



Empowered lives.
Resilient nations.

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

**SCORE Project Steering Committee (PSC)
Minutes for the 7th PSC Meeting
Windhoek MET/DEA Board Room**

Date: Thursday, 26 April 2018
Time: 14h00 – 18h00
Chairperson: Mr. Teofilus Nghitila, Environmental Commissioner (MET)
Secretariat: Mr. Panduleni Hamukwaya

Meeting Objectives

- Update on the implementation of the SCORE Project
- Recommendations on the SCORE mid-term revision
- Approval of the SCORE workplan and budget

1. Opening of the meeting

a) Welcoming and Introductory Remarks

Welcoming Remarks by the Chairperson

The PSC chairperson, Mr. Teofilus Nghitila opened the meeting and welcomed all the members present. He apologised for continuous postponing of the meeting. He encouraged members to attend future planned meetings in a timely manner so that the project mandate is achieved. The meeting was informed that the project is ending in December 2019, should ensure that project's deliverables are met given the limited time and financial constraints.

Remarks by Deputy-Chairperson

In her capacity as the Deputy Chairperson of the SCORE PSC, Ms. Mildred Kambinda highlighted the following in her remarks:

- Ensure the adaptation of good agricultural practices against the challenges of climate changes and climate variability. The MAWF is eager to continue embracing the project and adopt the project's best practices, particularly by upscaling vegetable gardens using the micro-drip irrigation systems;
- She apologised for lack of attendance of meetings as this was due to equally important assignments. In her absence, she encouraged the project to always consult Mr. James Nzehengwa who coordinates the Dryland Crop Production Programme and is assigned to fast-track project implementation.
- Noted the good partnership MAWF has with MET, further encouraged good collaboration and coordination between stakeholders in order to achieve the project objectives.

Remarks by the UNDP Representative

Ms. Martha Naanda (UNDP Representative) informed the meeting that after project mid-term evaluation, strategic adjustment was necessary to prioritise activities that will be implemented within the remaining project's lifecycle.

b) Attendance

i. Members of PSC present

1. Mr. Teofilus Nghitila, MET (Chairperson)
2. Ms. Mildred Kambinda, MAWF (Deputy Chairperson)
3. Ms. Enny Namalambo, MAWF
4. Ms. Uazamo Kaura, MET SCORE PMU, NPM
5. Ms. Martha Naanda, UNDP
6. Mr. James Nzehengwa, MAWF
7. Mr. Karlos Shinohamba, MURD
8. Ms. Natende Paulo, UNDP
9. Panduleni Hamukwaya, MET SCORE PMU (Secretary)
10. Angelina Mateus

ii. Absent with Apology

1. Mr. Jona Kasheeta (Mr. Shinohamba send as a secondment)

The attendance list is attached as Annex II of these minutes.

c) Adoption of the Agenda

The agenda was adopted with the addition of Japan Overseas Cooperation Volunteers (JOCV) to Namibia under A.O.B.

d) Matters arising from PSC5 minutes

i) Minutes review and correction of the 6th PSC meeting

The minutes of the 6th PSC meeting were adopted without any corrections.

MATTERS ARISING FROM PSC5 MEETING:

i. Earth dams:

It was reported to the PSC meeting that the earth dam's embankments in Okaku constituency were not compacted due to Regional Council lack of funds to complete this action.

Action Item 1.

Okaku Constituency Earth dam:

- The PSC meeting noted and resolved that the SCORE budget should not to be used for earth dams revamping. The project management unit should advise the Regional Council office to seek additional funding from within their Regional Council budgets to revamp and compact the earth dam in the Okaku Constituency.

The PSC meeting noted that a new earth dam site was identified at Oimwandi village in Ohangwena region for water harvesting. The excavation at the site commenced and the work on the dam has been

fully completed. However the contractors could not proceed to the next site (Okamukwa) because the excavator broke down and due to heavy rains experienced in the region.

Action Item 2.

