



REPUBLIC OF NAMIBIA

MINISTRY OF AGRICULTURE, WATER & FORESTRY

**NAMIBIA COUNTRY PILOT PARTNERSHIP PROGRAMME:
ADAPTING TO CLIMATE CHANGE THROUGH THE
IMPROVEMENT OF TRADITIONAL CROPS & LIVESTOCK
FARMING (CPP NAM: CCA)**

FINAL EVALUATION REPORT

**MARCH 2012
FINAL VERSION**



UNDP/GEF Project	CPP Namibia: Adapting to Climate Change through the Improvement of Traditional Crops and Livestock Farming (CCA)
UNDP/GEF Project ID	00057843
Evaluation Time	October 2011 – March 2012
Frame	
Country	Namibia
GEF Operational Program/Strategic Program	
Executing Agency and Project Partners	Ministry of Agriculture, Water and Forestry (MAWF)
Evaluation Team	G.L. Jonas Capôco - Asca Investment (Pty) Ltd, Namibia
Member	E-mail: asca@mweb.com.na

Acknowledgement

The author's wish to thank all the stakeholders and beneficiaries of the CCA project who gave their time to facilitate this Study in the 12 Constituencies of Omusati Region.

In the project area, our gratitude goes to the Project Management Unit, Directorate of Extension and Engineering Services in Outapi and Agricultural Extension Technicians who served as the contact point for carrying out the Study as well as the logistic to visit the beneficiaries being households, farmers, institutions and associations.

We are grateful to the Director of Extension and Engineering Services in the Ministry Of Agriculture, Water and Forestry (MAWF), Ms. Sophia Kasheeta, for providing the Government position on integrating the Climate Change Adaptation in the MAWF processes.

Special thanks to Mr. Nellius Phillipus, Ms. Mkwetu Mweutota and Ms. Martha Mwandingi at UNDP Country Office as well as Ms. Jessica Troni UNDP Regional Technical Advisor for facilitating and supporting the Study.

This document has been produced with the financial assistance of the UNDP/GEF. The contents of this document are the sole responsibility of the author.

Table of Contents

Acknowledgement	2
Table of Contents	3
ACRONYMS AND ABBREVIATIONS	5
EXECUTIVE SUMMARY	6
1. INTRODUCTION	10
1.1 Purpose of the Evaluation	12
1.2 Key issues addressed	12
1.3 Methodology of the Evaluation	13
1.3.1 Stakeholder engagement	15
1.4 Evaluation team /composition	15
1.5 Ethics	15
2. PROJECT DESCRIPTION AND DEVELOPMENT CONTEXT	17
2.1 Project start and duration	18
2.2 Problems that the project seeks to address	19
2.3 Immediate and development objectives of the project	19
2.4 Main stakeholders	21
3. FINDINGS	22
3.1 Project Formulation	22
3.1.1 Assumptions and Risks	23
3.1.2 Lessons from other relevant projects	24
3.1.3 Stakeholders participation	27
3.1.4 Cost-effectiveness	27
3.1.5 UNDP comparative advantage	28
3.1.6 Linkage between project and other interventions within the sector	28
3.2 Project implementation	31
3.2.1 Financial Planning	32
3.2.2 Co-financing	34
3.2.3 Monitoring and Evaluation (M&E)	34
3.2.4 Execution and Implementation modalities	35
3.2.5 Project management arrangement	37
3.2.6 Coordination and operational issues	38
3.3 Project Results	38
3.3.1 Attainment of objectives	44
3.3.2 Country ownership	46
3.3.3 Mainstreaming	47
3.3.4 Sustainability	48
3.3.5 Catalytic Role	49
3.3.6 Impact	49
3.3.7 Global Environmental Benefits (GEBs)	52
3.3.8 Project Ratings	53
4. CONCLUSIONS, RECOMMENDATIONS AND LESSONS LEARNED	56
4.1 Corrective actions for the design, implementation, monitoring and evaluation of the project	56
4.2 Actions to follow up / reinforce initial benefits from the project	56
4.3 Best practices in addressing issues relating to relevance, performance and success	57

4.4 Recommendations	58
ANNEXES	60
A: TORs.....	60
B: Itinerary /Field visits	70
C. List of persons interviewed	72
D. List of Documents Reviewed	73
E: Questionnaire used	75
F. Evaluation Consultant Agreement Form	77

ACRONYMS AND ABBREVIATIONS

AET	Agricultural Extension Technicians
CALCC	Enhancing Institutional and Human Resource Capacity through Local Level Coordination of Integrated Rangeland Management and Support
CCA	Climate Change Adaptation
CDE	Community Development Centre
CO ₂	Carbon dioxide
Contill	Conservation Tillage Project
CPP ISLM	Country Pilot Partnership for Integrated Sustainable Land Management
DAPAP	Drought Animal Power Acceleration Programme
DEES	Directorate of Extension and Engineering Services
DRFN	Desert Research Foundation of Namibia
EU	European Union
EWS	Early Warning System
GEF	Global Environment Facility
GHG	greenhouse gas
HYCOS	Hydrological Cycle Observing System
ILUP	Integrated Land Use Planning
LFA	Logical Framework Approach
MAWF	Ministry of Agriculture, Water and Forestry
MEATCO	Meat Corporation of Namibia Ltd
MET	Ministry of Environment and Tourism
MDG	Millennium Development Goals
MLR	Ministry of Lands and Resettlement
MoF	Ministry of Finance
MRLGHRD	Ministry of Regional and Local Government and Housing and Rural Development
M&E	Monitoring and Evaluation
NCCC	National Climate Change Committee
NCR	North Central Region
NNF	Namibia Nature Foundation
NOLIDEP	Northern Regions Livestock Development Project
NPC	National Planning Commission
PESILUP	Promoting Environmental Sustainability through Improved Land Use Planning
PIR	Project Implementation Report
PMU	Project Management Unit
PPG	Project Preparation Grant
ProDoc	Project Document
PSC	Project Steering Committee
PUMP	Productivity Upliftment Micro Projects
SARDEP	Sustainable Animal and Range Development Programme
SPA	Strategic Priority on Adaptation
UNDP	United Nations Development Programme

EXECUTIVE SUMMARY

The project, “Adapting to Climate Change through the Improvement of Traditional Crops and Livestock Farming (CCA)” was introduced at a time when it was evident that Namibia’s vulnerable communities such as communal subsistence farmers and other communities will be the most affected by climate change. The project, funded by the Global Environment Facility, implemented by the United Nations Development Programme and executed by the Namibian Ministry of Agriculture, Water and Forestry, was piloted in Omusati region in northern part of Namibia. It covers an area of approximately 26,500km² and Omusati region is home to some 228,000 people, or 12.5 per cent of the Namibian population. This makes it one of Namibia’s most densely populated regions, although the northern part of the region is much more heavily populated than the more infertile south. It is a semi-arid region with annual rainfall varying from 300mm in the west to 500mm in the eastern part.

The project was implemented as part of the Namibia’s Country Pilot Partnership for Integrated Sustainable Land Management (CPP ISLM) which sought to enhance the adaptive capacities of subsistence farmers and natural resource managers to climate change in agricultural and pastoral systems.

This document is a study of the Final Evaluation of the project and its aim is:

- To assess the project’s overall performance against the project objective and outcome targets as set out in the project Results Framework
- To assess the effectiveness and efficiency of the project in reaching the objective and outcome targets;
- 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 relevance to national priorities
- To provide guidance for the future project activities and, if necessary, for the implementation and management arrangements.

The Evaluation results were obtained from interviews with project beneficiaries, implementers and other stakeholders. Additional information was obtained from project documentation including the Project Document, minutes of meetings, project reports and other materials.

The success or failure of a project is largely judged from its performance against the set objectives, outcome targets, and the relevance -and sustainability of outputs as contributions to medium-term and longer-term outcomes. The main objective of the project as stated in the ProdDoc is “to develop and pilot a range of effective coping mechanisms that assist subsistence farmers in Namibia’s North-Central

regions to better manage and cope with climate change, including variability such as droughts". The objective would be met through the several activities that are judged against three (3) main outcomes:

1. Climate change adaptation measures of rural communities in agricultural production piloted and tested
2. Improved information flows on climate change, including variability (such as drought) between providers and key users
3. Climate change issues integrated into planning processes

The project has been implemented in Omusati Region and has wide scope in all aspects of agriculture all aimed at reducing vulnerability of farmers through livestock improvement programme, dry-lands crop farming, horticulture production, as well as livelihood improvement. The following indicators were noted; 212 Boer goat rams were introduced to improve livestock breeding and production; drought tolerant crop breeds such as Okashana #2, Kangara, Sorghum and conservation agriculture were demonstrated on 100 sites. Diversification of livelihoods of the farmers was another envisaged outcome and as an indicator of that outcome, 30 female beneficiaries were supported with 66 guinea fowls with the hope that the beneficiaries could generate additional income by selling eggs and guinea fowls.

Since Omusati Region and, indeed the whole country, suffers from water stress, water conservation is very critical. Drip irrigation system in horticulture production and a ripper furrower implements for conservation agriculture have been acquired by the project and made available for the farmers to use in land cultivation through the Ministry of Agriculture, Water and Forestry (MAWF)'s Directorate of Extension and Engineering Services (DEES).

Vulnerable members of society such as people living with HIV and AIDS, households headed by unemployed females and orphans, visually impaired as well as flood victims have specifically been targeted. The project has availed 6 tonnes of improved seeds (pearl millet) to 1,200 households of these vulnerable communities.

Horticulture production is one means of diversifying agricultural activities of the targeted subsistence farmers. The project has supported 10 vegetable farmers along Etaka Canal with fuel driven water pumps, drip lines and fertilizers. These farmers produce crops such as tomatoes, onions, carrots, butternut squash, spinach and sweet potatoes. A marketing collection facility and distribution centre which is generating approximately USD 420,000 per annum has been established at Epalela settlement for the Olushandja Horticultural Producers Association with the financial assistance from the project of about USD 111,112.

The project has been instrumental in building capacity in Omusati Region. In the process, 75 Agricultural Extension Technicians (AET) in the North Central Regions have been trained on climate change adaptation measures, seasonal rainfall outlook and community toolkit. It is expected that the trained technicians would roll out the coping mechanisms to farmers at constituency level to ensure that

farmers make informed decisions in their work in an environment filled with high unpredictable climatic conditions. The training of the technicians and other officers has been aimed at integrating climate change issues into regional development planning processes.

The buy-in and direct involvement of key stakeholders in the design and implementation of the project was a key requirement. The project was mainstreamed into Namibia's development planning process to ensure that adaptation to climate change receives equal priority treatment at all levels of planning and implementation. The project played a key supportive role in the development of Namibia's Policy on Climate Change in line with one of its key outputs. The involvement of Regional Councillors under MRLGHRD as well as Community Development Centres (CDC) in each of the 12 Constituencies reduces institutional risks associated with acceptability of the project thus affecting its sustainability.

Mention is made that the likelihood of financial and economic resources not being available once GEF assistance ends do not pose any financial risks that may jeopardise the sustainability of the project outcomes. This is so that the CCA project is not a standalone but it is a project which is fully integrated into the MAWF's agricultural processes. The DEES annual budget for fiscal year 2011/2012 for the 13 regions of Namibia was about USD 2, 9 Million which translate into USD 223,077 for the Omusati Region the project operated from. The DEES budget for fiscal year 2012/2013 is estimated at USD 3, 8 Million of which USD 292,307 would be allocated to Omusati Region for up-scaling activities such as providing breeding rams, seeds, drip irrigation, guinea fowls, etc.

Although the project has been successful by most indicators, the establishment of meteorological stations would need to be taken up with MAWF to ensure that the community is able to detect, respond and manage climate change variability. Lack of practical training is often lamented in most projects as was the case with this particular project as well. The project has, however, proved its relevance to the development priorities of the country and the Omusati Region on the basis that, amongst others, significant changes and improved vegetation and crops as well as aquaculture among the affected communities have been noted. The lessons need to be tested in other regions which may offer different challenges. The impact of the project appears significant in proving the great potential for climate change adaptation amongst communal subsistence farmers through the identified and implemented activities and in the process contributing to global environmental benefits.

In line with the above findings, the following are some of the recommendations following the project;

1. The Commercial Boer goat ram was a very successful intervention by the project and it is recommended that the activities be scaled up for the benefit of vulnerable smallholder farmers in Omusati region through the MAWF existing schemes. A financing scheme should be devised for more vulnerable farmers that are unable to afford upfront cost in purchasing the ram.
2. The study established that little has been done to develop sales and marketing channels for the various guinea fowl products and most CCA beneficiaries sold their eggs only to individual

farmers or on informal markets. The sale of guinea fowl for meat and for breeding was not greatly explored, and there exists great potential to expand both of these activities.

3. The drip irrigation system proved suitable in Omusati region and in the long term, water is also more readily available from Etaka Canal and Olushandja Dam and relatively fertile soil. However, the start-up costs estimated at USD 11,000 for 1 – 2 hectare would be prohibitive for many smallholder farmers. Reform of existing financing scheme and identification of viable financing models would be required to accommodate emerging small holders' farmers in the region.
4. To reinforce the initiative of plastic granaries in the region and beyond, it is recommended that a subsidization mechanism (soft loan) should be introduced through the MAWF so that farmers can purchase the granaries on credit or at reduced rates, particularly for farmers operating in the vulnerable "Efundja" flood zone. It is anticipated that the scheme would reduce the financial barriers to the supply and purchase of plastic granaries including reduction (first cost reduction) of the price and ready availability of finance. In the circumstances, the scheme would reinforce trade, economy of scale and create a new trade dynamic in domestic economy.
5. One of the three Outcomes of the project was to establish policies and strategies at constituency level. Since this was put at abeyance to allow the development of Namibia's Climate Change Policy, it is recommended that the establishment of these sub-policies and strategies be revisited since Omusati Region is most prone to climate change variability.
6. The project has proved its relevance to the development priorities of the country and the Omusati Region on the basis that, through impact assessments, improved vegetation and crops among the affected communities have been noted. The lessons need to be tested in other regions which may offer different challenges.
7. Climate variability will be as much a feature of climate change as a trend towards drier conditions. Communities need to be prepared for climate variability, be it droughts or floods. Communities need to be ready to respond *flexibly*, and on the basis of good weather forecast information. An adaptation strategy that is good for droughts is not likely to be good for floods. Future efforts will need to look at how farmer-level adaptation strategies can be adjusted to prevent losses associated with floods as well as droughts, aided by weather forecast information.
8. Government effort to raising awareness of alternative adaptation options is not to be underestimated and should be adequately resourced.
9. The Meteorological office climate decision-support tools need to be demand-focused, and respond to farmer's needs for short-term forecast tools.
10. It is noted that the water for the drip irrigation systems and aquaculture ponds are being extracted from the Etaka Canal and Olushandja Dam using fuel driven generator sets. It is recommended that **solar** powered water pumping systems for irrigation purposes are employed at the site and future projects in order for the CCA activities in the Omusati region contributing to climate mitigation by reducing or avoiding CO₂ emissions.
11. For future programmatic intervention, 5 year projects would be more effective in terms of allowing sufficient time to measure results.

1. INTRODUCTION

Adapting to Climate Change through the Improvement of Traditional Crops and Livestock Farming (as part of Climate Change Adaptation -CCA) is a sub-project that seeks to enhance the adaptive capacities of farmers, pastoralists and natural resource managers to climate change in agricultural and pastoral systems in north-central Namibia. It is a project under the umbrella of Namibia's Country Pilot Partnership for Integrated Sustainable Land Management (CPP-ISLM) which contributed to Objective 2 of the overall CPP-ISLM. During its implementation phase, the project has identified and disseminated cost-effective, innovative and appropriate SLM techniques which integrated environmental with economic benefits.

