due to less indoor air pollution;
- Reduced emissions of greenhouse gases globally;
- Local environmental benefits by reducing pressure on wood reserves;
- Economic benefits due to households saving on wood.

Established in December 2008, the Omuthiya Tsotso Stove Project is a youth led project based in the Omuthiya constituency and it is one of the sub-projects of the King Nehale Conservancy. It consists of 10 project members who are working towards attaining the project's aim of reducing the danger of deforestation by producing energy efficiency stoves.

The project, with technical support from NDT and CES secured the AAPNAM grant for the manufacturing and promotion of EzyStove. The EzyStove concept is originally established on business principles to trade parallel with the Tsotso stove for the youth to diversify the products and increase their income. The EzyStove product has patent on designs held by CES that requires promoters to take rods for ring bending to the CES workshop in Ondangwa and pick them upon completion. In addition, the Omuthiya EzyStove Youth Project is restricted to sell products at a price below the production cost price due to environmental friendliness promotion of the devices. Moreover, the CBA beneficiaries incur extra transportation and production costs, in addition to other operational costs associated with the EzyStove development.

The enterprise is overwhelmingly receiving local support for the Oshikoto Regional Council and the Ministry of Trade and Industry in terms of training and other business exposures. The fact that the Omuthiya Town Council has donated Erf 154 is an indication of the business viability to the local

authority. The Erf is due to be registered under the business name "Omuthiya Energy Construction CC" upon completion of formal registration. The Ministry of Trade and Industry approved name for the enterprise.

Sustainability Framework of EzyStove Initiative

In the project proposal to AAPNAM the enterprise projected to make stoves of N$3 500.00 value per day or approximately N$17 500 per week during the usage of the grant money. This scenario has not been realised. Therefore, change of current business practices is eminent if sustainability is to be sought. The initiative needs streamlined analysis of production costs and selling of final products at competitive prices or sourcing of subsidies for a longer term, probably 5 years due to socio-economic and environmental benefits of the invented device.

Furthermore, monitoring and evaluation of this venture is highly recommended as the supporting agency draws allowances from the AAPNAM, grant and its support is deem to cease with the grant. The SGP of UNDP is most suited for the continuation of the mentoring, monitoring and evaluation of the enterprise to ensure its sustainability.

Box 2: "Sustainable Business or social energy device promotion"

The EzyStove concept was originally established on business principles, including patenting of designs by CES. However, the Omuthiya EzyStove Youth Project is not a profit oriented business. The project promoters are restricted to sell products at a price below production costs (break-even analysis double checked). Moreover, the CBA beneficiaries incur extra transportation and production costs (e.g. promoters take rods for ring bending to CES workshops in Ondangwa and pick them up few days later upon completion).

- **Opepela Youth Project for Flood and Rainwater Harvesting**

The main water source for human and livestock is a seasonal water pan located in the centre of the Opepela village in the Okongo Constituency. The shallowness of the water pan does not permit good catchment of rain water to last even during the dry season. The community, with assistance of the AAPNAM grant expanded and deepened the pan, in order to allow better catchment. The initiative ultimately allowed the communities to have drinking water for themselves and their livestock for longer periods and to set up household small scale gardening projects.

Sustainability framework of Opepela Water Pan

The project only provided funds for the deepening of the pan. The project implemented within the allocated budget and would be concluded at completion. As such, the project would end/conclude as soon as the water pan had been deepened to allow better catchment of rain water. Upon achieving this goal, the project (a deepened water pan) would be handed over to the community of Opepela in order to continue using the water. It was anticipated that community members would no longer have fear of not having access to water during the dry season. Moreover, small-scale gardening projects started by the communities themselves on household bases.

- **Household-based Vegetable Micro-drip Irrigation**

Creative Enterprise Solution (CES) also secured an AAPNAM grant for piloting the use of micro-drip irrigation of vegetables within the Community Based Adaptation to Climate Change pilot programme. The project planned to set up 70 micro drip irrigation systems at household level in order to increase food security and income generation. However, due to increase in prices of implements and seeds (300%), the project only managed to set up 50 systems at schools, CBA centres and households the previous year. The beneficiaries received basic compost, vegetable production and marketing training, assistance and training on setting up the drip systems and on how to irrigate. The CES also offered business related mentorship for surplus produce marketing as well as monitoring and evaluation visits.

Sustainability framework for the drip irrigation grant

Experience from the CBA pilot programme has proven that the micro-drip irrigation systems become self sufficient after approximately five months of production provided that the system and training are well taken by the beneficiaries. This exercise is essential to ensure that beneficiaries produce sufficient amounts of vegetables for an average household of 8 members and surplus for income generation to cover household costs and for the owners to purchase seed. CES as a local based NGO is trying to source funds for further monitoring and provision of technical support, e.g. sourcing of seeds for community members and mode of accessing the financial assistance. Alternatively, the UNDP SGP may take up responsibility of monitoring and evaluation in events where CES fails to secure further funds.

- **Aus Community Garden Project**

The community of Aus, under the auspices of the Aus Community Conservation Trust (ACCT), initiated a community garden in 2009 which became operational in August 2010 with the aim of supplying the community with fresh vegetables throughout the year, including marketing linkages to local tourism establishments. Due to poor management and lack of transparency the project did not succeed.

The new Namibia Nature Foundation (NNF) AAPNAM-approved project was aimed at implementing numerous climate change related activities including awareness-raising, establishment of baseline information on vulnerability levels, implementation of adaptation measures related to water conservation through the usage of appropriate adaptation technologies, developing frameworks for business enterprises and promoting the intensification of food production to address food insecurity.

The goal of the project was to increase the resilience of the garden project to the impacts of climate change through water conservation with the adoption of technology, building capacity at group level and CBO level and formulate a business and marketing plan for the project.

By the time of this report, this project was still far from being realised as the support agency had an inception meeting in the second week of November 2012 to elect the project structure from ACCT and make plans for execution. This slow implementation pace was worrisome (see rate of replenishment in Table 11 below).

Sustainability framework for Aus Community Garden

The sustainability of the Aus Garden Project could be ensured through intensive capacity building and concentrated mentoring, especially regarding the garden project management, sourcing of implements, installations, operational structure and proper handling and marketing of the produce. The community (ACCT) inputs in the project proposal, land tenure, sharing of the water source with farmers and the interest of MAWF in the same farm were critical issues that needed to be interrogated for mapping out a sustainable framework.

The AAPNAM PMU should revisit the terms and conditions in the grant contract, and give an operational directive accountable for committed funds.