Ohangwena Earth dam sites:

- It was noted and resolved that the project will not continue to fund the completion of the work at this site (Okamukwa) due to limited funds. Therefore, the PSC instructed the PMU to request the Ohangwena Regional Council to fund this activity.

2) Update on Project Implementation of the SCORE Project

The following agenda items are reported concurrently in these minutes:

a. Progress on SCORE 2017 Annual Work Plan (AWP)

The PSC meeting took note of SCORE current progress of implementation of the SCORE 2017 Annual Work plan.

Implementation of MDI gardens

The PSC was informed that the project continues to maintain and support the 222 micro-drip irrigation gardens that are established in the project zones to maximise crop production and use water efficiently. However, they were also notified about the challenge experienced at Okaku Youth Community Garden in Oshana region.

It was reported to the PSC SCORE PMU had several discussions with the Okaku Youth Community Garden members on the claims of witchcraft related issues being reportedly experienced at the Garden. These allegations led to the closure of the garden. The PSC members mentioned that incidence of this nature (impacting the continuity and sustainability of the field-level initiatives) should be reported immediately to the responsible authorities as well as to be brought to the attention of the members of the PSC via a note instead of waiting for the PSC meetings.

Action Item 1.

Okaku Youth Community Garden:

- The PSC requested the SCORE PMU to share a detailed report about this case including the necessary measures that were taken to remedy the situation.

i. Promotion of Conservation Agricultural Practices:

It was reported briefly to the PSC that ripping services for planting season 2017/2018 was provided to 525 households in the regions. The final data which will be disaggregated on the basis of sex (for male and female) and number of households (disaggregated per sex for the head of Households) will only be available at the end of quarter 2.

Action Item 2.

Conservation Agriculture:

- The PSC requested the SCORE PMU to share latest data regarding ripping services for planting season 2017/2018.

ii. Training and Mentorship of project beneficiaries:

It was also reported briefly to the PSC that the project engaged farmers in Oshana (Okaku and Okatana) and Ohangwena (at Engela Constituency office and Ohangwena Community library) through refresher trainings to improve their conservation agriculture and resilient agricultural practices and to improve MDI

production. Seven Trainers from SCORE, Agri-bank Advisory Services, AMTA, DAPEES and one MDI consultant, helped to conduct the training.

Action Item 3.

Training:

- The PSC requested the SCORE PMU to share the pre and post assessment reports indicating the extent of knowledge prior to the training and the post training knowledge.

b. Status report on the mid-term review and management response:

A mid-term review (MTR) was conducted for the SCORE Project during the 10th September to 30th November 2017. The MTR provided recommendations for implementation of the project for its remaining duration. A resultant management response was drafted with the best possible options for the project to continue with the remaining resources.

Action Item 4

Finalisation of the Management Response:

- The PSC resolved that the PMU must urgently finalise the Management Response taking into account the current status of the actions, and progress made and activities undertaken, and submit to UNDP CO.
- Update the Management response based on actions already completed, initiated and completed, and timeframe for completion.

i. Recommendation to scale down, and end activities in the two Kavango regions.

It was presented to the PSC that activities in Kavango East region and Kavango West region, can be transferred to the CRAVE project since they will implement similar activities to SCORE, such as the conservation agriculture, water harvesting and micro-drip irrigation gardens.

The meeting agreed that there is valid reason to scale down the implementation of all SCORE activities due to limited resources. An enquiry was made with regard to the employment agreement with the regional coordinator, and whether he could be absorbed by CRAVE project. Ms. Kambinda informed the meeting that the recruitment process for CRAVE project has ended, hence it's not possible to employ the SCORE regional coordinator.

Action Item 5.