The project is operating in an environment where "the Government of Namibia has identified land degradation as a serious problem which demands remedial intervention, and has recognized that integrated ecosystem management strategies are needed to effectively address the underlying causes", albeit, a number of obstacles hindering the capacity of these strategies. Though there is no climate change projection for Omusati region were the project operated, the overall projection for Namibia points to a hotter and a drier country with more variation in precipitation activities. Extreme weather events such as floods and droughts will become frequent and more intense.

The project's backdrop is that subsistence agriculture (livestock and crop farming) are the main livelihood subsistence and economic activities in Omusati region. Farmers in north central regions, i.e. Omusati including Oshana, Oshikoto and Ohangwena grow primarily rain-fed crops such as millet, sorghum, bambara nuts, groundnuts, pumpkins and several vegetables, including indigenous types. Pearl millet also known as Mahangu is the dominant crop produced. Large numbers of cattle are reared, however animals are not used much for commercialization. The agriculture sector is threatened by periodic droughts that are responsible for livestock losses, reduction in milk production due to reduced forage and reduction in crop production.

Further, the Omusati region has 225,733 inhabitants, which is 12.5% of Namibia's total population¹. About 99% of the population in Omusati resides in rural areas. Annual population growth from 1991 - 2001 in Omusati, which has a population density of 8.6 persons per square kilometre against a national average of 2 people per square kilometre, was 1.5%. Such a relatively high population density puts strains on natural resources which the residents of the region rely on for their lively hoods. Like the rest of Namibia, the population of the north central regions is relatively young with very little employment opportunities except from the land.

Given the above scenarios, the project piloted a range of effective coping mechanisms to assist subsistence farmers in Omusati region to better manage and cope with climate change, including variability such as droughts.

¹ 2001 Population and Housing Census

As such, this project was submitted to the Global Environment Facility (GEF) under the Strategic Priority on Adaptation (SPA) retrospective July 2007. The SPA aims at reducing vulnerability and increasing adaptive capacity to the adverse effects of climate change in any or a combination of the GEF focal areas, namely; biological diversity, climate change, international waters, land degradation, ozone layer depletion, and persistent organic pollutants (POPs). It supports pilot and demonstration projects that address local adaptation needs and generate global environmental benefits.

As a sub-project under CPP-ISLM, the project falls under four category 1 projects funded by GEF. To show parental linkages, all projects under the CPP category 1 are named starting with CPP Namibia followed by a full project title (e.g. CPP Namibia: Adapting to Climate Change through the Improvement of Traditional Crops and Livestock Farming. A shortened version or acronym of this project is CPP NAM CCA. The four projects under the CPP by agency are shown in table 1 below.

Table 1: Projects under the CPP by agency and GEF funding equivalent

Project title	Amount in US dollars	Agency
B1 CPP Namibia: SLM Support / Adaptive Management (CPP NAM SLM SAM)	7	UNDP
B2 CPP Namibia: Enhancing Institutional and Human Resource Capacity through Local Level Coordination of Integrated Rangeland Management and Support (CPP NAM CALLC)	1	UNDP
B3 CPP Namibia: Adapting to Climate Change through the Improvement of Traditional Crops and Livestock Farming (CPP NAM CCA)	1	UNDP
B4 CPP Namibia: Promoting Environmental Sustainability through Improved Land Use Planning (CPP NAM PESILUP)	1	WB

Letters of co-finance issued for the CPP apply to all the four projects above, with the finances of the individual projects clearly separated and indicated on each of the project documents.

Most significant to note is that CPP was designed during GEF 3 as a two phased project with Phase 1 (2006-2010) aimed at building the capacity of stakeholders to absorb investments to combat land degradation. At national level, the capacity building focus was to be on the ability of stakeholders to plan, execute and monitor sustainable land management activities. At the local level, community groups would be empowered to assess SLM options and call upon extension service providers when they need technical support. Phase 2 (2010-2015) was planned to focus on leveraging investments to consolidate progress that would have been achieved in Phase 1. Best practices identified in Phase 1 would be scaled up and SLM practices adapted to the impacts of climate change. The CPP NAM SLM SAM element provides the overarching institutional mechanisms for coordination, including monitoring and reporting for the whole of the CPP and aligns the components within a programmatic framework detailing linkages with other projects as is discussed in Section 3.1.7 and Section 3.2.4 below.

This initial design, has, however, been overtaken by events as GEF will not automatically support the second Phase of the programme. CPP that include CCA project should therefore be understood to be made up of the elements that were initially identified for Phase 1.

1.1 Purpose of the Evaluation

The objective of the Final Evaluation (FE) is to enable the MAWF, UNDP/GEF and other stakeholders to assess the project outputs, their impact and sustainability, and to take decisions on future orientation on how a project of this nature can be more effective in the future.

Its purpose, therefore, is to;

- assess overall performance against the project objective and outcome targets as set out in project Results Framework
- assess the effectiveness and efficiency of the project in reaching the objective and outcome targets;
- critically analyze the implementation and management arrangements of the project
- list and document initial lessons concerning project design, implementation and management
- assess project relevance to national priorities
- provide guidance for the future project activities and, if necessary, for the implementation and management arrangements.

The performance of the project has been measured based on the progress made in reaching the project objective and outcome targets. Information on this and other benchmarks as outlined in the project purpose has been obtained from reports, interviews and field investigations, amongst other means. The Terms of Reference (ToRs) attached as Annex A provide full details of the scope of the FE, proposed methodology, outputs, deliverables, time scales and other additional information.

1.2 Key issues addressed

To analyze and assess the achievements and progress made so far towards achieving the objective of CCA project, factors that have facilitated or impeded the achievement of the objective will be identified, while also considering the effectiveness, efficiency, relevance, impact and sustainability of the programme. These are the five key evaluation criteria prescribed by GEF in its Monitoring and Evaluation Policy. The evaluation is expected to result in recommendations and lessons learned to assist in defining future direction of similar programmes. The evaluation will include ratings on two broad aspects of the programme, namely (1) sustainability; (2) achievement of objectives and outcomes; while also rating the effectiveness of the programme's (3) implementation approach; (4) stakeholder participation/public involvement; and (5) Monitoring and Evaluation. The ratings will be in accordance to GEF guidelines namely; Highly Satisfactory, Satisfactory, Marginally Satisfactory, Marginally Unsatisfactory,

Unsatisfactory and Highly Unsatisfactory. These ratings are elaborated on in Table 2 and 3 under; (i) progress toward achieving project objectives and (ii) progress in project implementation.

Table 2: Progress toward achieving project objectives

Highly Satisfactory (HS)	Project is expected to achieve or exceed all its major global environmental objectives, and yield substantial global environmental benefits, without major shortcomings. The project can be presented as “good practice”.
Satisfactory (S)	Project is expected to achieve most of its major global environmental objectives, and yield satisfactory global environmental benefits, with only minor shortcomings.
Marginally Satisfactory (MS)	Project is expected to achieve most of its major relevant objectives but with either significant shortcomings or modest overall relevance. Project is expected not to achieve some of its major global environmental objectives or yield some of the expected global environment benefits.
Marginally Unsatisfactory (MU)	Project is expected to achieve of its major global environmental objectives with major shortcomings or is expected to achieve only some of its major global environmental objectives.
Unsatisfactory (U)	Project is expected not to achieve most of its major global environment objectives or to yield any satisfactory global environmental benefits.
Highly Unsatisfactory (U)	The project has failed to achieve, and is not expected to achieve, any of its major global environment objectives with no worthwhile benefits.

Table 3: Progress in project implementation

Highly Satisfactory (HS)	Implementation of all components is in substantial compliance with the original/formally revised implementation plan for the project. The project can be presented as “good practice”.
Satisfactory (S)	Implementation of most components is in substantial compliance with the original/formally revised plan except for only a few that are subject to remedial action.
Marginally Satisfactory (MS)	Implementation of some components is in substantial compliance with the original/formally revised plan with some components requiring remedial action.
Marginally Unsatisfactory (MU)	Implementation of some components is not in substantial compliance with the original/formally revised plan with most components requiring remedial action.
Unsatisfactory (U)	Implementation of most components is not in substantial compliance with the original/formally revised plan.
Highly Unsatisfactory (HU)	Implementation of none of the components is in substantial compliance with the original/formally revised plan.

1.3 Methodology of the Evaluation

The project evaluation team has collected and collated information used in the evaluation process from different sources and by different means such as the ProDoc, Project Implementation Reviews (PIRs) and other documentation, and conducted interviews as well as field investigation. Structured and semi-structured interviews were conducted with officials and beneficiaries in the project while field investigations were done to the project areas.

In terms of interviews, field visits and documentation review, the following process has been followed:

❖ *Primary sources*

Semi-structured and structured interviews with Project Management Unit (PMU), Members of Project Steering Committee and project beneficiaries were carried out. Also, two site visits to the project area were undertaken from the 6th - 12th November 2011 as well as from the 23rd – 27th January 2012 covering altogether 10 constituencies, i.e. Outapi, Onesi, Okalongo, Etayi, Ruacana, Ogongo, Anamulenge, Tsandi, Okahao and Elim Constituency.

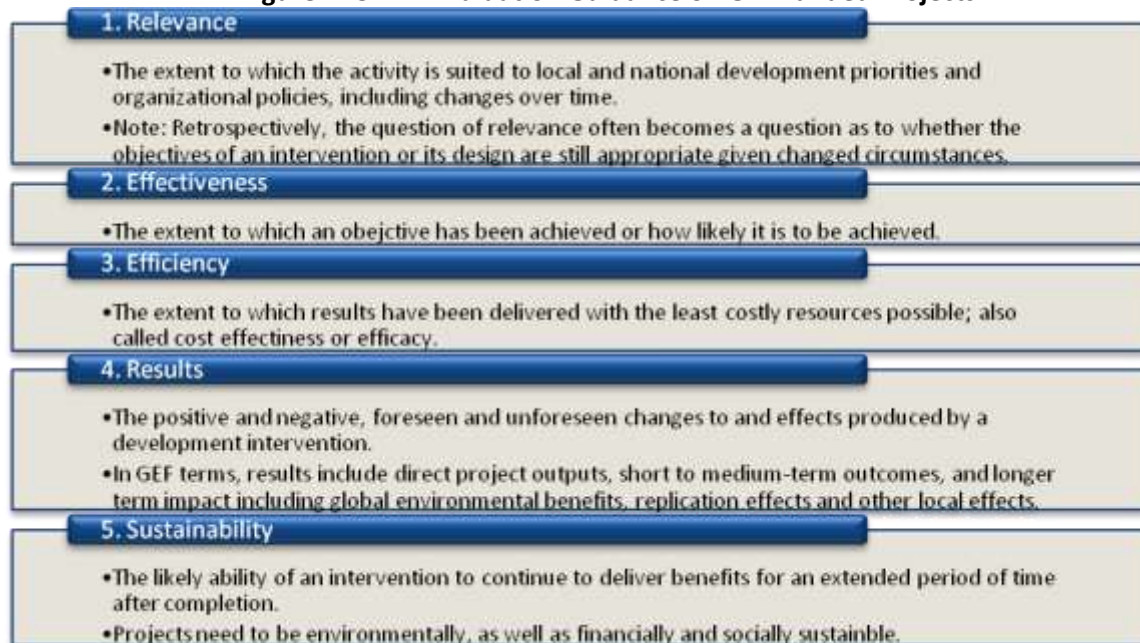
❖ *Secondary sources/ Document Review*

The following documents as more outlined in Annex C were reviewed as part of the methodology.

- ✓ Project Document
- ✓ Project Log frame
- ✓ GEF Project Implementation Review (PIR) for all the years of project implementation
- ✓ Progress reports
- ✓ Financial Reports
- ✓ Project outputs (technical reports, workshop proceedings, etc.)
- ✓ UNDP Handbook for Programme Managers: Results-Oriented Monitoring and Evaluation

The UNDP Evaluation Guidance on GEF Funded Projects, see Figure 1, has also been followed in this exercise.

Figure 1: UNDP Evaluation Guidance on GEF Funded Projects



Source: UNDP

The above five evaluation criteria were further defined through a series of interviews with key project partners and project beneficiaries covering all aspects of the project intervention in Omusati Region. The criterion was used to evaluate project formulation, implementation and results.

1.3.1 Stakeholder engagement

Stakeholders are the individuals, groups, institutions, or other bodies that have an interest or stake in the outcome of the CCA project. The PMU drafted a list of stakeholders that were not only key stakeholders of CCA project, but were also representative of the broader group of stakeholders associated with the project and provided meaningful feedback. The stakeholders that were engaged during the evaluation process include: (i) The Ministry of Agriculture Water and Forestry's Director of Extension and Engineering Services (DEES). (ii) DEES's Technical Extension Officers (AETs) who are based in Omusati Region. (iii) Members of the Project Steering Committee from: Development Aid from People to People (DAPP) and Outapi Town Council (iii) project beneficiaries in the areas of conservation agriculture, drip irrigation, horticulture, ram breeding, tillage, water harvesting, guinea fowls, granaries and aquaculture. The Project Final Steering Committee Meeting (Project Closure) held on the 10th November 2011 in Outapi, Omusati and the participants provided insight to this evaluation. Additional input was availed per FE briefing to the PSC on the 27th January 2012 in Outapi and project presentation to DEES Management Meeting on the 29th February in Katima Mulilo, Caprivi Region.

1.4 Evaluation team /composition

An individual national consultant was provided for the evaluation by Asca Investment (Pty) Ltd (Namibia), a multi-disciplinary consulting firm. Asca has its capabilities and experience in a wide range of activities and issues as follows:

- **Energy:** Energy policy reviews. Energy policy formulation. Capacity building needs assessment. Energy, conservation, auditing and efficiency. Renewable energy analysis and applications including solar photovoltaic. UNDP/GEF ProDoc Development. Project Preparatory Grant (PPG) development. Project Identification Form (PIF) development. Logical Framework Analysis.
- **Climate Related Studies:** Compilation and analysis of national data. Inventory studies. Mitigation options and analysis related to energy & climate change issues. Research Paper "Trade and Climate Change / the Environment"

1.5 Ethics

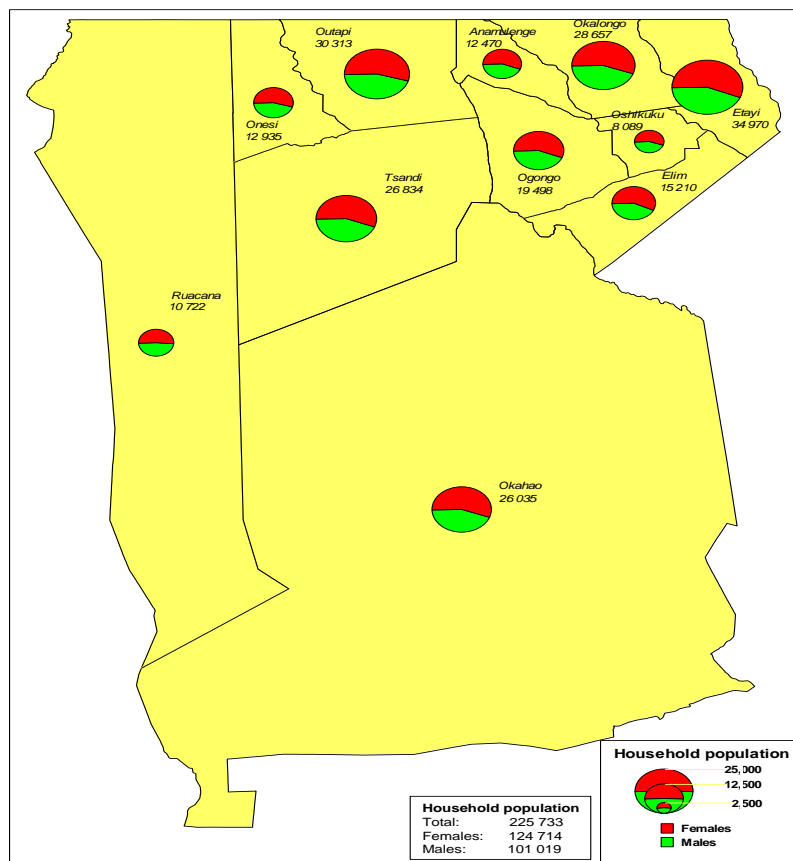
Attached to this report – Annex D and in accordance with the "Ethical Guidelines for Evaluators" is a signed 'Code of Conduct' of the evaluator. Furthermore, in conducting this evaluation, the evaluator has been guided by the following principles as provided for by the GEF policy:

- **Independence:** The Evaluator is independent and has not been engaged in the Project activities, nor has he been responsible in the past for the design, implementation or supervision of the project.
- **Impartiality:** The evaluation process has been impartial and has taken into account all the views received from stakeholders.
- **Transparency:** In communicating with stakeholders contacted during the evaluation, the Evaluator has conveyed in as open a manner as possible the purpose of the evaluation, the criteria to be applied and the intended use of the findings.