Table 11: Community Based Adaptation Small grants approved and implementation rates

SPG Grant Name	Region	Amount (N$)	Completion rate
1. Chibula-Munda Community Project Flood and Rainwater Harvesting as a strategy to cope with floods	Caprivi	150,000.00	100%
2. Omuthiya EZY Stove Youth Project	Oshikoto	250,000.00	65%
3. Opepela Youth Project for Flood and Rainwater Harvesting	Ohangwena	150,000.00	100%
4. Household Based Vegetable Micro-drip Irrigation - for food security and income generation in the face of climate change by CES	37 Self Help Group members/households in Kavango; Oshikoto; Oshana regions. 3 schools in Omusati and 4 schools in Ohangwena region. Five communal farmers in Grootfontein (Otjozondjupa region).	250,000.00	75%
5. Aus community developing capacity building strategies and piloting CCA measures by NNF	Karas	250,000.00	15%
6. 6.. Provision of flood water pumping machines to Ondangwa Town Council	Oshana		100%
7. 6..Provision of flood water pumping machines to Ondangwa Town Council	Oshana	300,000.00	100%
Total		**1,350,000.00**	**71%**

With regard to CBA financing, other partners such as the UNDP SGP Namibia continued supporting the activities of the community groups in this regard. The Environment Investment Fund (EIF) started to upscale community based initiatives at national level.

Table 12: List of schools supported by AAPNAM under Small Grant mechanism

School and Region	Project	Amount (N$)
1. Linus Shashipapo Secondary School, Kavango region	Increasing Environmental Consciousness among learners and School Community of Linus Shashipapo SS	50,000.00
2. Elaka Lapwa Combined School, Ohangwena region	Namibia Climate Change Action Project	39,000.00
3. Hochland High School, Khomas region	My Carbon Footprint	50,000.00
4. Cornelius Goreseb High School, Kunene region	Combating Climate Change through School Based Environmental Clubs	25,000.00
5. University of Namibia (UNAM Natural Resources and Environmental Society)	University of Namibia - to deal with Climate Change adaptation & Mitigation	48,150.00
6. Ombombo Combined School	Initiative to Raise Awareness & Implement Actions to Combat Climate Change	50,000.00
7. Gabriel Taapopi Secondary	Carbon-free Footprint	40,600.00
8. Katjina-Katji Secondary School	Environmental Action for Climate Change Handling	45,050.00
9. Mubiza Primary School	Mubiza Primary School Environmental Club - Actively involved learners	20,000.00
10. Academia Secondary School	School Garden	35,000.00
Total		**402,800.00**

Box 3: CCA Innovation a blossoming brainwave

AAPNAM provided co-financial support to Ondangwa Town Council to purchase a Mobile Pumping Machine to pump storm water which used to flood infrastructure in town. Ongwediva Town Council learned of the practice and once borrowed the mobile pump machine. It then resolved to purchase its own. The Oshakati Town Council upon learning of the new device contacted the supplier and purchased the biggest mobile pump as part of their flood disaster preparedness. Well done AAPNAM!

The recommended institution (UNDP SGP) was willing to take on the task of monitoring and evaluation of the AAPNAM small grants activities to ensure sustainability of these projects and realisation of the benefits. Nonetheless, the UNDP SGP had insufficient resource capacity for the additional activities. Thus, requesting the AAPNAM management to consider the additional support of a vehicle to the UNDP SGP would help in the reinforcement of the monitoring team.

Output 5: Knowledge on adjusting national development processes to fully incorporate climate change risks and opportunities generated and shared across all levels

The objective was for AAPNAM to mobilise key stakeholders to document, disseminate and influence policy and programmatic responses for adaptation in priority sectors, both nationally and internationally. The project focused on information sharing. It developed booklets and implemented an innovative strategy that reached the community level by using different modes, for example the media, community visits, training and granting of small grants and conferences.

AAPNAM also ensured that information stemming from research and studies was communicated in a policy-relevant context and manner to all and the auspices of the project's in-house Communication

Officer. Furthermore, through innovative programmes such as the CCA Ambassadors Programme and the Youth Action Programme, the project forged some meaningful cross- and inter-sectoral partnerships for adaptation in Namibia.

The AAPNAM was to develop a dedicated web portal and, at the international level, the project reports through the global structures of the AAP programme. The development of a web portal was not successful. Investment in knowledge sharing makes major contributions to reducing the economic and development losses envisioned by better preparing countries, institutions and individuals for climate change challenges.

MET established a Climate Change Unit. However, the unit was not adequately staffed (1x Deputy Director, for multi-lateral agreements). This posed challenges to work with and capitalised on the findings of research completed under the project for further address by MET and its stakeholders.

Inputs made by the project to the MET Knowledge Management System increased the likelihood of the communications products remaining accessible to local and international stakeholders, especially through the platforms of the resource centre, MET website and national and regional libraries.

Through the engagement of a critical mass of professionals working in fields relevant to adaptation, the project worked to create a community of practice in Namibia at both technical and managerial levels of public, private, non-Governmental and community based organisations. This was also manifested through the Climate Change Knowledge Fair in Windhoek. It is recommended that MET should institutionalise such yearly events to disseminate results and mainstream environmental issues.

Table 13: List of events where knowledge fair and CCA awareness-raising took place

Workshop	**Venue**
1. Climate change media training workshop	Walvis Bay
2. Youth for climate change music festival	Windhoek
3. Environmental mainstreaming and CC integration into development programme training and communication for development training	Windhoek
4. Ambassador's programme – update sessions	Safari Hotel, Windhoek
5. Ambassador's programme – update sessions	PWC, Windhoek
6. Climate Change Knowledge Fair	Habitat Research Centre, Katutura, Windhoek

Although the project document made a provision for information sharing, there were limited opportunities offered to AAPNAM to present various project outputs at different platforms in Namibia and the Region (Southern Africa). The only exception was the presentation of the GIS-based and gender-specific climate risk assessment decision making tool at the research conference held at the University of North West University (October 2012).

Knowledge management in CCA is an important aspect of institutional governance as demonstrated by high demand for information sharing, dissemination and awareness related activities expenditures (budgeted US$ 57, 000 spent US$75,000 see Table 2). Policy briefs and information toolkits enhanced decision-making capacity of politician, technocrats and youth. AAPNAM achieved this through the following:

- Timely approval of Climate Change Policy by cabinet attributed to vigorous AAPNAM awareness in the form of policy briefs and media engagements.
- High number of technocrats from various institutions participation in the CCA ambassador programme.
- Large turn-up of youths at the CC Youth Conference (300 youths).

The common approach to all technical studies adopted a consultative consultation which ensured inputs from various expertises in Namibia. AAPNAM PMU plan to compile a single publication of all technical studies for future wider sharing of knowledge across all levels.

5. CONCLUSION

Climate change is a new phenomenon and was never integrated into national formal planning processes and policies. The AAPNAM contributed immensely in fast tracking the government of Namibia's CCA development priorities and has built a foundation for a national approach to Climate Change in Namibia. The following conclusions emanated from the AAPNAM final evaluation:

- Project kick-off (2009) and staff recruitment took long which posed technical and financial implications on project implementation. However, the recruitment of additional personnel such as a technical advisor and a communications officer to speed up the implementation pace could be justified.

- The AAPNAM project document was not properly reviewed with key stakeholders at the onset of the project, or their input observed during the final evaluation were not streamlined on the implementation modalities.

- The AAPNAM implementation duration was very short compared to the nature of expected results. This inhibited the cascading of the technical studies and project activities. However, the effort of the PMU in attaining results is highly commendable.

- The sustainability of the AAPNAM outputs can only be ensured through continued capacity building and technical support to the various institutions identified to take over responsibilities.