Scaling down of activities in Kavango regions:

- The PSC resolved and recommended that the SCORE project manager should present to CRAVE Board a plan of action to withdraw from the two Kavango regions. Prior to the board meeting, the CRAVE project manager and SCORE project manager should first meet to discuss the request to hand over (recommend the transfer of) SCORE activities to CRAVE.
- The regional project coordinator to work with the project manager to close down the office and handover notes for the office;
- The working arrangements and contractual obligations for the coordinator to be communicated with him in advance and amendment accordingly.

ii. Project Management staffing and contractual implications:

The PSC was informed that the project management unit has developed a clear work plan and budget that will guide the implementation of project activities for the last phase of the project implementation. The

PSC discussed different options to re-align the PMU staff complement terms of references (ToRs), particularly to specific deliverables in the work plan to be linked to the staff remuneration and in accordance to achievements. *Therefore, the following three options were discussed by the PSC:*

1. Incorporate the salaries into individual contractual services so that individuals are paid for specific deliverables/activities;
2. Develop performance -based contracts and pay staff members as consultants based on delivery of specific services and outputs. This option may increase or decrease work days and subsequent payments may also increase or decrease depending on the type of consultancy work agreed between parties. It was clarified that this option would also entail that non-payment (withholding payment based on non-performance) if delivery of services or outputs is not completed.
3. Termination of work contract by giving official notice to staff. The PSC endorsed that existing staff contracts should only be terminated when not in contravention of the labour law (thus in line with the applicable labour law). Any action should be pursued to reach amicable solutions so that they may not results into disputes and labour related cases between the staff and MET.

Action Item 5.

Staff management and contract:

- The PSC resolved and recommended that the staff remunerations (currently packaged as salaries) should be directly linked to specific deliverables and project to cover the payment according to agreed/specific deliverables with the option of withholding payments for non-performances.
- The PSC resolved and recommended that the SCORE PMU should work with UNDP to finalize the work plan, contracting modalities, and specific deliverables for individual Project Management Unit (PMU) members, based on the most suitable option.
- The PSC resolved and recommended that there should be monthly monitoring of deliverables to ensure that steps are taken on non-delivery/non-performance and fill the gaps. And there should be certification of payment and attachments of the specific deliverables on a monthly basis per each of the PMU member being paid.

- iii. Plan of action to implement the MTR recommendations:

The PSC noted that there is a need to develop a clear programme to implement the MTR recommendations.

Action Item 6.

MTR implementation programme:

- The PSC resolved and requested the SCORE PMU to develop a clear implementation plan that is catalytic and transformative to ensure sustainability of the interventions beyond the project lifecycle.

- iv. Annual Work plan for 2018

The PSC was notified that the delay to approve the work plan for 2018 didn't prevent the implementation of project activities, the project team continued to implement key activities in the regions. After the deliberations on the work plan, the PSC has approved the work plan with the request to re-align the project activities as per the recommendation of the MTR and in line with the 2018 budget.

Action Item 7.

SCORE Work Plan 2018:

- The PSC resolved and requested the SCORE PMU to work with UNDP and MET to amend the draft work plan 2018 and re-submit to PSC.
- The PSC resolved that the plan must be fully aligned with the available resources, remaining outputs and tied to the respective PMU members (their roles, responsibilities and deliverables) to be implemented and clear procurement plan.

v. Financial Reporting

It was reported to the PSC that the project by midterm has already utilised more than 70% of the available resources. The implication given was that only a third of the resources remains to cover for the remainder of the other half of the project, which has more implications on the PMU complement and what can be done to achieve the expected outcomes per the total budget approved by the GEF, as funding organisation.

Hence a thorough objective and honest review of the project's expenditures (plus necessity of each of the PMU member) is needed by the PSC to ensure smooth implementation of last phase of the project's life. The PSC agreed and recommended that all consulting services must be minimised if not to stopped completely and agreed to assign the remaining work to the SCORE PMU. The PSC cautioned that should the PMU members not be in a position to carry out the tasks/services, then the PSC and PMU need to discuss the reduced remuneration for PMU members to cover for these types of needs.

The PSC also noted that by narrowing the PSC members to only MET, MAWF, MURD and UNDP and designate other members as Technical Advisory Panel to review and advice the project implementation may have some cost savings and improve efficiency in decision making.