2. PROJECT DESCRIPTION AND DEVELOPMENT CONTEXT

CPP NAM CCA Project has been designed to assist the Republic of Namibia to devise and implement adaptation strategies to cope with predicted effects of climate change in 12 Constituencies of Omusati Region (see Figure 2). The objective of the project is to improve livelihoods and food security among the most vulnerable communities in the particular region.

Figure 2: Map of Omusati² Region, Namibia



Significantly, the Second National Communication project document (2005), which also informed this project design, identified a series of priority climate change adaptation activities for Namibia. This project was then selected as the highest priority in view that the expected project outcomes will directly strengthen the adaptive capacities of most climate change vulnerable population groups in Namibia. The project is also in line with national priorities identified as part of Namibia's long-term development

² Omusati Region is made out of 12 Constituencies in total. The above exhibit depicts 11 Constituencies only. The 12th Constituency Otamanzi is not depicted in the available archive as the said constituency was only proclaimed after 2001.

strategy, Vision 2030, its underpinning National Development Plans and the National Poverty Reduction Programme.

To emphasize the development objectives of the project, the Final Evaluation notes a specific study carried out under the National Poverty Reduction Programme which identified environmental strategies and actions that should be mainstreamed into poverty reduction programmes and the study relationship with the project outcomes and outputs discussed in Sub-Section 2.3 below. Relevant to this project and climate change adaptation is that;

- The national agricultural research plan identifies and encourages the cultivation of well-adapted local (indigenous) species, which have potential on the international market.
- The national plan to consider strategies to mitigate against potential adverse impacts which could result from human-induced and natural environmental disasters such as climate change (including variability), desertification and other disasters;
- Conduct environmental evaluations to identify local species and products which can be negatively affected by the farming of cotton and other exotic plant species, and devise measures to alleviate their impact.
- Local species that can be cultivated should also be identified in order to obtain the same revenue as cotton-providing incentives for biodiversity conservation.
- Not least, that specific attention should be given to the identification of traditional knowledge in the use of local species which can be used to develop products for local and international markets.

As such, the foregoing intervention by the project promoted local investments, employment creation and poverty alleviation in the rural communities. Also, the project added impetus to Namibia’s efforts to attain the UN Millennium Development Goals, particularly the goals on eradication of extreme poverty and hunger, promotion of gender equality and empowering women, reducing child mortality, ensuring environmental sustainability and developed a global partnership for development. The project has also contributed to the United Nations Convention to Combat Desertification (UNCCD), specifically through contributions to Namibia’s Country Pilot Partnership (CPP) for Integrated Sustainable Land Management (ISLM). The CPP for ISLM was used as the framework for identifying key priority areas where efforts to combat desertification were directed during project implementation.

2.1 Project start and duration

The project started in June 2007 when the GEF CEO endorsed its implementation with UNDP as the implementing agency. The dates for key milestones are shown in Table 1. The duration of CCA project

was 3 years. A no-cost extension was granted and the project was extended from December 2010 to December 2011.

Table 4: Timing of key Project milestones

PIF APPROVAL	N/A
PPG Approval	February 2006
MSP Effectiveness ³	31 st July 2007
MSP Start	September 2007
MSP Closing	December 2011
TE/PC Report*	December 2011

2.2 Problems that the project seeks to address

The CCA Project Document (ProDoc) provides an adequate background that the project is intended to address. The problems, amongst others are articulated on the backdrop that;

- Namibia climate scenarios points to drier conditions for the country, which will impact on people's livelihoods especially in communal areas. Consequently, land degradation is also expected to increase people's vulnerability to drought and other climate induced impacts. The project sought mitigating the situation by reversing the impacts of land degradation by improving land management in 12 constituencies of Omusati Region through the CCA project intervention.
- Other mitigation technologies or barrier removal strategies that the project seeks to address involve improving adaptation strategies at community level including drought tolerant crop selections, cultivation methods, traditional and agro-forestry which are not widely practiced across the northern regions and Namibia at large.
- There appeared to be little planning and preparedness for climate change or variability at local levels through the use of early warning system (EWS) which is another problem the project seeks to address. The intervention is to complement informal EWS currently being used and to overcome bottlenecks of information flows.
- The Project also seeks to systematically implement specific initiatives geared to prepare farmers to adapt to climate induced effects and contribute to policy formulation that addresses climate change adaptation.

2.3 Immediate and development objectives of the project

The goal of the CPP Programme is to assist the Republic of Namibia to devise and implement adaptation strategies to cope with predicted effects of climate change in the north-central regions, thus improving

³ Source: ProDoc (Medium-sized Project effectiveness)

livelihoods and food security among the most vulnerable communities. In order to achieve this goal, the project has sought through its development objective to develop and pilot a range of effective coping mechanisms that assist subsistence farmers in Namibia's North-Central regions to better manage and cope with climate change, including variability such as droughts. The three expected project outcomes and their associated indicators and target outputs are captured in the following table.

Table 5: Project Results Framework

Project Objective, Outcomes & Outputs	Key Performance Indicators	Baseline	Target	Means of verification
Objective: To develop and pilot a range of coping mechanisms for reducing the vulnerability of farmers and pastoralists to climate change, including variability.	Total number of men and women exposed to coping mechanisms. Perceived success by men and women of project intervention in reducing vulnerability.	0	Improved seeds – 2000 HHs (12000 people) Aquaculture – 100 fish farmers Livestock – 200 farmers Rainwater harvesting – 5000 people (includes learners, patients at clinics, HHs) Conservation agriculture – 100 plots (600 people) Drip irrigation – 3500 people exposed Buffalo grass – 20 farmers, 100 learners	Monitoring reports DEES annual reports End of project evaluation survey
Outcome 1: Climate change adaptation measures of rural communities in agricultural production piloted and tested.	Number of coping mechanisms up scaled in each constituency by men and women.	0	Anamulenge – (5) Elim – (4) Etayi – (5) Ogongo – (4) Okahao – (5) Okalongo – (5) Onesi – (5) Oshikuku – (5) Otamanzi- (4) Outapi – (5) Ruacana – (5) Tsandi – (5)	Monitoring reports DEES annual reports
	Number of men and women trained to adopt improved rangeland management practices	0	300 farmers	Monitoring reports DEES annual reports
Outcome 2: Improved information flows on climate change including variability (such as drought) between providers and key users.	Number of Agricultural Extension Officers (AEOs) and Extension Technicians (AETs) trained in upscaling coping mechanisms in each constituency. Uptake & utility of weather	0	2 AEOs and 20 AETs trained.	Monitoring reports

	forecasts and related decision-making support tools as reported by men and women.	84%	Improvement by at least 20% of 2008 level.	DEES annual reports
Outcome 3: Climate change issues integrated into planning processes.	Number of climate change adaptation strategies developed for the region and for each constituency.	0	12 Constituency & 1 Regional CCA strategies developed .	Monitoring reports DEES annual reports

2.4 Main stakeholders

The main stakeholders in CCA Project were :

- Ministry of Environment and Tourism (MET),
- Ministry of Agriculture, Water and Forestry (MAWF),
- Ministry of Lands and Resettlement (MLR),
- Ministry of Regional and Local Government and Housing and Rural Development (MRLGHRD),
- Ministry of Mines and Energy (MME),
- Ministry of Finance (MoF),
- National Planning Commission (NPC),
- United Nations Development Programme,
- Global Environmental Facility (GEF) ,
- European Union, GTZ (now GIZ), and
- NGO community aimed at overcoming barriers to combating Land degradation and its effects.

The above stakeholders had an interest and stake in the outcome of CCA project. Their overlapping participation and roles as presented in Figure 2 below, entails; information dissemination, consultation, and “stakeholder” participation.

Figure 3: Overlapping participation and roles of stakeholders in CCA Project



3. FINDINGS

3.1 Project Formulation

The CCA project was conceptualised along the Country Pilot Partnership Programme (CPP) to address issues related to land degradation that afflict most dry lands. The Government of Namibia has identified land degradation as a serious problem which demands urgent remedial intervention. The Government has recognized that integrated sustainable land management strategies were needed to effectively address the underlying causes. Existing efforts on-the-ground were obstructed by a series of barriers, which undermine their efficacy. Although the Government has been, and remains, fully committed to combating land degradation, insufficient capacity at policy, institutional and individual levels, and inadequate knowledge and technology dissemination are constraining the effectiveness of interventions and the sustainability of these outcomes. The Final Evaluation or Study found the above objectives as clear and also practical.

At project implementation and following the Inception Workshop/Report dated June 2008, the project sought to re-focus the log-frame to achieve outcomes within available budget. Three consultancies were commissioned in 2008 to help re-focus the log-frame for the project: i) an evaluation of coping strategies for climate variability, to enable the project to focus on high priority interventions, ii) collection of baseline data to identify priorities for improving the uptake and utility of weather forecasts and related decision-making tools among the farming community, and iii) development of a work plan for Outcome 2. The re-focused outputs to deliver the Outcomes are presented in Table 2. Final Evaluation established that the outputs so narrowed were more acceptable by the MAWF that could best be integrated in the Ministry's programme⁴. In the context of adaptive management, the project identified partnership, timing and sequencing of activities and also formulated the CCA project annual work plan for the ensuing years. It is imperative to note that while outputs and activities were revised, the goals, objectives and outcomes remained unchanged.

Table 6: Project Outcomes and respective Outputs

Outcomes	Outputs
1. Climate change adaptation measures of rural communities in agricultural production piloted and tested	Output 1.1 Risk reduction strategies in pilot area contribute to improved adaptive capacity and resilience to drought. Output 1.2 Improved livestock rearing through the introduction of various adaptation measures aimed at improving integrated pasture management and strengthening animal bio-capacity.
2. Improved information flows on climate change, including variability (such as drought)	Output 2.1 Strengthened capacity of institutions and individuals at national, regional and local levels to disseminate long-term climate change information to agricultural and natural resource managers.

⁴ Source: Director of Directorate of Extension and Engineering Services (DEES) in the MAWF.

between providers and key users	
3. Climate change issues integrated into planning processes	Output 3.1 Climate change adaptation issues integrated into National Drought Policy strategies and other relevant policy instruments.

The design of the project involved the input and participation of the main stakeholders stated earlier. The capacities of these institutions were properly considered as they were technologically, innovatively and financially capacitated to address the underlying causes of land degradation in Namibia with a goal to: combat land degradation using integrated cross-sectoral approaches which enable Namibia to reach its MDG #7: “environmental sustainability” and assure the integrity of dry land ecosystems and ecosystem services.

Also, the project formulation allowed multi-stakeholders to take ownership of the project. The CCA project is fully aligned with Namibia’s national development processes in order to integrate easily into the National Development Plan III (NDP 3) and the Vision 2030. In addition, the project design and formulation was incorporated into the five years Strategic Plan of the Ministry of Environment and Tourism (MET) and of ensuring environmental sustainability under the NDP 3.

Equally important during the design-phase of the project, the Constitution of the Republic of Namibia enshrines environmental protection, maintenance of ecosystems and ecological services and utilization of natural resources on a sustainable basis. The national long-term strategy for development firmly accords sustainable development as its cornerstone.

As such, the project was thus formulated to enhance the adaptive capacities of farmers, pastoralists and natural resource managers to climate change in agricultural and pastoral systems in north-central Namibia and in the process, and through the enabling legislation and adequate project management arrangement, the project designed measures to reduce vulnerability and build adaptive capacity. In particular;

- Measures targeting policy, planning and regulatory frameworks to provide an enabling framework for environmental benefits and adaptation ,
- Measures that strengthened technical capacity and provide a better understanding of climate impacts and vulnerability, including capacity building , and
- Measures to implement and pilot on-the-ground applications of adaptation technologies, including demonstration and modified natural resources management practices were realised.

3.1.1 Assumptions and Risks

An assessment of the stated assumptions and risks as set out in the ProDoc was such that; will the communities in the region adopt SLM methods and models thereof to address projected impacts of climate change?

Noting the involvement of traditional authorities, communities and all role players in drought and natural resources management in the drought stricken area of Omusati Region, the involvement of these stakeholders in component areas of: (i) training, (ii) awareness raising (iii) community based natural resources management and (iv) drought mitigation and preparedness planning, helped the project enormously to find its direction in terms of project activities and outputs as originally planned and communities are now capacitated to better cope with climate change through adaptation.

However, the Study notes that project has to contend with environmental and operational risks during its implementation.

- *Environmental:* during the rainy season which occurs in February to April each year. Between, 2008 and 2011, severe flooding negatively impacted the pace of the project. This means that some activities had to be delayed or postponed as some areas could not be accessed by the project team. To reduce this risk, the Study also notes that the MAWF team which was supported by the PMU contributed to the flood response activities for the region (short-term flood assistance) through regional contingency as proposed under the National Disaster Risk Management Policy.
- *Operational:* the project underwent unanticipated change of management within the PMU's national project manager levels / Project Coordinator three times for the duration of the project which caused delays in project progress and at mid-point of progress implementation. It is evidenced that this risk was mitigated by UNDP CO and supported by MAWF through;
 - ✓ Timely recruitment of Project Coordinators,
 - ✓ UNDP CO assuming the role of PMU at interim to ensure that there was continuity and stakeholders were supported during the Project Coordinator's vacuum.

3.1.2 Lessons from other relevant projects

A 2008 CPP NAM CCA study, "Assessment of Current and Ongoing Projects and Programmes to Identify Existing Coping Strategies with regards to Climate Change Variability" by the University of Namibia analysed existing and current projects and programmes, at the time, in Omusati region. The objective of that study was to extract lessons learned on coping mechanisms that farmers employ in dealing with change variability.

The paragraph below summarises some of the selected projects and their objectives which were assessed by the study. The projects are all agriculture based focusing on crop improvement and diversification, grazing and pasture management system, genetic improvement of livestock etc.

1. **Conservation Agriculture: Conservation Tillage (Contill) Project:** whose objective was to increase food security among smallholder farmers in NCR including HIV/Aids affected households through fully participatory on-farm trials of conservation measures that improve inherent soil fertility, crop yields and food security?
2. **Animal Husbandry and Veterinary Care: Sustainable Animal and Range Development Programme (SARDEP):** with the objective that animal production and rangeland utilization adjusted to the natural resource base.
3. **Livestock Improvement: Northern Regions Livestock Development Project (NOLIDEP):** whose objective was to improve the socio-economic well-being of the rural population in the NCR through the promotion of increased livestock productivity and off-take, while ensuring the development of a more sustainable range management system, through participatory planning and management of rangelands?
4. **Rural Development Support Programme for the NCR:** whose objective was to improve the socio-economic conditions of the rural poor by improving household food security and increasing farm income.
5. **Crop Improvement: Support to Crop Seed Production and Research in Northern Namibia:** The objective was to raise the incomes of farming households through crop production to support the establishment of an efficient sustainable staple crop seed provision system in the crop growing NCAs.
6. **Crop Productivity Improvement: Drought Animal Power Acceleration Programme (DAPAP) and Productivity Upliftment Micro Projects (PUMP):** whose objective was to stimulate the use of draught animal power amongst small-scale farmers in an attempt to increase productivity and cope with labour shortages by way of community-based training, access to credit through partial loan guarantees.
7. **Livestock Improvement: Animal Improvement Programme for Communal Areas:** the objective was to assist livestock farmers in communal areas to improve the quality of their herds, thus improving food security and creating wealth by generating income through selling of such high quality livestock.
8. **Pearl Millet Productivity Project:** whose objective was to stimulate improved soil fertility management techniques, particularly those using legumes and animal manures, in pearl millet systems identified, developed and tested in northern Namibia.
9. The **Breed Improvement Programme** of MAWF, Meat Corporation of Namibia (Meatco) and Meat Board where more adaptable animal breeds are promoted.
10. **Local irrigation schemes** spawned from the great Etunda irrigation project (Green Scheme project), and
11. Other traditional coping strategies such as precautionary grain storage, crop diversification, etc.