The assessment of the results achieved to date shows that AAPNAM has achieved or exceeded most of the expected results indicators in the project log framework. ***The overall project rating is: "Satisfactory".***

6. RECOMMENDATIONS

The final evaluation of findings identified the following recommendations. These recommendations need to be analysed and synthesised by the Project Management Unit and implementing authorities for possible action and future decision making.

- It is imperative to review the Project Document with key stakeholders at the inception of the project to confirm the relationship of the proposed output and activities with the ground reality.

- It is recommended for the PMU to validate baseline information used in commissioning the studies at sector level to avoid duplication of efforts or development of counterfeit terms of references (e.g. Oshana Disaster Management Plan and EWS information centres design studies).

- The country-wide awareness-raising of the technical/scientific concept needs more time (3-5 years) for concerted impact and for extension agents to absorb the subject knowledge.

- Exit strategies on how AAPNAM hands over respective activities to be submitted to NCCC and how to strengthen existing line ministry efforts, e.g. Environmental Education Youth Club, UNDP/GEF SGP, etc, to ensure mainstreaming of the activities after the project is recommended.

- Mainstreaming of the AAPNAM Small Grants into NCCC for continued smooth implementation and provision of a vehicle to aid additional monitoring and evaluation to the UNDP/GEF SGP is recommended.

- NCCC to continue appraising progression reports of AAPNAM initiatives from identified institutions to ensure that results are fundamentally furthering the project objectives and continued sharing of knowledge, innovations and harmonisation of the CC policy nationally.

- MET/DEA: Multilateral Environment Agreement Division Climate Change Unit shall proactively source fund(s) for parallel interventions to keep AAPNAM momentum at national and regional levels and ensure sustainable updates and supply of materials to technical agencies and stakeholders.

- Designing and developing public IFF mechanism is a national multi-stakeholders endeavour, recommended to take programmatic approach to project financing with designated sectoral experts.

7. LESSONS LEARNED

7.1 BEST PRACTICES

The Africa Adaptation Project Namibia has built a national foundation and fast tracked the Ministry of Environment and Tourism climate change adaptation priorities in terms of capacity building, policy formulation and testing of adaptive models and innovative practices. The following are some of the best practices emanating from the project intervention towards climate change adaptation:

- Threshold 21 (T21) a Systems Dynamics based model to support national development planning by integrating economic, social and environmental factors into a single framework highly embraced by the NPC designated host, the Ministry of Finance and the Bank of Namibia among others.

- Cross-sectoral awareness-raising on climate change adaptation to schools and youth environmental clubs (learners participation in CoP17, Durban, South Africa) and the UNAM environmental club, in addition to public awareness through a broader sectoral outreach initiative of CC ambassadors, media participation on CCA issues, and changing NCCC ToR to encompass climate change activities on sustainable bases.

- CC has improved governance at high decision-making levels resulting in moral and technical support to climate change adaptation related initiatives such as the Green Fund Bidding and training of the Parliamentary Committee on Economics, Natural Resources and Public Administration.

- Piloted drip-irrigation vegetable gardens in Oshikoto and Kavango regions are significantly exemplary for nutritional food security and income generation for rural communities. As a result, CES invited Kongalend, a financial service provider for financial assistance (loans), to individuals who wish to emulate innovation and venture into SME business.

- AAPNAM provided co-financial support to Ondangwa Town Council for a Mobile Pumping Machine to pump storm water during floods. This motivated the Ongwediva and Oshakati Town Councils to purchase these pumps, thereby enhancing their disaster preparedness.
- Synergy formation amongst stakeholders contributed to the success of th AAPNAM initiative (e.g. Omuthiya Town Council donation of a plot to EzyStove).

- MAWF extension officers rolling of CCA toolkits and ToT modules. Keetmanshoop DEES office resolved to place a two-page article on their regional bi-annual newsletter: *Boerdary-belange* (*Farmers' Interest*). The first article appeared in the June 2012 edition authored by Ms Katrina Willem (Extension Technician, Karas Region).

7.2 CONSTRAINTS EXPERIENCED

The preliminary findings highlighted the following constraints that pose as barriers to the AAPNAM implementation.

- The Project timeframe by design was not proportional to the nature of outputs versus the desired results. This posed constraints on some activities and hampered proper implementation and synthesis of technical studies outcome for cascading outputs execution.

- Targeted stakeholders felt overwhelmed by numerous AAPNAM related consultations and activities that were implemented at once and in a short-time (2 years).

- Technical studies conducted in parallel hindered opportunities to inform each other.

- Lack of mid-term evaluation which could have measured project implementation progression and given recommendations on possible alternatives.

- Appraisal of Small Grant proposals took long, resulting in delayed signing of agreements and disbursement of tranches for implementation. This strained monitoring exercises and inhibited provision of advisory services to beneficiaries by the PMU and technical support agencies.

- EzyStove was established on business principles, including patented design by CES. However, this is not a profit oriented arrangement as CBA beneficiaries incur extra transportation and production costs (e.g. EzyStove producers take rods for ring bending to CES workshops in Ondangwa). In addition, beneficiaries are restricted to sell final products at a lower preset price compared to production costs.

- Cost of equipment and seeds for the pilot irrigation project is very expensive; seed prices increased by 300% from 2011 to 2012 in Ondangwa compared to Windhoek suppliers.

- No criteria was given to institutions regarding the selection of Climate Change Ambassadors representatives, particularly the commercial focused private sector that does not deal directly with natural resources management (e.g. PWC: representative could come from marketing or Corporate social responsibility (CSR) unit, other than advisory services).

- Inadequate financial allocation and team work time constraints versus AAPNAM timeframe hindered progression on the Output 4.