The project benefitted from tax refunds, which on a quarterly basis were submitted to the UNDP. The PSC members queried about the VAT refunds, and it was not clear if these funds are currently being paid back (reallocated to the project budget for implementation or not) for the project usage. It was agreed that UNDP would investigate if these funds can be used by the project to further to supplement the budget and report back at the next meeting.

Action Item 8.

TAX Funds:

- The PSC requested the UNDP to investigate VAT refund received from Inland Revenue so that such funds can be reprogrammed for utilization under the project.

The PSC discussed and approved the SCORE budget for 2018 with minor amendments.

Action Item 9.

SCORE Work Plan 2018:

- The PSC resolved and requested the SCORE PMU to work with UNDP and MET to re-align the budget and submit the final amended budget to the PSC members.
-

vi. Project Risk Log

The project Risk Log was not presented, and electronic version to be send to members.

Action Item 10.**Risk Management Quarterly Updates**

- The SCORE PMU should update the current risk log and management and share it with the minutes to the PSC.

vii. Administrative Issues

It was reported to the PSC that UNDP is seeking for the Assistant Project Accountant to ensure effective execution of financial services and processes for the SCORE project and transparent utilization of financial resources.

The PSC noted and recommended that the Assistant Project Accountant should work in close collaboration with the Programme team, SCORE project in order to resolve finance related issues. The PSC resolved that a support for the UNDP will be in addition to UNDP's oversight functions covered by the GEF IA fees and will be provided to ensure that the FACE forms and direct payments are processed efficiently and effectively as the project will no longer have an Advance account.

5. Any Other Business

The project manager of SCORE indicated to the PSC that there is interest of volunteer from Japan to work in Namibia, particularly for SCORE project. The PSC noted that the project is not in the position to absorb any volunteer due to lack of finances to fund their costs of living in Namibia. MAWF also not in the position to take in volunteers.

Action Item 11.**JICA Volunteering:**

- The PSC resolved and requested that the project manager Project Manager to inform JICA that the project is unable to take in volunteers

6. Closing of the meeting and date of the next meeting

Mr. Teofilus Nghitila expressed his happiness and appreciation that the meeting was productive, very encouraging and the contributions made were very useful. Further, in his closing remarks he stated the following;

- *Would like to visit some of the project's gardens to see the impacts created by the project through these interventions.*
- *"Project documentation of lesson learnt should be improved by providing evidence report"*
- *"Recommended that lead farmers should be encouraged to be "good ambassadors in project's sites, as these are influential people that can have the means to sustain the interventions and have the capacity to employ local people".*
- *He remains optimistic that the project can still do more with the remaining resources, hence he encouraged the project work hard to implement the project mandate.*

Closing Remarks by Ms. Mildred Kambinda: *emphasised that awareness and advocacy is a critical component for the project implementation and public education of good agricultural practices and should be promoted.*

The date for the next PSC Meeting: to be communicated.

The meeting was officially adjourned at 18h00.

Certification of Minutes

Mr Panduleni Hamukuaya (Minutes)

Ms. Uazamo Kaura
Secretariat (Project Manager)

Mr. Teofilus Nghitila
Chairperson (National Project Director)

7) Annexes

a) Annex I: Meeting Agenda



AGENDA
PROJECT STEERING COMMITTEE
Six (6th) Meeting



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

AGENDA
PROJECT STEERING COMMITTEE
Seventh Meeting

Ministry of Environment and Tourism
Training Boardroom
Windhoek, Namibia

Date: Monday, 16 April 2018

Time: 09.00 – 13.00

Chairperson: Mr. Teofilus Nghitila, Environmental Commissioner

Time	Agenda	Responsible Person
10.00 – 10.10	2. Opening of the meeting a. Welcome; b. Apologies.	<i>Mr. Teofilus Nghitila: Environmental Commissioner</i>
10.10 – 10.30	3. Organizational Matters a. Adoption of the Agenda: Action: <i>The PSC will be invited to consider and adopt the agenda.</i> b. Minutes of the 6 th PSC meeting: Action: <i>The PSC will be invited to take note of the minutes of the 6th PSC meeting.</i> c. Matters arising from the minutes of the 6th PSC meeting.	