From the assessment study, it was observed that farmers who have participated in such projects show more resilience to climate changes as their asset base is more secured. A concern was raised, however, that certain developmental projects e.g. rangeland management, and mechanization and irrigated vegetable production projects may not have delivered equitable welfare gains among gender categories even though there was active participation of women in most of the programmes. A major departure from this is the CONTILL project where women are the main beneficiaries. HIV/AIDS infected/affected households were also targeted for consideration in most of the recent projects. Although most of these projects were inclined towards training, concerns were raised, however, on the inability to implement some of the practical training needs due to lack of resources.

Many of the projects resulted in the establishment of management structures at the local level and delivery of training on personal management, bookkeeping, leadership skills and small business management. Some of these new management structures became counterproductive or even divisive because of the disregard of existing structures.

The assessment study concluded by providing some of the following recommendations:

- Encourage improved cropping systems that result in adequate yields at normal, drought or flood years (the CONTILL project-as a prototype).
- Further breeding of drought resilient crops, Okashana and Kangara needs to be carried out to improve on their weak characteristics now.
- Improved crib/storage structure or construction of communal grain banks
- Promote the use of Draught Animal Power and/or effective tractor hiring services (the DAPAP project – used as a prototype).
- Promote the use of infield and off-field structures and practices to store moisture in the soil or on soil surface. (the Cuvelai Basin Integrated Water Resources Management project could be used as a prototype).
- Indigenous forecasting and early warning system (EWS) for predicting drought and floods: Establish Farmer-Field-School systems to predict and disseminate drought and weather related information to the farmers. The need to establish functioning meteorological stations in the Region should be of the highest priority.

The Final Evaluation notes that most, but not all, of the above recommendations were taken up by the project during implementation. Some of the activities taken up include the ripper application introduced in the pilot area; Okashana and Kangara crops experimented on; tractors acquired for the region by the MAWF and water tanks were procured as a means of water harvesting for the affected communities and households respectively. Further indicators of inclusion of recommendations in the project are found in **3.3 - Analysis of LFA (Project logic/strategy; Indicator)**.

3.1.3 Stakeholders participation

The project formulation and its design involved as many stakeholders as possible at the beginning of the project which include MAWF, UNDP CO, civil society organizations, indigenous people, GEF Small Grant Programme and private sector. The Study notes that additional private sector bodies namely Namibia Agronomic Board and academic institutions like Polytechnic of Namibia were involved in the project much at a later stage of implementation. Their involvement added momentum to the project as these stakeholders facilitated various trainings especially in horticulture production, pasture management, project management and conflict resolution.

The Polytechnic of Namibia offered training in food processing and value addition to the OHPA and Elao Project for People living with disability (project beneficiaries) members. The Namibia Agronomic Board (NAB) was co-opted as new steering committee member and they provided information about possible markets for horticulture produces and pear millet grains. As a result, 2 members from the OHPA were selected to the NAB's board in order to represent the interest of vegetable farmers at the national level.

3.1.4 Cost-effectiveness

The dedication of Government, NGOs and community is remarkable; they were really committed to make this a success through equity and cash as well as time spent. Also, there being no loans which could be considered appropriate, the grant-type funding from GEF was thus considered most adequate to enable successful delivery of the project outcomes. In fact, the grant requested from the GEF, which represents 15% of the project total cost, served to leverage co-financing from the Government, bilateral donor (EU) and the community. As of 30 June 2011, 93.7% of the project resources have been spent and the remaining resources were to consolidate project activities in the reminder of 2011 including undertaking the project's final evaluation.

Of note, the project completed the planned activities and met the expected outcomes according to schedule and cost effective as initially planned. This is so that, all projects executed and implemented by the programme are on the ground, solid and robust. The Study based its evaluation on the basis that the CCA project, while contributing to reducing land degradation in the region, also identified technically viable technologies, tested and adopted them to local conditions, and most importantly implemented these technologies to compliment the objectives of the MAWF in devising and implementing adaptation strategies to cope with predicted effects of climate change in the north-central regions.

Therefore, it has been an impressive and significant start to an ongoing process backed by full government support and commitment and in the circumstance, the project did not exceed its cost levels.

3.1.5 UNDP comparative advantage

UNDP's comparative advantage for the CCA project lies in the United Nations' (UN) global development network, an organization advocating for change and connecting countries to knowledge, experience and resources to help people build a better life. UNDP is on the ground in Namibia and work with Namibian Government on their own solutions to global and national development challenges and it has developed effective partnership with all key stakeholders relevant the project.

UNDP CO supports the development of projects in the areas covered by GEF, and also manages other corporate programmes on behalf of GEF partnership and has a very good understanding of the needs and expectations of the various stakeholders. For this project (GEF-funded project) activities were mainstreamed into the UNDP's Namibia programme.

In essence, UNDP programmes in the country to date helped secure the environmental conditions crucial to reducing poverty and achieving all the MDGs. The primary focus is on climate change, biodiversity, energy, water, drylands, chemicals and ozone. The UNDP-CO has been engaged in building partners capacity to intergrate environment into development strategies, mobilize resources and was /is instrumental in implementing programmes for the transformation of Namibian society to sustainable, low-carbon, climate-resilient paths of development since Namibia's independence in 1990. In close co-operation and partnership with both national and local governments, NGOs, Private Sector and civil society, it supports programmes and projects in the following four areas:

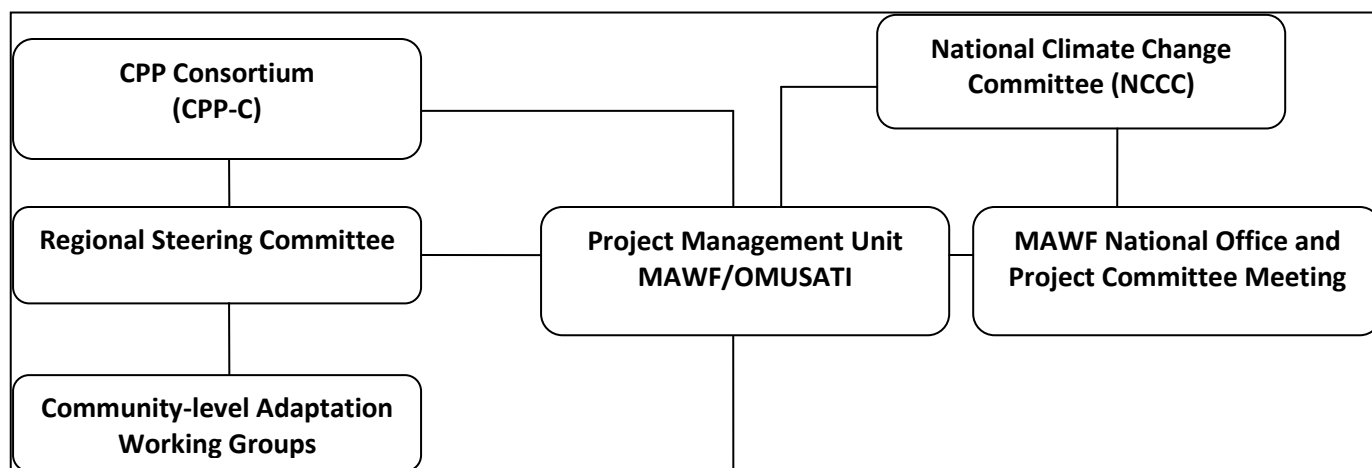
1. Mainstreaming environment and energy;
2. Mobilizing environmental financing;
3. Promoting mitigation and adaptation to climate change;
4. Expanding access to environmental and energy services for the poor.

The clear comparative advantage of UNDP also stems from the fact that it is involved in the implementation of four category projects which includes CCA project as one of this categories. The other three projects under the four categories are; (i) CPP Namibia: SLM Support / Adaptive Management (CPP NAM SLM SAM), (ii) Namibia: Enhancing Institutional and Human Resource Capacity through Local Level Coordination of Integrated Rangeland Management and Support (CPP NAM CALLC) and (iii) CPP Namibia: Promoting Environmental Sustainability through Improved Land Use Planning (CPP NAM PESILUP).

3.1.6 Linkage between project and other interventions within the sector

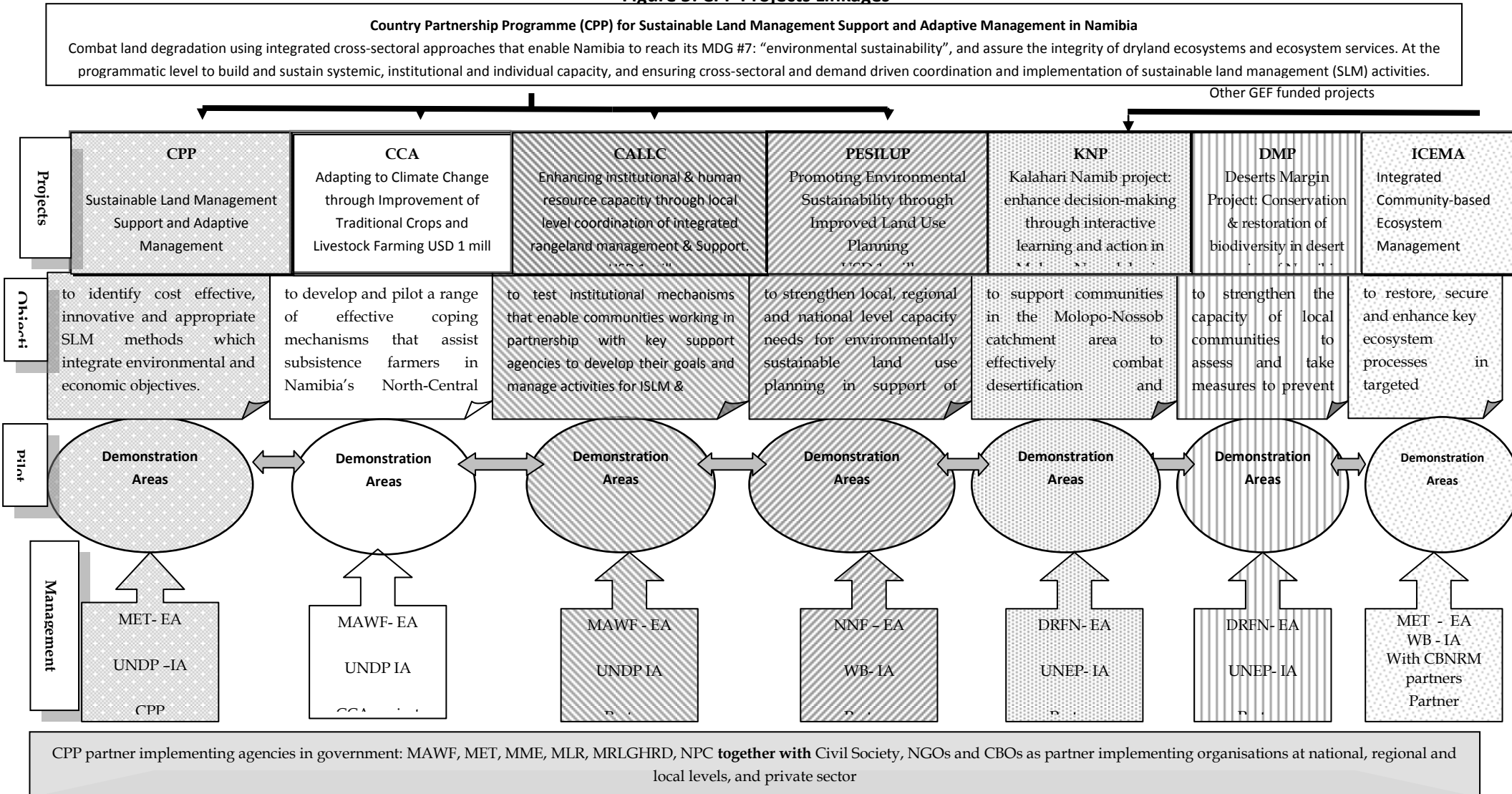
The project linkages and reporting to the national level was governed by the coordination and implementation arrangements under the CPP for ISLM, with representation of the PMU in the CPP-Consortium as illustrated in Figure 3 below.

Figure 4: Project Organogram



Furtherance, Programmatic Integrity is ensured within vertical and horizontal structures as shown in Figure 4, by a strong adaptive management and monitoring – evaluation process. Oversight was provided at three levels: at National level by a Governing Body, at the Technical level by a Management/Coordination Unit and at Local level by regional technical and steering committees.

Figure 5: CPP Projects Linkages



3.2 Project implementation

In Table 5, the logical framework used during implementation as a management and M&E tool is rated.

Table 8: Rating of progress towards objectives and outcomes

Project Objective, Outcomes & Outputs	Final Indicator	Rating
Objective: To develop and pilot a range of coping mechanisms for reducing the vulnerability of farmers and pastoralists to climate change, including variability.	A range of coping mechanisms was developed and 3,500 households are exposed to coping mechanisms by means of; improved seeds, livestock, water harvesting, conservation agriculture, aquaculture, drip irrigation and buffalo grass.	The project intervention in reducing vulnerability over the past 3.5 years benefited the intended vulnerable community in drought- and flood-prone areas of Omusati Region. However, it should be noted that the region was undated with floods throughout its implementation which than hampered and even prevented project progress. Much could have been achieved if not because of recurrent floods and thus, the delivery of project inputs is rated MARGINALLY SATISFACTORY .
Outcome 1: Climate change adaptation measures of rural communities in agricultural production piloted and tested.	Coping mechanisms / climate change adaptation measures were piloted and tested in constituencies; Anamulenge, Elim, Etayi, Ogongo, Okahao, Okalongo, Onesi, Oshikuku, Otamanzi, Outapi, Ruacana and Tsandi Constituency.	The poorest households who lack the required resources to adapt and to find alternative resources of food faced the most severe impact in the 12 constituencies and the coping mechanisms and measures piloted in these constituencies are expected to achieve most of its major global environmental objectives and yield satisfactory GEBs. This component is rated SATISFACTORY .
	300 farmers were trained through the project to adopt improved rangeland management practices.	Field interviews revealed that the training selected and innovation adopted was suitable for the beneficiaries as well as for the AETs and the latter are rolling-out the intervention through M&E. This component is rated SATISFACTORY .
Outcome 2: Improved information flows on climate change including variability (such as drought) between providers and key users.	75 Agricultural Extension Officers (AEOs) and Extension Technicians (AETs) were trained in upscaling coping mechanisms in each constituency of the NCRs & farmers were also trained on climate change and variability, and its impacts on agriculture. The uptake & utility of weather forecasts and related decision-making support tools involved the development of Information Tool Kits by the project	The project has capacitated AETs in reading rainfall data in NCRs; sharing the data with farmers on seasonal rainfall outlook. As a result of this intervention, farmers' skills were enhanced in making decision on what crop varieties to plant and timing of season. However, it should be noted that, in relation to Indicator 2, more hands-on decision-making tools could have been delivered by the project. No progress towards indicator 2 was made. This component is therefore rated MARGINALLY UNSATISFACTORY .
Outcome 3: Climate change issues integrated into planning processes.	This target has not been achieved at local level or at each constituency but is achieved at national level.	The CCA project was instrumental to the formation of Namibia's Policy on Climate Change and the project input and contribution to the formation of Namibia's Policy on CC is rated MARGINALLY SATISFACTORY on the backdrop that the project achieved its major relevant objective but with modest overall relevance.