8. ANNEXURES

Annex A: List of persons interviewed

#	Date	Name	Surname	Position	Institution
1	18/10/2012	Ernst	Mbangula	Coordinator	Africa Adaptation Project
2	22/10/2012	Fedilis	Mwazi	Technical Advisor	Africa Adaptation Project
3	24/10/2012	Teofilus	Nghitila	Enviro. Commissioner	MET
4	25/10/2012	Bornbright	Muleke	Regional Planner	Ministry of Lands
5	25/10/2012	Protasius	Nghileendele	Principal Clerk	Parliament
6	25/10/2012	Dan	Louw	Manager Environment	NamPower
7	25/10/2012	Reginaldia	Haihambo	Environmental officer	NamPower
8	25/10/2012	Guido Van	Langenhove	Hydrologist	Ministry of Agriculture
9	26/10/2012	Hon. Ben	Amathila	MP, Chairperson	Parliament NR Committee
10	26/10/2012	James	Seibeb	Deputy Director	Ministry of Finance
11	26/10/2012	Viviane	Kinyaga	Director	Desert Research Foundation
12	29/10/2012	Marie	Johanesson	Director	C E S Ondangwa
13	29/10/2012	Panduleni	Shidiwe	Engineer	Ondangwa Town Council
14	29/10/2012	Johanes	Kaholongo	Enviro Club/teacher	Gabriel Taapopi Sec School
15	29/10/2012	Hon. Lot	Kuushomwa	Chairperson	Oshana Regional Council
16	30/10/2012	Selma	Namugongo	Coordinator	Okashana Rural Dev Center
17	30/10/2012	Kondjeni	Lameck	Chairperson	Omuthiya EzyStove Project
18	30/10/2012	Indileni	Mwatotele	Treasurer	Omuthiya EzyStove Project
19	31/10/2012	Naomi	Shaninga	Admin & Finance	Africa Adaptation Project
20	01/11/2012	Lesley	Losper	Conservation Scientist	Enviro-Education, MET
21	01/11/2012	Nickey	!Gaseb	Coordinator	UNDP Small Grant Project
22	01/11/2012	Liina	Nantinda	Enviro Club/teacher	Hochland Higher School
23	02/11/2012	Martha	Tsheehama	Head: Macroeconomic	National Planning Com
24	02/11/2012	Jackie	Page	Risks and Operations	PriceWaterHouseCoopers
25	05/11/2012	Feven	Fassil	AAPNAM focal person	UNDP Country office
26	6/11/2012	Frans	Uirab	Director	Namibia Metrological Service
27	6/11/2012	Martha	Mwandingi	Head	EE&RRU - UNDP
28	7/11/2012	Japhet	Iitenge	Director	Disaster Risk Management
29	7/11/2012	Samuel	Amunkete	Art Education officer	Ministry of Education
30	7/11/2012	Dr Julianne	Ziedler	Director	IECN- Namibia
31	8/11/2012	Lusia	Basson	Advisor to Governor	Karas Regional Council
32	8/11/2012	Joseph	Kohlman	Head of DEES/MAWF	Karas Regional Office
33	8/11/2012	Katrina	Willem	Extension Technician	MAWF Karas office
34	8/11/2012	Diaso	Kaaronda	CBNRM officer	MET Karas Regional office
35	9/11/2012	Chris	Thompson	Economist	Namibia Nature Foundation
36	9/11/2012	Hileni	Heita	Focal Pers Aus project	Namibia Nature Foundation
37	9/11/2012	Lio	Kariko	Media communication	Namibia Nature Foundation
38	9/11/2012	John	Mayumbelo	Chairman Aus Project	Aus Conservation Trust
39	9/11/2012	Gert	Boois	Treasure Aus Project	Aus Conservation Trust
40	14/11/2012	Margaret	Angula	Environmental Lecturer	University of Namibia
41	14/11/2012	Absalom	Shigwedha	Journalist	Freelance

Annex B. List of documents reviewed

- AAPNAM Project Technical Studies
- Audits Reports
- Financial and Administration Guidelines;
- Knowledge Products From Service Providers;
- Midterm Review Reports;
- Minutes of the Project Steering Committee Meetings and Project Management Meetings;
- National Policy on Climate Change for Namibia 2011
- Project Document and Project Appraisal Document;
- Project Operational Guidelines, Manuals and Systems;
- Quarterly Progress Reports and Work Plans of the Various Implementation Tasks;
- The UNDP Monitoring and Evaluation Frameworks
- Training Reports and Small Grant Implementation Reports
- UNDP. 2009. *Handbook on Planning, Monitoring and Evaluating for Development Results.* New York.
- Zarinpoush, F. 2006. *Project evaluation guide for Non-Profit Organisations: Fundamentals methods & steps for conducting project evaluation.* Toronto: Imagine Canada.

Annex C. Discussion leading questions

The table below presents a list of guiding questions for the evaluation data collection.

Output	High Officials (UNDP Country Office, Ministries)	Project Staff (AAPNAM team)	Participating Stakeholders (pilot studies, Ambassadors, NGOs etc)
Project Design	-Do you think the AAPNAM clearly identified objectives, outputs and activities for implementation? -Were activity results indicators realistic, measurable and achievable? -do you think key stakeholders were consulted in the AAPNAM project design to give inputs regarding project objectives, outputs and activities?	-Please list instruments (policies, documents, NDPs etc) that informed the design and implementation of the AAP project. -Which cross-cutting issues were considered in formulating the project? -How did you link and mainstreamed these cross-cutting issues to/into AAPNAM?	- As consultant, do you think the objectives of the consultancy were clear, relevant and implementable? - What issues do you think were addressed during AAPNAM conceptualization and design that made the consultancy implementable/ contributed to the consultancy efficiency and success? - Which issues do you think were overlooked at project design that would have made the consultancy focused, clear and effective? - How did you address foreseen challenges with AAPNAM team during the consultancy implementation planning phase?
Output 1	-What needed to be produced or provided by AAPNAM for the attainment of overall output? -What needed to be put in place to ensure long-term planning to manage flood risks? -What did AAPNAM provide/ put in	-What stakeholders must provide to ensure continuation of the AAPNAM initiatives?	-Do you think the technical capacity required for climate change adaptive planning and management of floods and drought risks is enhanced? At what level and in which institutions? -Have you ever used innovation of AAPNAM on your outreach activities? -

	place that you think will ensure decision-making geared towards sustained long-term planning to manage flood and drought risks in Namibia?		Have you ever used information produced by AAPNAM on your outreach activities?
Output 2	-Are the AAPNAM technical studies being officially used in your organization? -Are decision-makers adequately informed and served with right information for the future regarding climate change adaptation process and risk management? -Have your budget ever being amended to provide for climate change responses and risk management? -Is your institution represented in the National Climate Change coordinating Unit?	-Did AAPNAM address the issue of decentralization of climate change response and risk management? -Is there a political will to strengthen the climate change institutional framework for improved and more efficient climate change risk management? -Have you established or reformed a dedicated Climate Change Coordination unit? -Did you notice change in the youth that they feel they are knowledgeable about climate change and climate change adaptation?	-Do you think the national climate change coordination committee is reformed and functional? -What was your participation in AAPNAM activities geared towards strengthening the existing climate change committee? -How did you participate in the Climate Change youth action programme activities?
Output 3	-How technical studies commissioned by AAPNAM adapted to the National Climate Change adaptation plans? -Is there a possibility of adapting AAPNAM initiative on your work plan? -How will this related intervention be financed? -How do you plan to transform the Community-based CCA from pilot phase to National or Regional level of implementation?	-How did you participate in NDP4 formulation? -How did you ensure that climate change adaptation policy and planning framework is initiated and instituted? -How did you select pilot areas for community-based climate change adaptation pilot projects?	-Have you ever participated in an AAPNAM capacity building programme on Climate Change Adaptation? Were you informed on both National and Regional issues related to climate change adaptation? -Are you using the CCA toolkits developed for your Region? -Do you think the community-based CCA pilot in your area have improved your resilience to climate change impacts? How did AAPNAM developed climate change proof settlement policies in your