10.30 – 11.00	<p>4. Update on the implementation of the SCORE Project</p> <p>a. Progress on SCORE 2017 Annual Workplan (AWP)</p> <p>Action: <i>The PSC will be invited to take stock of the progress of implementation of the SCORE Project for 2017 with a view to taking account into relevant elements in the SCORE 2018 AWP.</i></p>	<i>Ms. Uazamo Kaura, Project Manager: SCORE</i>
11.00 – 11.30	<p>5. Status report on the Mid-term Review and Management Response</p> <p>Action: <i>The PSC will be invited to provide guidance on the further implementation of the SCORE MTR recommendations specifically on:</i></p> <ul style="list-style-type: none"> • <i>Endorsement on the project withdrawal from the Kavango East and West Regions;</i> • <i>Project Management staffing and contractual implications;</i> 	<i>Ms. Uazamo Kaura, Project Manager: SCORE</i>
11.30 – 12.30	<p>6. 2018 Annual Workplan:</p> <p>a. Presentation of SCORE Project 2018 Annual Workplan</p> <p>Action: <i>The PSC will be invited to provide guidance on the further implementation of these planned activities.</i></p>	<i>Mr. Panduleni Hamukwaya, Project Implementation Officer: SCORE</i>
12.00 – 12.30	<p>7. Financial Reporting:</p> <p>a. SCORE Financial Report 2017 and 2018 Budget;</p> <p>Action: <i>The PSC will be invited to take note of the project's financial report for 2017 and endorse the SCORE Project 2018 Budget.</i></p> <p>b. Administrative issues</p> <p>Action: <i>The PSC will be invited to take note of the administrative issues and provide guidance were necessary.</i></p> <p>c. Project Risk Log</p> <p>Action: <i>The PSC will be invited to take note of the Project Risk Log and update the risks were necessary.</i></p>	<i>Ms. Uazamo Kaura, Project Manager: SCORE</i>
12.30 – 12.45	<p>8. Any Other Business</p> <p>a. Japan Overseas Cooperation Volunteers (JOCV) to Namibia</p>	<i>All</i>
12.45 – 13.00	<hr/> <p>9. Close of the meeting and date for the next meeting</p>	<i>All</i>

b) Annex II: Attendance list for PSC members

No.	Name	Organization	Email	Contact
1.	Uazamo Kaura	SCORE-MET	uazamo.kaura@yahoo.co.uk	0612842045/ 0811599079
2.	Martha Naanda	UNDP	martha.naanda@undp.org	0612046201/ 0812 455 826
3.	Natende Paulo	UNDP	natende.paulo@undp.org	0812051947
4.	Teofilus Nghitila	MET	tnhitila@yahoo.com teofilus.nghitila@met.gov.na	0811247793
5.	Mildred Kambinda	MAWF	kambindamn@mawf.gov.na / mildredkambinda@gmail.com	0812447891/ 0612087493
6.	Enny Namalambo	MAWF	enamalambo@yahoo.com	0811700117
7.	Panduleni Hamukwaya	SCORE – MET	htigana@yahoo.com	0811594648
8.	Angelina Matheus	MET -SCORE	Angelina.mateus@met.gov.na	0817362198
9.	James Nzehengwa	MAWF	nzehengwaj@gmail.com	08114500993
10.	Karlous Shinohamba	MURD	kshimohamba@murd.gov.na	0812617416