3.2.1 Financial Planning

In view that all outputs were delivered and whereas, as of 30 June 2011, 93.7% of the project resources have been spent and the remaining resources were to consolidate project activities in the remainder of 2011 including undertaking the project's final evaluation, the Study adjudges that the project financial controls was adhered to including reporting and planning that allowed the project management to make informed decisions regarding the budget at any time and that allowed for a proper and timely flow of funds, and for the payment of satisfactory project deliverables.

It is also adjudged that the disbursements of the finances were towards products selections and proof of concept exercise that optimises food security attained through realistic ideas and practical implementation strategies.

However, the Final Evaluation notes that there are no financial audits for CCA project presented to reflect on due diligence in the management of funds.

Notwithstanding the above, the project mid-term review of November 2010 was done on a consortium level comprising CPP SAM, CCA and CALCC as they fall under four of category 1 projects. The disbursement position of CCA project as at mid-term is given in Table 3 and the percentage spend at mid-term was 64.9%.

Table 9: CCA Budget and Expenditure 2008 – 2010 (mid-term of project)

	Total Budget	Total Expenditure	Budget Balance	Percentage Spend
Activity 1	490,565.98	402,227.85	88,338.13	0.82
Activity 2	99,000.00	64,332.30	34,667.70	65.0%
Activity 3	117,700.00	88,078.25	29,621.75	74.8%
Activity 4	53,000.00	39,754.17	13,245.83	75.0%
Activity 5	83,200.00	54,830.63	28,369.37	65.9%
Total Budget	843,465.98	649,223.20	194,242.78	77.0%
Total Award		1,000,000.00		
Total Budget Balance		350,776.80		
Percentage Spend		64.9%		

Furthermore, the financial resources that were requested and that were made available through GEF and co-financing for the implementation of CCA totalling USD 6,755,806 are given in Table 6. Again, the total expenditure of 93.7% by June 2011 shows that CCA project has been very efficient at spending its share of GEF funding. In Table 7, proposed and actual disbursement as verified with the MAWF for the National Government and with the EU as bilateral donor is illustrated. Specific mention on co-financing is made in Sub-Section 3.2.2

Table 10: Estimated / Actual Project Cost

Project Components/Outcomes	GEF (\$)	Co-financing (\$)	Total (\$)
Outcome 1: Climate Change adaptation measures of rural communities in agricultural production piloted and tested.	572,100	3,507,858	4,079,958
Outcome 2: Improved information flows on Climate Change, including variability.	151,000	1,199,713	1,350,713
Outcome 3: Climate Change issues integrated into planning processes.	90,700	774,148	864,848
Monitoring, learning, adaptive feedback & evaluation.	73,000	-	73,000
Project management budget/cost*	73,200	314,087	387,287
Total project costs	960,000	5,795,806	6,755,806

Table 11: GEF and co-financiers commitments

Co financing Type/Source	IA own Financing Mill US\$		Government Mill US\$		Other Sources Mill US\$ (Bilateral Donor & Community)		Total Financing Mill US\$		Total Disbursement Mill US\$	
	Proposed	Actual	Proposed	Actual	Proposed	Actual	Proposed	Actual	Proposed	Actual
Grant	960,000	960,000			1,505,646	1,505,646	2,465,646	2,465,646	2,465,646	2,465,646
Credits										
Loans										
Equity			4,290,160	4,290,160	-	80,000	4,370,160	4,370,160	4,370,160	4,370,160
In-kind										
Non-grant Instruments										
Other Types										
Total	960,000	960,000	4,290,160	4,290,160	1,505,646	1,585,646	6,835,806	6,835,806	6,835,806	6,835,806

3.2.2 Co-financing

Namibian Government was a co-financier of the project and this co-financing was partner-managed by MET, MAWF, MLR and MRLGHRD. The total national Government co-financing for this project which was solely funded by the Namibian Government in the financial year 2009 – 2011 as at end of the project amounts to USD 4,290,160.

The EU through bilateral donor arrangement amount committed total's USD 1,505,465 which is also the amount disbursed by end of project.

Co-financing by the community/beneficiaries for this project totals USD 80,000. The co-financing is based on the financial contribution by farmers factored into the cost to acquire 212 commercial Boer goats, 40 water tanks (cost involved transportation, foundation and gutters), cold storage infrastructure for the OHPA project (majority cost funded by proponents) and Ombandjela Aquaculture project (majority funded by the project proponents). Discussions with AETs have shown that the co-financing so realised from the community reflects community buy-in and ownership of the project. Community co-financing and other sources of co-financing are presented in Table 8.

Table 12: Sources of co-financing

		Amount committed	Total disbursement by June 2009	Total disbursement by end of project
MET	National Government	\$754,148.00	\$377,074.00	\$754,148.00
MAWF	National Government	\$1,314,087.00	\$657,044.00	\$1,314,087.00
MLR	National Government	\$1,819,713.00	\$654,928.00	\$1,819,713.00
MRLGHRD	National Government	\$402,212.00	\$201,066.00	\$402,212.00
EU	Bilateral Donor	\$1,505,646.00	\$752,824.00	\$1,505,646.00
Community	Beneficiaries	\$80,000.00	-	\$ 80,000.00

3.2.3 Monitoring and Evaluation (M&E)

The project strategy and objectives, outcomes and outputs, implementation structure, work plans and emerging issues were regularly reviewed and evaluated annually by PMU, UNDP-CO and UNDP-RTA. Periodic Status Reports were prepared at Project Coordinator level for presentation at key meetings associated with the project.

The project was monitored through several mechanisms including inception workshop and report, annual project reviews, quarterly progress reports, evaluation reports and field visits. Also, the M&E

plan included the measurement of means and verification of project progress and project results. In the process, these evaluation results were used to modify project activities for long-term monitoring of project impacts, development of strategy for information collection from farmers and analysed.

Of note, UNDP and the GRN undertook a successful monitoring mission to the project area from 22 – 29 August 2010. The objective of the mission is to meet and interacts with the project field-based stakeholders, key institutions from Government, NGOs and to verify appropriateness of project facilities and assets. The mission also reviewed and monitored project progress specific to the field site in Omusati Region (Households that benefited from the project coping mechanisms) identify barriers to implementation (if any) and agree on corrective actions. The mission coincided by visiting the other community project in Ohangwena region for lesson learnt between the two regions and participated in the awareness creation of projects being implemented in the NCRs at the Ongwediva Annual Trade Fair.

3.2.4 Execution and Implementation modalities

CCA Project was executed under the NEX modality, with UNDP as the implementing partner, while the MAWF was the executing institution on behalf of GRN. The execution and implementation modalities followed those of typical GRN/UNDP/GEF projects. Besides, the CCA was an integral part of the CPP in order to maximize coordination and synergies between the two, as well as to mainstream adaptation concerns into the broader policy context. This linkage is depicted in Figure 3 below.

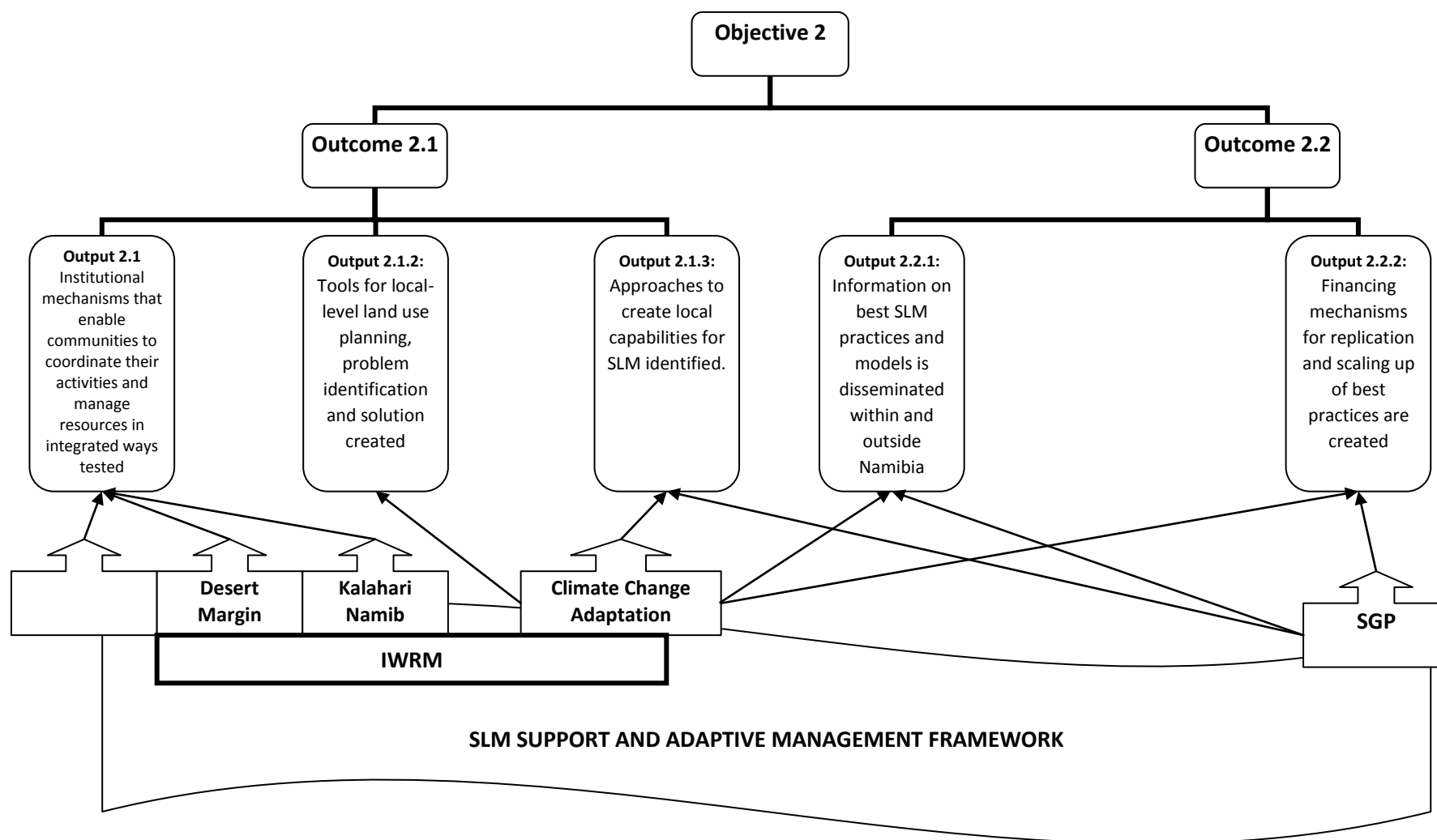


Figure 5: CPP for ISLM and CCA Linkage

3.2.5 Project management arrangement

The project management arrangement was a combination of UNDP CO, PMU, Steering Committee, Governing Body and the Ministers Forum.

- The **UNDP CO** played a more prominent role in the management and oversight of the project and as evidenced earlier, the project was left without a Project Coordinator and UNDP CO assumed day-to-day responsibilities until such time a new Project Coordinator was appointed.
- The **Project Steering Committee (PSC)** provided overall guidance to the project and its participants, and oversaw the activities of the Project Management Unit (PMU), while ensuring that policies, procedures and technical matters were executed with diligence. Its composition comprised of; PMU, CALLC, MAWF-DEES, Regional Directorate of Forestry, Regional Directorate of Veterinary Services, Outapi Town Council, OHPA, Namibia Agronomic Board, NNFU and DAPP-Namibia. They met on a quarterly basis with a power to review project progress including financial matters, consider proposals and pass resolutions thereof. By reviewing the minutes of this body, a number of critical issues were identified and addressed on the spot for the smooth implementation of the project.
- The **Project Management Unit (PMU)** which is responsible for the day to day implementation of the project has been in place since the project inception and comprises of: Project Coordinator, Project Assistant and Accountant. It ascribes to the following tasks;
 - ✓ Planning and implementing all tasks as described in the project document, and as may be necessary to ensure the timely and proper implementation of the project.
 - ✓ Executing all project-related tasks for which the required capacity is available.
 - ✓ Ensuring that all tasks outsourced to third parties meet the project requirements and are delivered on time and within budget.
 - ✓ Monitoring all aspects of the implementation of the project.
 - ✓ Reporting to the PSC on all project and project-related issues.
 - ✓ Assisting the PSC in the quality assurance of all documentation and information materials prepared for the project.
 - ✓ Undertaking all secretarial functions for the PSC, including the support of the chair to plan PSC meetings, prepare agendas and required background materials, and the preparation of minutes of PSC and PMU meetings.
 - ✓ Developing and applying a reporting format throughout all communications that ensures that all technical, formal and other requirements are in line with the project procedures and meet the desired quality criteria.
- The **Project Management Committee** is a representative at Directorate level from the following line ministries: Ministry of Environment and Tourism (MET), Ministry of Agriculture Water and

Forestry (MAWF) Ministry of Regional Local Government, Housing and Rural Development (MRLGHRD), Ministry of Mines and Energy (MME), Ministry of Land and Resettlement (MLR), Ministry of Finance (MoF) and National Planning Commission (NPC). It also comprises representatives from UNDP CO, CPP NAM: CCA's PSC, CPP NAM: ISLM, CPP NAM; CALLC, Namibia Nature Foundation (NNF) and Desert Research Foundation of Namibia (DRFN). The main functions of the CPP management committee are to make decisions at quarterly level in line with project outputs and objectives, including approving and delegating as appropriate by the Governing body and was responsible for overseeing the implementation of the CPP Programme embodying CCA project.

- The **Governing Body** is at the level of Permanent Secretaries (PS) or its Directors from the following line ministries; MET, MAWF, MRLGHRD, MME, MLR, MoF, Ministry of Fisheries and Marine Resources (MFMR) and NPC. It is also a representative from UNDP CO, FAO, UNESCO as well as representatives from Namibia Agricultural Union (NAU), NNFU, Desert Research Foundation of Namibia (DRFN) and Namibian Chamber Of Commerce and Industry (NCCI). The Governing Body meetings took place bi-annually and the PS of the MET served as the chairperson and the MET/CPP NAM: ISLM as its secretariat. A total of six Governing Body meetings were held. Of note, the last Governing Body meeting included a representative from the press in an observer status as to disseminate information to the public through the daily mouth-piece of The Namibian Newspaper. The NCCI as one of the private sector representative in the Governing Body was not very instrumental as they only attended the first meeting.
- The **Ministers Forum** is represented by ministers from the following line ministries; MET, MAWF, MRLGHRD, MME, MLR, MoF, MFMR and NPC. The Governing Body has been briefing the minister's forum on the CPP activities and the Ministers Forum undertook a familiarization visit/tour to the CPP project areas organized by the Governing Body.

3.2.6 Coordination and operational issues

Coordination of the CCA Project was done under ISLM support and adaptive management framework discussed in Section 3.2.4 above and as an integral part of the CPP that maximizes coordination and synergies between the two. Through this framework, the CCA's PMU and other project coordinators from CPP were included in the decision making process and also invited to all PSC meetings and Project Management meetings. Operational issues were dealt by the PMU, with the PSC having an overarching guiding role. The satisfactory overall performance of the project is a testimony that operational issues were dealt with **Highly Satisfactorily**.

3.3 Project Results

Achievement of project objectives according to the Logical Framework Approach is analysed in Table 13.