			municipality? -How much did AAPNAM invested in municipal/local authority's sanitation system?
Output 4	-What are the project intervention strategies and investment facilities developed at National and local levels? -How sustainable are small-grants projects and how costly to replicate the initiative?	-How efficient was the project financial flow: budget disbursement and replenishment as well as co-financing structures? -Have you prepared the financial framework for future or continuation of Community-based CCA activities?	-Was the amount of financial resources allocated to community-based CCA sufficient? -Are the financial mechanisms for future Community-based CCA strategies and Action plans in place?
Output 5	-Were the workshops on CCA knowledge and awareness relevant and useful? -What do you think about climate change ambassador programme?	-Number of ministers and stakeholders involved in CCA knowledge awareness and their re-enforced actions to adapt the CCA interventions on the programs and budget? -How do you ensure quality, wide distribution and accessibility of Toolkits produced to each Region of Namibia?	-Was CCA/PMU training manual friendly, subjective and of a replicable nature to extension agents on their future interventions? -How useful and informative do you find these toolkits?
Output 6 : Project Monitoring and Evaluation	-How does the project implementation benefit on National climate change action plan? -How efficient was the AAPNAM project execution, activities progression and impacts? -What were the constraints and challenges worth mentioning that may have hindered AAP/NAM implementation or adoption of initiatives?	-How efficient was the financial flow: budget disbursement and replenishment as well as co-financing structures? -What have you learned from the execution and monitoring of activities for this project? -What was the national/regional or local conditions/requirements/legislations/permit etc. that you think slowed down AAPNAM progress? -Describe the support/contribution offered by UNDP&MET that creating enabling	-Describe things that made it easier and efficient to participate in AAPNAM activities -Describe things that hindered and constrained your participation in AAPNAM activities

		environment for the AAPNAM to succeed -If you have to implement this project again, what would you change? -If you have to implement this project again, what would you repeat again?	

Annex D: Terms of Reference

Terms of Reference – Final Evaluation (FE)

MET/UNDP/Japan Implementation of the Africa Adaptation Project Namibia (AAP NAM)
The Ministry of Environment and Tourism (MET, in partnership with the United Nations Development Programme (UNDP), seeks the services of a Consultant to undertake a Final Evaluation for the Africa Adaptation Project Namibia (AAP NAM) in Namibia as guided by the policies and procedures for monitoring and evaluation ascribed to by Government of Namibia in line with projects being implemented in cooperation with the UNDP.

1. Introduction:

The Monitoring and Evaluation Policy (M&E Policy) at the project level has four objectives to:
a) Monitor and evaluate results and impacts;
b) Provide a basis for decision making on necessary amendments and improvements;
c) Promote accountability for resource use; and
d) Document, provide feedback on, and disseminate lessons learned.
A mix of tools is used to ensure effective Project Monitoring and Evaluation (M&E). These may be applied continuously throughout a lifetime of the project e.g. periodic monitoring of indicators through the annual and quarterly Standard Progress Reports (SPRs), Steering Committee [specifically for this through the Namibia National Climate Change Committee (NCCC)] meetings – or as specific and time-bound exercises such as Mid-Term Reviews (MTR), Audit Reports and Final Evaluations (FE). In accordance with these policies and procedures, the MET is calling for individual consultants to conduct a final evaluation for the AAP NAM. This evaluation is intended to identify project and programme design achievements and to recommend replicable successes; identify problems and to recommend corrective measures for avoidance in future initiatives. This evaluation will be conducted by an independent evaluator not associated with the implementation, design or formulation of the project or programme at any stage.

2. Background:

Namibia faces serious climate change (CC) risks, i.e. hotter climate, more arid conditions, and more frequent and extreme weather events (floods/droughts). Namibia has started to react to CC risks and a certain level of institutional and human capacities are in place. However, it is understood that the overall CC risk will be much higher in magnitude than currently planned for. Major investments into institutional and policy development will be required to meet these needs in future. A key concern is

that local communities need to be better supported to develop adaptive capacities. The Namibian component project of the global AAP has been proposed by the Government of the Republic of Namibia, entitled "Building the foundation for a national approach to Climate Change Adaptation in Namibia" (hereinafter called AAP NAM), to address climate change risks under each of the five AAP Global Programme outputs. The total resources allocated to the AAP NAM project under the support of the Government of Japan is US$3 million, including the project preparation funds. The project's implementation period is from 2010-2012.

Project Objective

Namibia has the institutional, individual and systematic capacity to address climate change risks and opportunities through a national approach to adaptation.

To achieve the project objective, the project has the following outputs:

(i) Dynamic long-term planning mechanism to cope with the inherent uncertainties of climate change introduced, with focus on managing flood risk

(ii) Leadership and institutional frameworks to manage climate change risks and opportunities in an integrated manner at the local and national levels strengthened

(iii) Climate-resilient policies and measures implemented in priority sectors implemented

(iv) Financing options to meet national adaptation costs expanded at the local, national, sub-regional and regional levels.

(v) Knowledge on adjusting national development processes to fully incorporate climate change risks and opportunities generated and shared across all levels

3. General Objective and Components of the Final Evaluation:

The Final Evaluation of the MET's AAP NAM is initiated by the MET and it is being undertaken in accordance with the UNDP Project Monitoring and Evaluation Policy. The principal purpose of the final evaluation is to assess the project implementation results and impacts as required by the UNDP Monitoring and Evaluation Policy. It is also mandatory to evaluate and review any UNDP's project when the support is about to phase-out. The specific objective of this final evaluation is to enable the MET, UNDP and Government of Japan and other stakeholders to assess the achievements or limitations made with regards to: project's outputs, their impact and sustainability, lessons learned and if applicable to capture and document lessons on future orientation on how a project of this nature can be improved or how it can be replicated.

The purpose of the Final Evaluation is therefore:

- To assess overall performance against the project objectives as set out in the Project document and other related documents;
- To assess the effectiveness and efficiency of the project;
- To critically analyze the implementation and management arrangements of the project;
- To list and document initial lessons concerning project design, implementation and management;
- To assess project outcomes to date and review planned strategies for achieving the overall objectives of the project within the remaining timeframe;
- To assess project relevance to national priorities; and
- To provide guidance for the future project activities or new initiatives and, if necessary, for the implementation and management arrangements.

Project Performance will be measured based on the quantitative and qualitative indicators defined in

the Logical Framework and the Results Framework of the project.
The Report of the Final Evaluation (FE) will be a stand-alone document that substantiates its recommendations and conclusions.
The evaluation will in particular assess:

(1) Project Design: review the original Project intervention strategy including objectives, outputs and activities and assess quality of the design and delivery of planned outputs. The review should also assess the conceptualization, design, effectiveness, relevance and implementability of the project. The review should also include the updated logical framework matrix which was designed during Project Inception. In addition, the review should also explore to what extent the project has linked to UNDP priorities: Gender, south-south cooperation, poverty-environment linkages (sustainable livelihoods), disaster prevention and recovery as well as to the development priorities for Namibia.

(2) Project Progress and Impact: assess the achievements of the AAP NAM to date against the original objectives, outcomes, outputs and activities using the indicators as defined in the logical framework contained in the respective project documents as well as any valid amendments made thereafter. Achievements should be measured against the indicators as described in the log frame.

(3) Project Implementation :

a. Project management arrangements, i.e., effectiveness of , the Project Management Unit (PMU), Steering Committee (NCCC), the MET, the UNDP Country Office;
b. Quality and timeliness of delivering outputs and activities;
c. Financial situation (i.e., budget and expenditure status). Clear assessment of the realization of the co-financing and co-funded activities;
d. Cooperation among partners including but not limited to: CPP CCA, UNDP, Government counterparts Ministry of Environment and Tourism (MET), Ministry of Agriculture, Water and Forestry (MAWF), Ministry of Mines and Energy (MME), Ministry of Finance (MoF), and the National Planning Commission (NPC), Meteorological service, Disaster Risk Management;
e. Responsiveness of project management to adapt and implement changes in project execution, based on partner and stakeholders' feedback.