Project Risk Log

#	Description	Type	Impact and Probability	Countermeasures / Management response	Owner	Submitted, updated by	Last update	Status
1.	Mitigate the risk of droughts and floods in the project zones	Environmental	P: 2 I: 2	<ul style="list-style-type: none"> • Harvesting flood water using the natural depressions; • Restoring traditional wells for productive use by households; • Restoration of earth dams. 	MET, MAWF	MET	Dec. 2018	Increased. <ul style="list-style-type: none"> • <i>Namibia, including the project areas have experienced one of the worst droughts in 10 years;</i> • <i>Earth dam restoration was the most economical activity benefiting more villages</i>
2.	Prepare households for dry years (erratic rains) in order to ensure that food security is increased at the household level	Environmental	P: 2 I: 2	Implementing early land preparation and planting – and the planting of early maturing crops in drier than normal years.	MET, UNDP, Met services, MAWF	MET	Dec. 2018	Increased <ul style="list-style-type: none"> • <i>Early preparation of land started in summer of 2018</i> • <i>Crop failure due to unreliable weather forecast</i> • <i>Micro-drip irrigation vegetable installed for food security and diversification</i>
				Make use of the existing weather and seasonal forecasting information from the Met services.		MET	Dec. 2018	
				Inform farmers on the various crops depending on the rainfall forecast i.e. dry periods plant Okashana				
				Planning and forecasting to be reemphasises				

#	Description	Type	Impact and Probability	Countermeasures / Management response	Owner	Submitted, updated by	Last update	Status
3.	Low and variable organisational capacities for implementation of the activities	Organisational	P: 3 I: 3	Delegating roles to the NGO and private sector by leveraging capacity and resources into the project, as well as adequate budget for capacity development and project management.	MET, UNDP, MAWF, MURD, RCs	MET	Dec. 2018	Increased <ul style="list-style-type: none"> • <i>High risk to delegate activities to an NGO with limited human resource capacity</i> • <i>Avoid appointing NGOs within the project document</i>
4.	Some of the smallholder farmers might be reluctant to be inclusive of the project due to the lack of knowledge on climate smart agricultural methods and the strong believe that the traditional ways of farming yield more harvests	Social and political	P: 1 I: 1	An assessment will be done to ensure that only willing smallholder farmers are included as project beneficiaries and care will be taken not to be biased when selecting the beneficiaries	MET, UNDP	MET	Dec. 2018	Decreased <ul style="list-style-type: none"> • <i>An assessment was done to ensure that the project engages interested farmers</i>
5.	Insufficient target group for the project – women, children and orphans are the most vulnerable to climate change and therefore the key target for the project	Social	P: 2 I: 2	A gender assessment was carried out in the PPG phase to mitigate against the risk – and experience shows that women are willing to participate in many developmental projects.	MET, UNDP	MET	Dec. 2018	No change <ul style="list-style-type: none"> • <i>There is still high risk in terms of sustainability and land tenure especially in the Kunene region;</i> • <i>Women involvement in other project areas is still high</i>

#	Description	Type	Impact and Probability	Countermeasures / Management response	Owner	Submitted, updated by	Last update	Status
6.	The lack of support from the politicians and stakeholders to support the project	Political	P: 3 I: 3	Roles and responsibilities will be clearly defined through a consultative process – with all the various stakeholders.	MET, UNDP, MURD, RCs	MET	Dec. 2018	Decreased <ul style="list-style-type: none"> Supported was garnered at all level of governance, and the project is receiving cooperation from politicians and stakeholders
7.	Post harvesting loss due to lack of efficient and proper storage	Social	P: 3 I: 3	Training of beneficiaries on proper storage to reduce loss	MAWF	MET	Dec. 2018	Decreased <ul style="list-style-type: none"> Project beneficiaries underwent training on vegetable production with micro-drip irrigation
8.	Mainstreaming of projects results/best practices does not take place effectively into regional and MAWF plans	Organizational	P: 3 I: 3	Ensure that ongoing project activities are adopted and linked to regional council offices strategic plan and MAWF strategy.	MAWF, MET, Regional Councils	MET	Dec. 2018	No change <ul style="list-style-type: none"> Ongoing reporting
9.	Financial resources are not available to deliver output in new project zones (Kunene Region, additional constituencies in Kavango West)	Financial	P: 3 I: 3	Seek support for additional funding	UNDP, MET	MET	Dec. 2018	Increased <ul style="list-style-type: none"> Limited financial resources