Table 13: LFA

Project Objective, Outcomes & Outputs	Key Performance Indicators	Baseline	Target	Achievements / Final Evaluation findings at Project terminal	Evaluator's Comment
Objective: To develop and pilot a range of coping mechanisms for reducing the vulnerability of farmers and pastoralists to climate change, including drought.	Total number of men and women exposed to coping mechanisms. Perceived success by men and women in reducing vulnerability through project intervention.	0	Improved seeds – 2000 HHs (12000 people) Conservation agriculture – 100 plots Aquaculture – 100 fish farmers Livestock – 200 farmers	<p>This target is achieved beyond the target level and benefitted more than 3 500 HHs in piloted areas who have adopted improved seeds.</p> <p>This target is achieved. 100 demo plots (30m x 40m) were implemented in 100HHs for Conservation Agriculture (CA) involving ripper furrow with the application of Mono Ammonium Phosphate (MAP) fertilizers and manure onto the pearl millet crops.</p> <p>Monitoring activities were done at 100 fish farms in pilot areas of Omusati region and replicated in other 3 regions (Oshana, Ohangwena and Oshikoto). The beneficiaries include: individual HHs members, cooperatives and community groups. The project procured 35 650kg of fish foods to supplement their feed-stock. This target is achieved beyond the target level as the project recorded 212 commercial Boer goat rams distributed in the piloted areas in the 12 constituencies. These are good quality breeds that grow faster, with bulky body frame and fetch well in the market compare to the indigenous breeds. This intervention was replicated in Ohangwena region through CPP.</p> <p>This target was achieved beyond the target level through: 40 water tanks (WT) of 5000ℓ</p>	The project intervention is agricultural based and agricultural contribution to the country's GDP is in the range of 4.5-7%, but the sector supports over 70% of the population. Also, the majority of Namibians depend on rain-fed subsistence agriculture, farming pearl millet, sorghum and maize. Rain-fed crop production is limited to higher rainfall areas in the north and north-east. The CCA Project developed and piloted a range of coping mechanisms for reducing vulnerability of farmers and pastoralist to climate change including droughts and changes in rainfall patterns. Against this background, the Final Evaluation adjudges that the project is relevant to the development priorities of the country and the region on the basis that the project brought about improved vegetation and crops among the affected communities and ameliorated socio-economic livelihood of those impacted by climate change in the region. There is also a strong rationale that the project enhanced collaboration with local communities and the fact that, well focused project activities were put in place to reduce poverty through empowering the community by increasing their access to factors of production. Again, the project intervention enabled those beneficiaries to engage in small scale horticulture production, animal farming and

			<p>Rainwater harvesting – 5000 people (including learners, patients at clinics, HHs)</p> <p>Drip irrigation – 3500 people exposed</p> <p>Buffalo grass – 20 farmers, 100 learners</p>	<p>at public places (clinics, schools and community water stand pipes). 30 WT of 2500ℓ installed in individual households with the average of 6 people per HH. Out of the 40 WT installed at public places - 35 were installed at schools which cater for about 4000 pupils and teachers, 2 were installed at clinics in two constituencies which have a population of over 38 000 and 3 were installed at community stand pipes with the population of 300 inhabitants. one earth dam (water storage facility) of 6000 m³ was excavated in Otshipya village in Elim Constituency benefiting about 100 households</p> <p>This target was achieved and about 3,500 people were exposed to crop production using drip irrigation. The project procured drip lines, fertilizers, water pumps, seeds and germination trays and mobilized training in food processing and horticulture production.</p> <p>This target was achieved and 21 farmers were trained at the University of Namibia's Northern Campus. The intervention re-introduced perennial grass species and restored plant cover which is harvested to feed animals during the drier seasons of the year.</p>	aquaculture
--	--	--	---	---	-------------

<p>Outcome 1: Climate change adaptation measures of rural communities in agricultural production piloted and tested.</p>	<p>Number of coping mechanisms up scaled in each constituency by men and women.</p>	<p>0</p>	<p>Anamulenge – (5) Elim – (4) Etayi – (5) Ogongo – (4) Okahao – (5) Okalongo – (5) Onesi – (5) Oshikuku – (5) Otamanzi- (4) Outapi – (5) Ruacana – (5) Tsandi – (5)</p>	<p>These targets were achieved as follows;</p> <ul style="list-style-type: none"> • Anamulenge: (5) water harvesting, aquaculture, seeds, livestock, conservation agriculture • Elim: (5) water harvesting, aquaculture, seeds, livestock, conservation agriculture • Etayi : (4) water harvesting, aquaculture, seeds, livestock • Ogongo: (6) water harvesting, aquaculture, seeds, livestock, conservation agriculture, drip irrigation • Okahao: (4) water harvesting, aquaculture, seeds, livestock, drip irrigation • Okalongo: (5)water harvesting, aquaculture, seeds, livestock, conservation agriculture • Onesi: (7)water harvesting, aquaculture, seeds, livestock, conservation agriculture, drip irrigation, buffalo grass • Oshikuku: (5) water harvesting, seeds, livestock, aquaculture, drip irrigation • Otamanzi: (4) water harvesting, aquaculture, seeds, livestock, conservation agriculture • Outapi: (6) water harvesting, aquaculture, seeds, livestock, conservation agriculture, drip irrigation • Ruacana: (5) and • Tsandi: (6) 	<p>The achieved targets under Outcome 1 complement the objectives of the National Poverty Reduction Programme which identified environmental strategies and actions that should be mainstreamed into poverty reduction programmes.</p>
---	---	----------	--	--	--

	Number of men and women trained to adopt improved rangeland management practices	0	300 farmers	This target was fully achieved with 300 (about 40% men and 60% woman) farmers trained to adopt improved rangeland management practices. The CCA project facilitated two training programmes for 21 farmers and for 20 AETs from the 4 North Central Regions while through the joint efforts of the Millennium Challenge Account Namibia (MCA-N), Polytechnic of Namibia, GOPA and the CPP NAM CALLC project facilitated the training on about 300 farmers to adopt improved rangeland management practices.	
Outcome 2: Improved information flows on climate change including variability (such as drought) between providers and key users.	Number of Agricultural Extension Officers (AEOs) and Extension Technicians (AETs) trained in up scaling coping mechanisms in each constituency.	0	2 AEOs and 20 AETs trained.	This target is achieved beyond the target level whereby; the project trained 75 AETs in the NCRs of which, 25 AETs are based in the project area. The achievement is another replication of project intervention towards other regions.	
	Uptake and utilisation of weather forecasts and related decision-making support tools as reported by men and women.	84%	Improvement by at least 20% of 2008 level.	This target was not achieved. Outputs to address this target were not undertaken.	It should be noted that a report was commissioned at the start of the project to find out needs and priorities of stakeholders around climate risk information for agricultural planning. A workshop was also held to discuss the findings of the report. The findings were taken forward in a limited way. The main output was the climate information toolkit to disseminate information on climate change and adaptation responses in the Omusati region. The toolkit has subsequently been replicated in five other regions,

Outcome 3: Climate change issues integrated into planning processes.	Number of climate change adaptation strategies developed for the region and for each constituency.	0	12 Constituency and 1 Regional CCA strategies developed .	This target has not been achieved at local level but is achieved at national level whereby CCA project was instrumental to the formation of Namibia's Policy on Climate Change. The strategy and action plan took into account some of the adaptation measures that were piloted and tested.	
--	--	---	---	--	--

3.3.1 Attainment of objectives

In this sub-section, the major achievements of the project vis-à-vis its objectives, outcomes and outputs are analysed.

Outcome 1: Climate change adaptation measures of rural communities in agricultural production piloted and tested.

The Final Evaluation notes that adaptation measures and coping mechanisms were piloted and tested in the 12 constituencies in Omusati Region that include; water harvesting, aquaculture, seeds, livestock, and conservation agriculture and drip irrigation. Positive response in reducing the vulnerability of farmers has been significant (see impact assessment), notably in the interventions of livestock improvement programme, dry-lands crop farming: conservation agriculture (CA) and improved seeds, horticulture production - drip irrigation system, as well as in livelihood options that entails rearing of chickens and guinea fowls and water storage facilities. In this context and as per impact assessment, the project intervention boosted yield in dry-land production areas which could not have been the case without GEF financing.

Output 1.1: Risk reduction strategies in pilot area contribute to improved adaptive and resilience to drought.

Under this component, the project was quick to find its direction as early as 2009 and in its first year, the project supported extension services to encourage farmers to use improved crop varieties in order to increase yields for the ensuing years. The intervention coincided with an assessment and identification of existing coping strategies with regards to climate change variability in the area, and piloting a range of effective coping mechanisms to assist subsistence farmers better manage and cope with climate change, including variability such as droughts/flood. Seeds of various crop varieties were introduced and distributed to farmers to increase their uptake of improved crops in the region.

A total of 112 goat rams were introduced to the entire 12 Constituencies for improving livestock breeding and production. The intervention benefitted 2,000 household from the variety of crop breeds such as 12 tones Okashana #2, Kangara, Sorghum and conservation agriculture which was practiced in 100 demonstration sites. The improved breeds and crops varieties appeared to be more heat, water-stress and pest tolerant, and require less fertilizer. Drip irrigation system in horticulture production and a ripper furrower implement for conservation agriculture was acquired by the project and made available for the farmers to use in land cultivation in Omusati region through the MAWF.

The project under this component also saw the up-scaling of additional 100 commercial Boer goat rams distributed to the same numbers of farmers in the 12 constituencies to improve the quality of the local breeds and reduce in-breeding. Also, 6 tonnes of improved seeds (pearl

millet) were given over to 1,200 households of the vulnerable communities (people living with HIV and AIDS, households headed by unemployed females and orphans, as well as flood victims).

The project also developed aquaculture production systems to support farmers on livelihood diversification option through the support of fish foods.

Leading to the final year of implementation, the project under this component capacitated 10 vegetable farmers along Etaka Canal who were supported with fuel driven water pumps, drip lines and fertilizers to engage into horticulture production. The project also contributed financially to the establishment of marketing collection facility at Epalela settlement for the Olushandja Horticultural Producers Association (OHPA) geared to develop markets for diversified products from community agricultural production, notably in horticulture.

Output 1.2: Improved livestock rearing through the introduction of various adaptation measures aimed at improving integrated pasture management and strengthening animal bio-capacity.

Under this component, the project during its first year of implementation introduced improved livestock rearing and crop variety such as Okashana breeds and goat breeds. In the ensuing years and leading to project phasing out, 30 female beneficiaries were supported with 66 guinea fowls as part of the diversification of livelihood. The guinea fowls were provided to individuals as well as a number of groups involved in social and community support work. The intervention was aimed at increasing the resiliency of communal farmers through income-generating activities from the sale of eggs and guinea fowls.

Outcome 2: Improved information flows on climate change, including variability such as drought between providers and key users.

Out of the 75 technicians trained, 25 are based in the project Omusati Region, the project pilot area. The trained technicians have since been engaged disseminating climate risk information to farmers at constituency level to ensure that key resource users (farmers) make informed decisions when farming in varying climate. The training of AETs and other officers were also aimed at integrating climate change issues into regional development planning.

Output 2.1 Strengthened capacity of institutions and individuals at national, regional and local levels to disseminate long-term climate change information to agricultural and natural resource managers.

Community information toolkit on adaptation have seen light under this component focusing very strongly on farming issues and on the basis that the livelihoods of the community are more affected by climate change. The information toolkit developed with farmers in Omusati region has been

tested and applied since then throughout Namibia including Erongo, Hardap, Karas and Khomas regions.

Under this component, the project trained 75 AETs and Officers from the North Central Regions on issues relating to climate change impacts and adaptation strategies particularly in the agriculture sector. This serves to integrate climate change issues into planning processes for capacity building and in return, technicians will share climate change information with farmers in their respective areas of operation beyond post-project. Technical support was extended to the two technicians who are designated to supervise the project's activities after the end of project. They participated in the exposure trip to Zimbabwe to familiarise themselves with UNDP/GEF regional programmes in that country for their individual and institutional capacity building.

Outcome 3: Climate change issues integrated into planning processes

Amidst the project outputs detailed below, the Study notes that the project in collaboration with MET, NAM AAP, UNDP and the CCA Project Steering Committee took a strategic decision to withdraw plans of developing constituencies and a regional climate change adaptation strategy on the basis that the intervention could result duplication of resources to have a regional climate change strategy and strategies per 12 constituencies before the Namibia's Policy on Climate Change is in place. However, lessons learned from the CCA project has immensely contributed to the formation of Namibia's Policy on Climate Change, which was officially approved by Cabinet in May 2011.

Output 3.1: Climate change adaptation issues integrated into National Drought Policy strategies and other relevant policy instruments.

At local level, this component saw the integration of climate change issues into planning processes through local and regional planning in Omusati region and at national level, climate change adaptation issues were incorporated into the National Development Plan 3 (NPD3).

3.3.2 Country ownership

Country ownership is an integral part of project assessment aimed at providing an indication of the future sustainability of the project. The Final Evaluation notes several key indicators that show that the CCA project was fully owned and driven by Namibian Government, stakeholders and beneficiaries.

- 1) The project concept is in line with development priorities and plans of the country that would take the project further. This includes; national priorities that are identified as part of Namibia's long-term development strategy, Vision 2030, its underpinning National Development Plans and the National Poverty Reduction Programme.
- 2) The design of the project involved the input and participation of five Ministries, namely the MET, MAWF, MRLGHRD, MME, MLR, MoF, MFMR and NPC. Further, civil society organizations

were fully involved in project implementation, including as part of the Project Steering Committee, Management Committee and Governing Body.

- 3) As the project phases out, the Namibian Government enacted legislation and developed policies and regulations contained in “Namibia’s Policy on Climate Change” which the project contributed to..

3.3.3 Mainstreaming

In terms of mainstreaming, the results of pilot projects under Adapting to Climate Change through the Improvement of Traditional Crops and Livestock Farming have to become integrated into wider practice and programmes in Omusati. A relevant multi-stakeholder group drawn from Government and community leaders was identified and brought on board to steer the programme. Although this group, which formed the Project Steering Committee, was established, there is no evidence that the group was tasked with mainstreaming CCA and other activities in Omusati region.

On a positive note, however, the interventions introduced in the programme are not alien to the community but are brought in to reinforce the community’s resistance to climate change variability. These projects are amenable to the lifestyles and cultures of the community.

For instance Conservation Agriculture reduces the laborious work and labour required for crop production especially for households affected by HIV/AIDS, where children or the elderly have responsibility for farm labour while crop vulnerability to climate change is reduced and livelihoods are improved.

Improved goat offers more meat, milk and income to the beneficiaries, drip irrigation ensures that water is harvested efficiently and waters plants that are nutritious to the communities and also bring income. Buffalo grass is useful for animal feed during dry seasons and prolonged droughts. Water harvesting and granary stores reduce the manual work for woman and children while storing food and resources.

All these and other measures are suitably designed for the climatic and environmental conditions of Omusati Region. The interventions are aligned to the practices that can be adapted by the community without causing cultural or societal friction.

The project was however put forward as best practice to address gender equality because most of the beneficiaries and the pilot activities do support women. Evidence on this is that;

- (i) The Ohembe Community Project in Etayi constituency has 15 members and is rearing guinea fowl.
- (ii) Another project rearing guinea fowl is the Imangulula Support Group (people living with HIV and AIDS) in Tsandi Constituency. The group has 10 members which include 6 women.

- (iii) Also, gender equality is mainstreamed into the project outputs seeing that awareness training workshop conducted on climate change adaptation targeted men and women.

At national level, the formulation of Namibia's Policy on Climate Change is very important in supporting institutionalising CCA. More training in relevant and practical adaptation agricultural practices, to both men and women and agricultural technicians, however, still needs to be provided.

In conclusion, besides the Namibia's Policy on Climate Change, there is no firm evidence of mainstreaming budgets and promoting key investments for climate change.