Based on the above points, the evaluation should develop a document of approximately 50 pages indicating what project activities, outputs, outcomes and impacts have been achieved to date, and specifically:

(a) Assess the extent of the progress which the AAP NAM has made to achieve its objectives and where gaps are evident;
(b) Draw lessons from the experiences of the AAP NAM, in particular those elements that have worked well, highlighting any examples that could be seen as 'good' or 'best practice', and those that have not, requiring adjustments; and
(c) Provide recommendations to strengthen the effectiveness, efficiency, impact, implementation, execution and sustainability of the AAP NAM.

Scope of the Evaluation:

While the specific issues of concern are listed in the following paragraphs, a reference to the UNDP programming manual and UNDP guidelines to conduct final evaluations should be made for addressing the issues not covered below.
The evaluation will include ratings on the following aspects:

(1) Overall rating of project performance.
(2) Outcome/Achievement of objectives (the extent to which the project immediate and development objectives were achieved).
(3) Rating of the Project Implementation.
(4) Sustainability of the project.
The review team should also provide ratings for the criteria included in the Final Evaluations:
(1) Stakeholder Participation/Public Involvement; and
(2) Monitoring and Evaluation.
The ratings will be: Highly Satisfactory, Satisfactory, Marginally Satisfactory, Marginally Unsatisfactory, Unsatisfactory and Highly Unsatisfactory. In some instances it could include N/A.

PROJECT CONCEPTUALIZATION/DESIGN:

a) Whether the problem the project is addressing is clearly identified and the approach soundly conceived.
b) Relevance of project design within the framework of UNDP guidelines and global concern regarding climate change adaptation
c) Whether the target beneficiaries and end-users of the results of the project are clearly identified.
d) Whether the objectives and outputs of the project were stated explicitly and precisely in verifiable terms with observable success indicators.
e) Appropriateness of the project's concept and design to the current economic, institutional and environmental situation in Namibia.
f) Whether the relationship between objectives, outputs, activities and inputs of the project are logically articulated.
g) Contribution of the project's concept to the overall development objective as declared in the Project Document
h) Whether the project started with a well-prepared work-plan and reasons, if any, for deviations.
i) The likely impact of project interventions and sustainability of project outputs

Project Performance:

a) Whether the project resources (financial, physical and manpower) were adequate in terms of both quantity and quality.
b) Whether the project resources were used effectively to produce planned results.
c) Whether the project was cost-effective compared to similar interventions elsewhere.
d) Whether the technologies selected (any innovations adopted, if any) were suitable.
e) The role of UNDP Country Office and its impact (positive and negative) on the functioning of the project.

Results/Success of the programme applied to each Specific Outputs:

The overall outputs and their meaning are as defined in the project document that should form the main basis for this evaluation. In addition to the End of Project targets in the logical framework, the details of the specific project impact to be provided are:

a) What are the major achievements of the project vis-à-vis its objectives, outcomes and outputs.
b) What were the potential areas for project success? Please explain in detail in terms of impact, sustainability of results and contribution to capacity development.
c) What major issues and problems affected the implementation of the project, and what factors could have resolved them.
d) Given an opportunity, what actions the evaluation team members would recommend to ensure that this potential for success translates into actual success.
e) Level of institutional networking achieved and capacity development of key partners, if being done in a structured manner at different stages – from inception to implementation.
f) Environmental impacts (positive and negative) and remedial actions taken, if relevant.
g) Social impacts, including impact on the lives of women at each project sites.
h) Any underlying factors, beyond control, that are influenced the outcome(s) of the project.

4. Methodological and Evaluation Approach:

The team should provide details in respect of:

- Documentation review (desk review);
- Interviews and/or consultations;
- Field visit if any
- Questionnaires, if used; and
- Participation of stakeholders and/or partners.

5. Expected Outputs:

The end result of this evaluation exercise will be a Final Evaluation Report with an executive summary, findings, assessment of performance, lessons learnt, recommendations and description of best practices. The Final Report should provide an assessment of the project progress towards meeting the objectives with a scale of: Highly Satisfactory (HS), Satisfactory (S), Marginally Satisfactory (MS), Marginally Unsatisfactory (MU), Unsatisfactory (U), and Highly Unsatisfactory (HU). This rating should be done for the project implementation.

The consultants will verify and track the realization of the co-financing committed in the project document. A mission report is a must, which should be provided as an annex to the FE Report.
The consultants should provide the general conclusions and recommendations on the;

- Implementation of the project
- Degree to which the project objective has been met
- Significant lessons that can be drawn from the experience of the project and its results, particularly those elements that have worked well and those that have not (and reasons why) and
- Recommendations on further action upon completion of the current project and for the implementation of the subsequent interventions.

The evaluator is responsible for ensuring that there are no grammatical and factual errors within the report. The Final Evaluation report will be submitted in both hard (5) and soft copies (MS Word) to the Ministry of Environment and Tourism and UNDP not later than **31 November, 2012.**

5.1 Timetable and Deliverables

The duration of the evaluation will be a total of 40 working days and will commence in **September, 2012** with the following tentative schedule for the critical milestones:

- Acceptance and commencements of duties 05 September, 2012
- Inception meeting with the principal parties (MET, UNDP and AAP NAM PMU) by 12, September, 2012 with a schedule and definite timetable for the overall evaluation including field trips
- Presentation of the draft FE report to the key stakeholders (esp. NCCC) and incorporation of comments if deemed necessary by 26 September, 2012
- Advanced Draft FE report by 10 October, 2012
- Final FE Report with all comments incorporated by 26 October, 2012, in five hard copies and 1 electronic copy.

6. Application Process:

Applicants are requested to apply online at embangula@met.na or submit hard copy to

Ministry of Environment and Tourism
Private Bag 13306
Windhoek
Namibia
OR
Mr. Ernst Mbangula
AAP NAM Project
Ministry Of Environment and Tourism,
Department of Environmental Affairs
Capital Centre Building
5th Floor

Deadline for submission of proposals is **22 August, 2012**. Individual consultants are invited to submit applications together with their CV for their applications. The application should contain a current and complete C.V. in English with indication of the e- mail and phone contact. Shortlisted candidates will be requested to submit a price offer indicating the total cost of the assignment (including daily fee, per diem and travel costs).

UNDP applies a fair and transparent selection process that will take into account the competencies/skills of the applicants as well as their financial proposals. Qualified women and members of social minorities are encouraged to apply.

7. Payment modalities and specifications:

%	Milestone
10%	Upon receipt of inception report giving clear timelines and proposed tools to be used
20%	Following submission and approval of the 1st draft final evaluation report, complete in all assessments and free of any factual or grammatical errors (timeliness will impact payment schedule)
30%	Following submission and approval of an Advanced Draft FE report, complete in all assessments and free of any factual or grammatical errors (timeliness will impact payment schedule)
40%	Following submission of Final FE Report with all comments incorporated, in five hard copies and 1 electronic copy, complete in all assessments and free of any factual or grammatical errors (time taken will impact final payment and a proportional fee will be deducted from the final agreeable amount if any of the deadlines are not met).

8. Documents to be included when submitting the proposal:

Interested individual consultants must submit the following documents/information to demonstrate their qualifications:

1. **Technical Proposal:**

(i) Explaining why they are the most suitable for the work

(ii) Provide a brief methodology on how they will approach and conduct the work

2. **Financial proposal:** specifying a total lump sum amount, and payment terms around specific and measurable (qualitative and quantitative) deliverables (i.e. whether payments fall in installments or upon completion of the entire contract). Payments are based upon output, i.e. upon delivery of the services specified in the TOR. In order to assist the requesting unit in the comparison of financial proposals, the financial proposal will include a breakdown of this lump sum amount (including travel, per diems, and number of anticipated working days). All envisaged travel costs must be included in the financial proposal. This includes all travel to join duty station/repatriation travel. In general, MET/ NAM AAP will not accept travel costs exceeding those of an economy class ticket, if applicable. Should the IC wish to travel on a higher class he/she should do so using their own resources.

In the case of unforeseeable travel, payment of travel costs including tickets, lodging and terminal expenses should be agreed upon, between the MET and Individual Consultant, prior to travel and will be reimbursed. **As Namibia is a developing country local travel rates using public transport will be applied, and not private hire vehicle costs.**

3. **Personal CV** including recent most relevant past experience in similar projects and at least 3 references.

9. Evaluation:

Individual consultants will be evaluated based on the following methodologies:

1. Cumulative analysis

When using this weighted scoring method, the award of the contract should be made to the individual consultant whose offer has been evaluated and determined as:

a) responsive/compliant/acceptable, and

b) Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation.

* Technical Criteria weight; [To be determined]

* Financial Criteria weight; [To be determined]

Only candidates obtaining a minimum of 70% point would be considered for the Financial Evaluation

Criteria	*Weight*	*Max. Point*
Technical		
• Expertise of Individual submitting Proposal	*40%*	*400*
• Proposed Work Plan and Approach	*60%*	*600*
Financial The formula for determining the financial scores is the following: **SF = 100 x Fm/F** Where SF - is the financial score Fm - is the lowest price F - is the price of the proposal under consideration. The weights given to the Technical (T) and Financial (F) proposals are: T= 0.7 and F=0.3 The Highest Score will be calculated by using the following formula: **HS = (ST/10 x 0.7) + (SF x 0.3)** Where HS - is the highest score ST - is the technical score SF - is the financial score	*30%*	

10. Consultations;

The consultant (s) is open to consult all reports, files, manuals, guidelines and resource people they feel essential, to make the most effective findings, conclusions and recommendations. The mission will maintain close liaison with the UNDP Resident Representative and Deputy Resident Representative in Namibia, as well as other concerned officials and agencies in UNDP; the Ministry of Environment and Tourism, the AAP NAM PMU, NCCC members, etc.

11. Reporting:

The consultant (s) will report directly to the MET National Project Director or his designated as well as to the UNDP Head of the Energy and Environment Unit. The consultant (s) shall work in close collaboration with the AAP NAM PMU liaising directly with and through the Project Manager. The consultants will prepare and submit the draft report of the evaluation to MET and UNDP. A presentation and debriefing of the report to the MET, NCCC and UNDP will be made at a combined meeting for the AAP NAM Final Evaluation. The reporting schedule will be finalized during the inception meeting between the evaluation team and key stakeholders. If any matter in unclear as aprt of this TOR, they need to be clarified and discussed during the Inception meeting prior to commencement of duties. No other amendments or adjustments will be accepted.

12. Disclosure:

Although the team is free to discuss with the authorities on anything relevant to the assignment, under the terms of reference, the team is not authorized to make any commitments on behalf of the Government of Namibia or UNDP. The consultant will be required to sign a confidentiality form.

Annex 1: Final Evaluation Report: Sample Outline

Executive Summary

- Brief description of project
- Context and purpose of the evaluation
- Main conclusions, recommendations and lessons learned.

Introduction

- Purpose of the evaluation
- Key issues addressed
- Methodology of the evaluation
- Structure of the evaluation

The project and its development context

- Project start and its duration
- Problems that the project seeks to address
- Immediate and development objectives of the project
- Main stakeholders
- Outcomes/Results expected

Findings and Conclusions

- Project formulation
- Implementation approach
- Country Ownership/Driveness
- Stakeholders participation
- UNDP comparative advantage
- Linkages between project and other interventions
- Management arrangements

Implementation

- Financial Planning
- Monitoring and evaluation
- Execution and implementation modalities by MET
- Management by the MET in Namibia and the UNDP country office in Namibia
- Coordination and operational issues
- Financial management and flow of resources.
- Co-financing (tracking and verification).

Results

- Attainment of objectiveness, outcomes and outputs
- Sustainability beyond the Project life Cycle
- Contribution to capacity building/development, sub-regional and national development

Recommendations

- Corrective actions for the design, implementation, monitoring and evaluation of the next phases of the project
- Actions to follow up or reinforce initial benefits from the project and relevance for inclusion in future initiatives
- Proposal for future directions underlying main objectives.

Lessons Learned

- Best and worst practices in addressing issues relating to relevance, performance and success of the project.

Annex 2: Final Evaluation Sample Report Outline

Table of contents: (with accurate page number references)
Acronyms
1. Executive summary (including an overall rating of the project using the 6 point UNDP rating scale).

- Brief description of project;
- Context and purpose of the evaluation;
- Main conclusions, rating of progress towards objectives as well as rating of progress on implementation, recommendations and lessons learned;

2. Introduction

- Purpose of the evaluation;
- Key issues addressed;
- Methodology of the evaluation (*see example provided below in Appendix 1 to this document for specific guidance);
- Structure of the evaluation.
- Ethics. (See sample statement in Appendix 2 to this document below).

3. The project(s) and its development context

- Project start and its duration;
- Problems that the project seek to address;
- Immediate and development objectives of the project;
- Main stakeholders;
- Results expected.

4. Findings and Conclusions

In addition to a descriptive assessment, all **criteria marked with (R) should be rated** in conformity with the UNDP guidelines for final evaluations using the following divisions: Highly Satisfactory (HS), Satisfactory (S), Moderately Satisfactory (MS), Moderately Unsatisfactory (MU), Unsatisfactory (U), Highly Unsatisfactory (HS). (The guidelines for the use of the scales will be provided to the successful candidate).

4.1 Project Formulation

- *Conceptualization/Design**(R).*** This should assess whether the approach used in design and selection of project interventions addressed the root causes and principal threats in the project area. It should also include an assessment of the logical framework and whether the different project components and activities proposed to achieve the objective were appropriate, viable and responded to contextual institutional, legal and regulatory settings of the project. It should also assess the indicators defined for guiding implementation and measurement of achievement and whether lessons from other relevant projects (e.g., same focal area) were incorporated into project design.

- *Country-ownership/Driveness.* Assess the extent to which the project idea/conceptualization had its origin within national, sectoral and development plans and focuses on national environment and development interests.

- *Stakeholder participation **(R)*** Assess information dissemination, consultation, and "stakeholder" participation in design stages.