3.3.4 Sustainability

The Final Evaluation considers the sustainability of the CCA project in the context of continued benefits after the end of GEF project as well as the risks that are likely to affect the continuation of project outcomes. The following four types of risks are assessed on the likelihood and extent that the risks might impede sustainability.

- 1) **Financial risks:** The activities or projects that are already on the ground or implemented do not pose any financial risk that may jeopardize the sustainability of the project outcomes. These projects are designed to generate income which could be re-invested into the project but subject to beneficiaries' business acumen.

It is also established that the likelihood of financial and economic resources not being available once GEF assistance ends do not pose any financial risk that may jeopardise the sustainability of the project outcomes. Discussion with the Director of DEES at the MAWF shows that the CCA project is not a standalone but it is a project which is fully integrated into the ministry's agricultural processes. The DEES annual budget for fiscal year 2011/2012 for the 13 regions of Namibia was about USD 2, 9 Million which translate into USD 223,077 for the Omusati Region. The DEES budget for fiscal year 2012/2013 is USD 3, 8 Million of which USD 292,307 would be allocated to Omusati Region to carry out CCA activities as integrated into the MAWF.

- 2) **Socio-economic risks:** Four years down the line of project implementation in the region, community buy-in the project is testimony that social risk does not threaten the sustainability of the project. The project, however, benefitted only a few of the larger population of the region and there are many who could not benefit. The recipient communities through their constituencies were selected based on their social vulnerability and there is no evidence of selection on political basis.
- 3) **Institutional framework and governance risks:** The Final Evaluation adjudges that the legal frameworks, policies, and governance structures and processes within which the project operates poses no risks that may jeopardize the sustainability of project benefits. Quite the contrary, Namibia's Policy on Climate Change was conceived partly through evidence of the CCA

intervention piloted under this project. The other factor concerning technical know-how is that the project during its implementation capacitated 75 AETs and officers from the North Central Regions and specifically, technical support was extended to the two agricultural extension officers who are designated to supervise the project's activities after the end of project.

- 4) **Environmental risks:** The NCRs are generally dry areas which are also prone to seasonal flooding. The sustainable agricultural measures supported by the project will go a long way in reducing environmental risks. MAWF is also providing short-term flood assistance guided by regional contingency as proposed under the National Disaster Risk Management Policy. In consideration of project interventions, it is anticipated that awareness raising activities carried out would be put to good use. This is only true if community members and regional planners recognize the need for proper **integrated land use** planning (ILUP); including zoning for housing/schools/clinics/businesses/farms/gardens and future developments based on environmental impact assessments. Therefore, communities need to be prepared to respond to climate variability and change in a flexible way, ready to adapt their livelihood strategies to floods as well as droughts.

3.3.5 Catalytic Role

It is imperative to note here that commercial Boer goat rams and plastic granaries piloted in Omusati Region were replicated in Oshana Region in the constituencies of Okongo, Epembe, Endola and Ondobe and also, the project information toolkit on climate change adaptation that was developed with farmers in the Omusati Region has been scaled up to other regions with five toolkits for the whole of Namibia.

The capacity building and training component saw 75 AETs in the North Central Regions (NCRs) trained on climate change adaptation measures, seasonal rainfall outlook and community toolkit. Out of the 75 technicians trained, 25 are based in the project Omusati Region, the project pilot area. Again, the trained technicians have since been engaged rolling out the coping mechanisms to farmers at constituency level to ensure that key resource users (farmers) make informed decisions when farming in varying climate. The training of AETs and other officers were also aimed at integrating climate change issues into regional development planning.

3.3.6 Impact

The Study notes that progress is being made towards achievement of stress reduction as a result of climate change in the piloted area. Because of the project interventions, the widespread human distress resulting from reduced crop yields and livestock output in times of drought and floods are relatively minimized.

The extent to which the CCA project have achieved its impacts or progressing towards achieving the impacts is analysed / monetized in Table 14.

Table 14: Impact Analysis

Pilot	Number of people benefitted	% increase in agri yields per season (and absolute increase)/increase in livestock/poultry production	Income/annum before project intervention	Income per annum generated by project intervention	Hours spent on livelihood activity before and after the project	Nos of hectares covered/ amount of wood from trees saved from reduction cutting trees (water harvesting and plastic granaries)	Other benefits (quantified where possible)	Risks to benefits being realised
Conservation Agriculture (CA) through ripper furrower	100 demo plots for 100 beneficiaries	52% of agricultural yields/ beneficiary	USD 410 per hectare per farmer /beneficiary	USD 623 X 100 = USD 62,300 in total	No change recorded	30mX40m = 0.12 hectares covered per farmer or household equals 12 hectares covered in total	Quick maturity, typically around 85 days compared to 120 days for the traditional varieties	Manure not available in adequate quantities. However, CA ensure in-field water harvesting
Improved seeds without ripper furrower	3 500 HHs in piloted areas adopted improved seeds.	52% of agricultural yields/ beneficiary	USD 410 per hectare per farmer /beneficiary	USD 623 X 3,500 = USD 2,1 Million in total	No change recorded	30mX40m = 0.12 hectares covered per farmer or household equals 420 hectares covered in total	Farmers can grow mixture of crops including; mahangu, pumpkins, maize and sorghum	Weed growth increased with CA approach and a profusion of exotic weeds has been noted
Improved goat	212 beneficiaries (1 ram/HH)	75% of livestock production.	USD 42 per indigenous goat	50 offspring's over 18 months/farmer. Improved breed fetch USD 167 X 10,600 off-springs = USD 1.7 Million	No change recorded		Reproductive rate, which allows for a speedy increase in flock size	Adversely affected by the flood waters
Drip irrigation	35 small holder farmers	25% of agricultural yields.	USD 25,140 /season for 1hectare producing onions, sweet	USD 31,425 per hectare per farmer (average 2 hectares/far	Whole day to irrigate 1.5 hectare plot with the flood furrow		Pest attacks substantially reduced and less labour	Start-up costs estimated at USD 11,000 for 1 – 2 hectare still high for

			potato's & carrot	mer) equql USD 62,850 X 35 = USD 2.1 Million	compared to 1.5 hours with drip irrigation.		intensive	emerging farmer without prior saving
Guinea fowls (GF)	146 domesticated GF benefitting 38 households (average 4 to 6 GF / HHs).	52% (146 total guinea fowls were procured)	USD 208 assuming 10 guinea fowls are sold/annum/Hs X 3 years = USD 23,712		Labour intensive management is required – 2 hours a day		lay up to 140 eggs during the first rainy season from Nov. to Jan., compared to a maximum of 45 for local chicken for the same timeframe	Lay eggs only during rainy season (4 months). chickens lay eggs whole year round
Aquaculture	100 fish-farms	Its impact could not be assessed. The Ombandjela Aquaculture project visited not yet operational						
Buffalo grass	20 farmers 100 learner		Impact could not be quantified. These are perennial grass species and restored plant cover which is harvested to feed animals during the drier seasons of the year.					Due to flood that undated the region, some farmers were unable to harvest buffalo grass piloted at their
Rainwater harvesting	5,000 beneficiaries		Income cannot be quantified as rainwater so harvested is for domestic/animals consumption However, one household beneficiary is believed to have set up a back-yard garden for drip irrigation					
Plastic granaries (PG)	7 beneficiaries/ HHs. 4 X 800€ and 3 X 2,000€ piloted			Own consumption	No changes recorded for the pre-project stage and project stage	Reduce localized deforestation. Per Directorate of Forestry, 100 trees per hectare over 5 year is harvested (intervention saved approximate 15 ha)	More durable & reduce pressure on the resource base by substituting demand for wood.	The PG is likely to be too expensive for the majority of HHs @ USD 160 & USD 289 respectively.

3.3.7 Global Environmental Benefits (GEBs)

Global Environmental Benefits are defined as directly or indirectly contributing to one or more of the GEF focal areas as follows: mitigating climate change, conserving biodiversity, protecting international waters, preventing ozone depletion, eliminating persistent organic pollutants, or preventing land degradation.

The CPP Namibia: Adapting to Climate Change through the Improvement of Traditional Crops and Livestock Farming has aimed to deliver GEBs in the GEF focal areas of climate change prevention of land degradation and to a limited extent, biodiversity conservation through community-based approaches. CPP Namibia has promoted grassroots actions to address global environmental concerns. In Table 15 below, CCA interventions in Omusati region are assessed for their contributions towards local objectives and global environmental objectives.

Table15: Project contributions towards local objectives & GEBs

Intervention	Local Benefits	Global Environmental Benefits
Conservation agriculture through ripper furrower and improved seeds	Conservation Agriculture adopted in Namibia is a concept of sustainable agriculture since it has integrated practices such as zero tillage, drip irrigation, use of natural fertilisers and permanent soil cover. The practice enhances natural biological processes above and below the ground by reducing interventions such as mechanical soil tillage. Mechanical soil tillage elimination reduces the laborious work and labour required for crop production especially for households affected by HIV/AIDS, where children or the elderly have responsibility for farm labour. Crop vulnerability to climate change is reduced while livelihoods are improved.	Prevention of land degradation
Improved goat	Improved goat offers more meat, milk and income to the beneficiaries. Animal manure minimizes the use of artificial fertilizers which are energy intensive to produce and have detrimental residual effect on the soil. Artificial fertilisers have a long term degradation effect on land. Fertiliser production emits GHGs.	Climate change and Prevention of land degradation
Aquaculture	Although the species maybe non-native and the practice may lead to ecological damage, well managed aquaculture has positive effects in that stocked organisms may enhance depleted stocks; natural production and species diversity is boosted, and employment in aquaculture may replace more destructive resource uses and bring income to the farmer.	Biodiversity conservation

Buffalo grass	Buffalo grass is a warm-season perennial short grass which is drought, heat and cold resistant which can be grown for forage. As forage, the grass is useful for cattle during dry seasons and prolonged droughts. Buffalo grass will prevent soil erosion as well.	Prevention of land degradation
Plastic granaries	The intervention which is estimated to have saved approximate 15 hectares of trees to be harvested over 5 years, reduces pressure on the resource base by substituting demand for wood and in the process; reduces deforestation, land degradation and stabilises the environment.	Prevention of land degradation

3.3.8 Project Ratings

Table 16: Project Performance Rated

		Evaluator's Comments
Monitoring and Evaluation		
Overall quality of M&E	S	The project set performance targets covering the full scope of its mandate which was specific, measurable, achievable and realistic. It is judged Satisfactory .
<i>M&E design at project start up</i>	HS	The project design fully involved relevant stakeholders and its baseline concept was well articulated hence Highly Satisfactory .
<i>M&E Plan Implementation</i>	HS	The project M&E plan was sufficiently budgeted for noting the activities that were carried out embodying field mission by UNDP-CO, RTA and the Government hence Highly Satisfactory .
IA & EA Execution		
Overall Quality of Project Implementation/Execution	S	The combination of Implementing Agency (UNDP) and Execution Agency (MAWF) proved effective as they focused on results and deliverables as realised. However, due to one or other reason, the project was not able to retain a Project Coordinator for over 1.5 year. Special incentive and better package should be looked into in the future on projects which are remotely based. Hence Satisfactory .
<i>Implementing Agency Execution</i>	HS	It is evidenced that a strong financial controls, including reporting, and planning that allowed the project management to make informed decisions regarding the budget at any time and that allowed for a proper and timely flow of funds, and for the payment of satisfactory project deliverables was maintained by the Implementing Agency and adjudged Highly Satisfactory .
<i>Executing Agency Execution</i>	HS	The National Government through the MAWF make good of their pledges through the allocation of annual budget for all the 3 project

		outcomes over the past four years hence Highly Satisfactory .
Outcomes		
Overall Quality of Project Outcomes	HS	Broadly, progress is being made towards achievement of stress reduction as a result of climate change in the piloted area considering how vulnerable any individual, group or society is to climate change and hence Highly Satisfactory .
<i>Relevance</i>	HS	The objectives of the intervention are deemed appropriate now and in the future because climate change is here thus Highly Satisfactory .
<i>Effectiveness</i>	MS	The region was undated with floods throughout its implementation which than hampered and even prevented project progress. Much could have been achieved if not because of recurrent floods and thus, the delivery of project inputs is rated MARGINALLY SATISFACTORY .
<i>Efficiency</i>	HS	The disbursements of the finances were towards products selections and proof of concept exercise that optimises food security attained through realistic ideas and practical implementation strategies. Highly Satisfactory
Catalytic Role		
<i>Production of a public good</i>	HS	The Government of Namibia has taken action to build on project achievement which is Highly Satisfactory .
<i>Demonstration</i>	HS	The project conducted successful information dissemination and training throughout its implementation phase. It is thus Highly Satisfactory .
<i>Replication</i>	HS	Project activities and techniques are being repeated in NCRs and greater part of Namibia. The component is thus Highly Satisfactory .
<i>Scaling up</i>	HS	Approaches, technologies and techniques developed through the project are taken up on a national scale, becoming widely accepted and also integrated in the MAWF processes. Highly Satisfactory .
Sustainability		
Overall likelihood of risks to Sustainability:	HS	The activities or projects that are already on the ground or implemented do not pose any risk that may jeopardize the sustainability of the project outcomes. It is judged Highly Satisfactory .
<i>Financial resources</i>	HS	MAWF is committed to continually allocate annual increased budget to the project as part of its regional development programme. Highly Satisfactory
<i>Socio-economic</i>	HS	The community have demonstrated a sense of ownership and buy-in in the project which is Highly Satisfactory

<i>Institutional framework and governance</i>	HS	The legal frameworks, policies, and governance structures and processes within which the project operates are Highly Satisfactory .
<i>Environmental</i>	U	There appears to be a recurrence of severe flooding (flashfloods) in the north central regions of the country that poses an environmental threat thus Unsatisfactory
Overall Project Results	S	The project has performed Satisfactorily in terms of its overall performance against the project objectives.

4. CONCLUSIONS, RECOMMENDATIONS AND LESSONS LEARNED

Adapting to Climate Change through the Improvement of Traditional Crops and Livestock Farming was piloted in Omusati Region as part of the Namibia's Country Pilot Partnership for Integrated Sustainable Land Management. The project sought to enhance the adaptive capacities of subsistence farmers, pastoralists and natural resource managers to climate change in agricultural and pastoral systems. The project identified and disseminated cost-effective, innovative and appropriate sustainable land management techniques which integrated environmental and economic benefits.

The project was funded by GEF, implemented by UNDP and executed by the Ministry of Agriculture, Water and Forestry with the support of other stakeholders spanning across government ministries and non-governmental organisations.

4.1 Corrective actions for the design, implementation, monitoring and evaluation of the project

The project lacked a continuous PMU over its duration. A strong PMU is a prerequisite in similar projects to coordinate the project's strategic plans and daily activities. The PMU also acts as repository of information which will be handed over to the implementing partner. It is recommended that a robust and resourced PMU be established at the onset of any future project.

Climate change mitigation cannot be treated separately from adaptation. It is advised that adaptation projects consider incorporating lighter and simpler mitigation measures and activities such as solar energy, small devices like light and energy efficient stoves which are very handy at community level. Capacity building in these technologies will also help to ensure their appreciation and sustainable use.

4.2 Actions to follow up / reinforce initial benefits from the project

Boer goat breeding is well established on commercial land in Namibia, which opens up good opportunities for a cross-breeding programme of Boer goats with indigenous breeds on communal lands in all parts of Namibia. A similar project has been run by the MAWF for communal farmers in the Southern regions, also with excellent results. However with Boer goat rams costing about USD 420 each, they will be outside the reach of most poor smallholder farmers⁵. This impediment means that the MAWF continuation of its bull scheme in the piloted area would be the best way forward. It has been proven as a

⁵ The project sought to practice rotational approach whereby a beneficiary could allow his/her goat ram be borrowed by nearby neighbour for cross-breeding. This did not yield required results because many beneficiaries were not willing to share the ram on the basis that they co-financed the ram.

successful intervention and deserves to be scaled up for the benefit of vulnerable smallholder farmers.