- *Replication approach.* Determine the ways in which lessons and experiences coming out of the project were/are to be replicated or scaled up in the design and implementation of other projects (this also related to actual practices undertaken during implementation).

- *Linkages* between the project and other interventions within the sector and the definition of clear and appropriate management arrangements at the design stage. This element should also address the question of to what extent the project addresses national priorities; gender, south-south cooperation, poverty-environment linkages (sustainable livelihoods) and disaster prevention and recovery. The linkages between the project and the applicable National Development Plan (NDP 3) for Namibia.

4.2. Project Implementation

- *Implementation Approach **(R).*** This should include assessments of the following aspects:

(i) The use of the logical framework as a management tool during implementation and any changes made to this as a response to changing conditions and/or feedback from M & E activities if required.

(ii) Other elements that indicate adaptive management such as comprehensive and realistic work plans routinely developed that reflect adaptive management and/or; changes in management arrangements to enhance implementation.

(iii) The project's use/establishment of electronic information technologies to support implementation, participation and monitoring, as well as other project activities.

(iv) The general operational relationships between the institutions involved and others and how these relationships have contributed to effective implementation and achievement of project objectives.

(v) Technical capacities associated with the project and their role in project development, management and achievements.

- *Monitoring and evaluation **(R).*** Including an assessment as to whether there has been adequate periodic oversight of activities during implementation to establish the extent to which inputs, work schedules, other required actions and outputs are proceeding according to plan; whether formal evaluations have been held and whether action has been taken on the results of this monitoring oversight and evaluation reports.

- *Stakeholder participation (R).* This should include assessments of the mechanisms for information dissemination in project implementation and the extent of stakeholder participation in management, emphasizing the following:

(i) The production and dissemination of information and lessons generated by the project.

(ii)Local resource users and NGOs participation in project implementation and decision making and an analysis of the strengths and weaknesses of the approach adopted by the project in this arena.

(iii) The establishment of partnerships and collaborative relationships developed by the project with local, national and international entities and the effects they have had on project implementation.

(iv) Involvement of governmental institutions in project implementation, the extent of governmental support of the project.

- *Financial Planning:* Including an assessment of:

(i) The actual project cost by objectives, outputs, activities

(ii) The cost-effectiveness of achievements

(iii) Financial management (including disbursement issues)

(iv) Co-financing (has this been realized?)

- *Procurement Management:* Including an assessment of:

(i) Technical and human resource capacity for procurement management

(ii) Linkage between work programming, procurement planning, budgeting, and disbursement planning

(iii) Effectiveness of procurement management, as indicated by results of audits (internal and/or external), and reports of review and supervision missions by MET and UNDP

- *Sustainability.* Extent to which the benefits of the project will continue, within or outside the project domain, after it has come to an end. Relevant factors include for example: Development of a sustainability strategy, establishment of financial and economic instruments and mechanisms, mainstreaming project objectives into the economy or community production activities.

4.3. Results

- *Attainment of Outcomes/ Achievement of objectives (R):* Including a description *and rating* of the extent to which the project's objectives (environmental and developmental) were achieved using Highly Satisfactory (HS), Satisfactory (S), Moderately Satisfactory (MS), Moderately Unsatisfactory (MU), Unsatisfactory (U) and Highly Unsatisfactory (HU) ratings. If the project did not establish a baseline (initial conditions), the evaluators should seek to determine it

through the use of special methodologies so that achievements, results and impacts can be properly established.

This section should also include reviews of the following:

- *Sustainability:* Including an appreciation of the extent to which benefits continue, within or outside the project domain after UNDP assistance/external assistance in this phase has come to an end.
- *Contribution to upgrading skills of the national staff*
- *Summary Table of ratings.*

5. Recommendations

- Corrective actions for the design, implementation, monitoring and evaluation of the project. Recommendations should be specific and clearly justified in relation to the achievement of the project objectives.
- Actions to follow up or reinforce initial benefits from the project
- Proposals for future directions underlining main objectives
- Changes to project strategy, including the log frame indicators and targets

6. Lessons learned

- This should highlight the 'best' and 'worst' practices in addressing issues relating to relevance, performance and success.

7. Evaluation report Annexes

- Evaluation TORs
- Itinerary
- List of persons interviewed
- Summary of field visits, , issues raised and recommendations by different stakeholders
- List of documents reviewed
- Questionnaire used and summary of results
- Comments by stakeholders (only in case of discrepancies with evaluation findings and conclusions).

Appendix 1:

EXAMPLE OF METHODOLOGY OUTLINE:

It is anticipated that the methodology to be used for the FE will include, but may not be limited to the following:

A) Documentation review including, *inter alia*:

- Project Document and Project Appraisal Document;
- Quarterly progress reports and work plans of the various implementation task teams;
- Audits reports
- Annual Review Reports
- M & E Operational Guidelines, all monitoring reports prepared by the project;
- Financial and Administration guidelines;

The following documents will also be available:

- The project M&E framework
- Knowledge products from service providers
- Project operational guidelines, manuals and systems;
- Minutes of the Project Board Meetings, task teams and other project management meetings;
- Maps

- The UNDP Monitoring and Evaluation Frameworks.

B) Interviews with:

- UNDP staff who have project responsibilities;
- Staff of the Project Management Unit;
- Executing agencies:
- Members of the Project Board
- Task Team members (if appropriate).
- Project stakeholders, particularly members of the various project level steering committees and project beneficiaries;
- Participating members of the Pilot projects
- Relevant staff in participating government departments.

C) Field Visits:

The following project sites should be visited:

In addition, **but separate from project staff and their institutions**, the evaluators will need to specifically meet with selected communities (intended beneficiaries of the project during the field visits).

Appendix 2

Ethics Statement:

This Evaluation is guided by, and has applied, the following principles:

Independence The Evaluator is independent and has not been engaged in the Project activities, nor was he responsible in the past for the design, implementation or supervision of the project.

Impartiality The Evaluator endeavoured to provide a comprehensive and balanced presentation of strengths and weaknesses of the project. The evaluation process has been impartial in all stages and taken into account all the views received from stakeholders.

Transparency The Evaluator conveyed in as open a manner as possible the purpose of the evaluation, the criteria applied and the intended use of the findings. This evaluation report aims to provide transparent information on its sources, methodologies and approach.

Disclosure This report serves as a mechanism through which the findings and lessons identified in the evaluation are disseminated to policymakers, operational staff, beneficiaries, the general public and other stakeholders.

Ethical The Evaluator has respected the right of institutions and individuals to provide information in confidence and the sources of specific information and opinions in this report are not disclosed except where necessary and then only after confirmation with the consultee.

Competencies and Capacities The credentials of the Evaluator in terms of his expertise, seniority and experience as required by the terms of reference are provided in an annex; and the methodology for the assessment of results and performance is described.

Credibility This evaluation has been based on data and observations which are considered reliable and dependable with reference to the quality of instruments and procedures and analysis used to collect and interpret information.

Utility The Evaluator strived to be as well-informed as possible and this ensuing report is considered as relevant, timely and as concise as possible. In an attempt to be of maximum benefit to stakeholders, the report presents in a complete and balanced way the evidence, findings and issues, conclusions and recommendations.