Little has been done to develop sales and marketing channels for the various guinea fowl products. It is established that most CCA beneficiaries sold their eggs only to individual farmers or on informal markets. The sale of guinea fowl for meat and for breeding was not greatly explored, and there exists great potential to expand both of these activities.

The rolling out of the drip irrigation system will require an innovative approach. While the system proved suitable in Omusati region where water is more readily available from Etaka Canal and Olushandja Dam and relatively fertile soil, the start-up costs required and marketing investments needed are likely to be prohibitive for many smallholder farmers. Reform of existing financing scheme would be required to accommodate emerging small holders' farmers in the region.

Plastic granaries have only been piloted on a small scale over a relatively short time period, and it is established that the reactions of the beneficiaries towards them have been extremely positive. It is also noted that a number of adjacent farmers in Omusati have expressed their interest in acquiring the granaries. However cost is a prohibiting factor. At current prices, the plastic granaries are likely to be too expensive for the majority of smallholder farmers. To reinforce the initiative, a subsidization mechanism (soft loan) should be introduced through the MAWF so that farmers can purchase the granaries on credit or at reduced rates, particularly for farmers operating in the vulnerable "Efundja" flood zone. In the process, the scheme would reduce the financial barriers to the supply and purchase of plastic granaries including reduction (first cost reduction) of the price and ready availability of finance. In the circumstances, the scheme would reinforce trade, economy of scale and create a new trade dynamic in domestic economy.

4.3 Best practices in addressing issues relating to relevance, performance and success

From the Study, it is evident that the project average score is rated satisfactory in terms of its overall performance against the project objectives of proving the reduction of vulnerability of farmers through livestock improvement programme, dry-lands crop farming, horticulture production, as well as livelihood improvement. Through the project, 212 Boer goat rams were introduced to improve livestock breeding and production, drought tolerant crop breeds such as Okashana #2, Kangara, Sorghum and conservation agriculture were demonstrated on 100 sites. Thirty (38) female beneficiaries were supported with 146 domesticated guinea fowls as part of the diversification of livelihood as farmers could generate additional income by selling eggs and guinea fowls.

The project has targeted intervention to vulnerable communities such as people living with HIV and AIDS, households headed by unemployed females and orphans, as well as flood

victims. Six (6) tonnes of improved seeds (pearl millet) were given over to 1,200 households of these vulnerable communities.

Diversification has been emphasised so as to improve incomes of subsistence farming through horticulture production. In the process, 10 vegetable farmers along Etaka Canal were supported with water pumps, drip lines and fertilizers to engage into horticulture production. More-over, a marketing collection facility at Epalela settlement for the Olushandja Horticultural Producers Association has been established to enhance the development of markets for diversified products from the community.

Capacity building was a major component of the project with 75 Agricultural Extension Technicians in the North Central Regions trained on climate change adaptation measures, seasonal rainfall outlook and community toolkit. The trained technicians are rolling out the coping mechanisms to farmers at constituency level to ensure that farmers make informed decisions in their work in an environment of changing climatic conditions. The training of the technicians and other officers was also aimed at integrating climate change issues into regional development planning.

The project has been ingrained into Namibia's development planning process to ensure country ownership and sustainability through the involvement of MAWF. Other key stakeholders such as the National Planning Commission and MET are part of key stakeholders. The project has played a key supportive role in the development of Namibia's Policy on Climate Change. The involvement of regional councillors under MRLGHRD reduces institutional risks associated with acceptability of the project thus affecting its sustainability.

The impact of the project appears significant in proving the great potential for climate change adaptation amongst communal subsistence farmers through the identified and implemented activities and in the process contributing to global environmental benefits.

4.4 Recommendations

The following are some of the recommendations for the project;

1. The Commercial Boer goat ram was a very successful intervention by the project and it is recommended that the activities be scaled up for the benefit of vulnerable smallholder farmers in Omusati region through the MAWF existing schemes. A financing scheme should be devised for vulnerable farmers that are unable to afford the upfront cost of purchasing the rams.
2. The study established that little has been done to develop sales and marketing channels for the various guinea fowl products and most CCA beneficiaries sold their eggs only to individual farmers or on informal markets. The sale of guinea fowl for meat and for breeding was not greatly explored, and there exists great potential to expand both of these activities.

3. The drip irrigation system proved suitable in Omusati region and in the long term, water is also more readily available from Etaka Canal and Olushandja Dam and relatively fertile soil. However, the start-up costs estimated at USD 11,000 for 1 – 2 hectare would be prohibitive for many smallholder farmers. Reform of existing financing scheme and identification of viable financing models would be required to accommodate emerging small holders' farmers in the region.
4. To reinforce the initiative of plastic granaries in the region and beyond, it is recommended that a subsidization mechanism (soft loan) should be introduced through the MAWF so that farmers can purchase the granaries on credit or at reduced rates, particularly for farmers operating in the vulnerable "Efundja" flood zone. It is anticipated that the scheme would reduce the financial barriers to the supply and purchase of plastic granaries including reduction (first cost reduction) of the price and ready availability of finance. In the circumstances, the scheme would reinforce trade, economy of scale and create a new trade dynamic in domestic economy.
5. One of the three Outcomes of the project was to establish policies and strategies at constituency level. Since this was put at abeyance to allow the development of Namibia's Climate Change Policy, it is recommended that the establishment of these sub-policies and strategies be revisited since Omusati Region is most prone to climate change variability.
6. The project has proved its relevance to the development priorities of the country and the Omusati Region on the basis that, through impact assessments, improved vegetation and crops among the affected communities have been noted. The lessons need to be tested in other regions which may offer different challenges.
7. Climate variability will be as much a feature of climate change as a trend towards drier conditions. Communities need to be prepared for climate variability, be it droughts or floods. Communities need to be ready to respond *flexibly*, and on the basis of good weather forecast information. An adaptation strategy that is good for droughts is not likely to be good for floods. Future efforts will need to look at how farmer-level adaptation strategies can be adjusted to prevent losses associated with floods as well as droughts, aided by weather forecast information.
8. Government effort to raising awareness of alternative adaptation options is not to be underestimated and should be adequately resourced.
9. The Meteorological office climate decision-support tools need to be demand-focused, and respond to farmer's needs for short-term forecast tools.
10. It is noted that the water for the drip irrigation systems and aquaculture ponds are being extracted from the Etaka Canal and Olushandja Dam using fuel driven generator sets. It is recommended that **solar** powered water pumping systems for irrigation purposes are employed at the site and future projects in order for the CCA activities in the Omusati region contributing to climate mitigation by reducing or avoiding CO₂ emissions.
11. For future programmatic intervention, 5 year projects would be more effective in terms of allowing sufficient time to measure results.

Terms of Reference – Final Evaluation (FE)

MAWF/UNDP/GEF Implementation of *Adapting to Climate Change through the Improvement of Traditional Crops and Livestock Farming (CCA)* under the Namibia Country Pilot Partnership Programme (CPP) for Integrated Sustainable Land Management (ISLM)

The United Nations Development Programme (UNDP), on behalf of the Namibian Ministry of Agriculture, Water and Forestry (MAWF) seeks the services of an International Consultant (IC) and National Consultant (NC) to undertake a Final Evaluation for the Adapting to Climate Change through the Improvement of Traditional Crops and Livestock Farming (CCA) under the umbrella Programme of the Country Pilot Partnership (CPP) Programme for Integrated Sustainable Land Management (ISLM) in Namibia as per the UNDP/Global Environmental Facility (GEF) policies and procedures to be used for monitoring and evaluation purpose.

1. Introduction:

The Monitoring and Evaluation Policy (M&E Policy) at the project level in UNDP/GEF 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 and Programme Monitoring and Evaluation (M&E). These might be applied continuously throughout the lifetime of the project or programme e.g. periodic monitoring of indicators through the annual Project Implementation Reports (PIR), Steering Committee meetings – or as specific and time-bound exercises such as Mid-Term Reviews (MTR), Audit Reports and Final Evaluations (FE). In accordance with UNDP/GEF policies and procedures, all projects and programmes are with exception of the preparatory grants mandated to conduct mid-term and final evaluations. The evaluation is responsive to GEF Council decisions on transparency and better access of information during the implementation. The Final evaluation is intended to assess the relevance, performance and success of the project. It looks at early signs of potential impact and sustainability of results, including the contribution to capacity development and the achievement of global environmental goals. It should also identify/document lessons learned and make recommendations that might improve design and implementation of other UNDP/GEF projects.

They are to be conducted by an independent evaluator not associated with the implementation of the project or programme at any stage.

2. Background:

The Government of Namibia has identified land degradation as a serious problem which demands remedial intervention, and has recognized that integrated ecosystem management strategies are needed to effectively address the underlying causes. Existing efforts on-the-ground are obstructed by a series of barriers, which undermine their efficacy. Although the government has been, and remains, fully committed to combating land degradation, insufficient capacity at systemic, institutional and individual levels, and inadequate knowledge and technology dissemination constrain the effectiveness of interventions.

The Country Pilot Partnership (CPP) Programme for Integrated Sustainable Land Management (ISLM) is a programme of seven ministries, namely the Ministry of Environment and Tourism (MET), Ministry of Agriculture, Water and Forestry (MAWF), Ministry of Lands and Resettlement (MLR), Ministry of Regional and Local Government and Housing and Rural Development (MRLGHRD), Ministry of Mines and Energy (MME), Ministry of Finance (MoF), and the National Planning Commission (NPC), the Global Environmental Facility (GEF) and its Implementing Agencies, the European Union, GTZ and the NGO community aimed at overcoming barriers to combating Land degradation and its effects.

Adapting to Climate Change through the Improvement of Traditional Crops and Livestock Farming (CCA) is a sub-project that aims at enhancing the adaptive capacities of farmers, pastoralists and natural resource managers to climate change in agricultural and pastoral systems in north-central Namibia. It is a project under Namibia's Country Pilot Partnership for Integrated Sustainable Land Management (CPP-ISLM), contributing to Objective 2 of the overall CPP-ISLM; identifying and disseminating cost-effective, innovative and appropriate SLM techniques which integrate environmental and economic benefits.

The Programme Goal:

The goal of the CPP Programme is to “assist the Republic of Namibia to devise and implement adaptation strategies to cope with predicted effects of climate change in the north-central regions, thus improving livelihoods and food security among the most vulnerable communities”.

The Project Objective:

The objective that underlies the CCA Project is: “to develop and pilot a range of effective coping mechanisms that assist subsistence farmers in Namibia's North-Central regions to better manage and cope with climate change, including variability such as droughts”.

To achieve the project objective, the project has the following objective and outcome targets:

UNDP reports on results at the outcome and objective level.

Outcomes	Outputs
1. Climate change adaptation measures of rural communities in agricultural production piloted and tested	Output 1.1 Risk reduction strategies in pilot area contribute to improved adaptive capacity and resilience to drought.
	Output 1.2 Develop markets for diversified products from community agricultural production and support mechanisms for tapping those in pilot area.
	Output 1.3 Strengthened capacities of service organisations in pilot regions to address climate change adaptation and drought.
	Output 1.4 Improved livestock rearing through the introduction of various adaptation measures aimed at improving integrated pasture management and strengthening animal bio-capacity.
2.Improved information flows on climate change, including variability (such as drought) between providers and key users	Output 2.1 Strengthened capacity of institutions and individuals at national, regional and local levels to disseminate long-term climate change information to agricultural and natural resource managers.
3.Climate change issues integrated into planning processes	Output 3.1 Climate change adaptation issues integrated into National Drought Policy strategies and other relevant policy instruments.
	Output 3.2 A platform for exchange of knowledge.
	Output 3.3 Technical support to the national project team

General Objectives of the Evaluation:

The Final Evaluation of the UNDP/GEF CCA Project is initiated by the UNDP Namibia Country Office and it is being undertaken in accordance with the UNDP/GEF Project Monitoring and Evaluation Policy see (<http://thegef.org/MonitoringandEvaluation/MEPoliciesProcedures/mepoliciesprocedures.html>). The principal purpose of the final evaluation is to assess the programme's implementation results and impacts as required by the UNDP/GEF Monitoring and Evaluation Policy. It is also mandatory to evaluate and review any UNDP project or programme of the magnitude of USD 1 million or more, at mid-term and when the assistance is about to phase out called final evaluation.

1. Programme Performance:

1.1 Objectives of the Final Evaluation:

The objective of the final evaluation is to enable the MAWF, UNDP/GEF and other stakeholders to assess the project outputs, their impact and sustainability, and to take decisions on future orientation on how a project of this nature can be more effective in the future.

The purpose of the Final Evaluation is:

- To assess overall performance against the project objective and outcome targets as set out in project Results Framework
- To assess the effectiveness and efficiency of the project in reaching the objective and outcome targets;
- 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 relevance to national priorities
- To provide guidance for the future project activities and, if necessary, for the implementation and management arrangements.

Project Performance will be measured based on the progress made in reaching the project objective and outcome targets. Information on this can found in the Project Implementation Reviews (PIRs) and derived from interviews, documentation and field investigation.

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, outcomes, outputs and activities and assess quality of the design and delivery of planned outcomes. The review should also assess the conceptualization, design, effectiveness, relevance and implementability of the programme. The review should include the updated logical framework matrix.
- (2) Project Progress and Impact – assess the achievements of the CCA to date against the objective and outcome targets as defined in the project logical framework.
- (3) Project Implementation – assess:

- a. Project management arrangements, i.e., effectiveness of , the UNDP Country Office, the Project Management Unit (PMU), Steering Committee, Management Committee, Governing Body and the Minister Forum
- 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;
- d. Cooperation among partners including but not limited to: GEF-supported projects (ICEMA, CALLC, CPP-ISLM SAM, SPAN, SGP), UNDP, Government counterparts Ministry of Environment and Tourism (MET), Ministry of Agriculture, Water and Forestry (MAWF), Ministry of Lands and Resettlement (MLR), Ministry of Regional and Local Government and Housing and Rural Development (MRLGHRD), Ministry of Mines and Energy (MME), Ministry of Finance (MoF), and the National Planning Commission (NPC); as well as those listed in project document in the stakeholder participation plan as project co-financiers;
- e. Responsiveness of project management to adapt and implement changes in project execution, based on partner and stakeholder feedback;

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

- (a) Assess the extent of the progress which the CCA Project has made to achieve its objective and outcome targets and where gaps are evident;
- (b) Draw lessons from the experiences of the CCA Project, in particular those elements that have worked well and those that have not, requiring adjustments and;
- (c) Provide recommendations to strengthen the effectiveness, efficiency, impact, implementation, execution and sustainability of subsequent CCA projects.

1.2 Scope of the Evaluation

The evaluation will include ratings on the following two aspects: (1) Sustainability and (2) Outcome/Achievement of objective and outcome targets. The review team should provide ratings for three criteria included in the Final Evaluations: (1) Implementation Approach; (2) Stakeholder Participation/Public Involvement; and (3) Monitoring and Evaluation. The ratings will be: Highly Satisfactory, Satisfactory, Marginally Satisfactory, Unsatisfactory, and N/A.

4.2.1) 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 GEF strategic objective to support the incremental cost of global environmental benefits
- c) Whether the target beneficiaries and end-users of the results of the project are clearly identified.

- d) Whether the objectives and outcomes 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 the target region – Omusati.
- f) Whether the log frame was clear and the relationship between objectives, outcomes and outputs of the project are logically articulated and the indicators were SMART..
- 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 outcomes.

4.2.2) Project Relevance:

- a) Whether the project is relevant to the development priorities of the country and the region.
- b) Given the objective of the project whether appropriate institutions have been assisted.

4.2.3) Project Implementation:

The evaluation team will examine the quality and timeliness in regard to:

- a) The delivery of inputs (quality & quantity) specified in the project document, adherence to work plans and budgets, institutional arrangements, interest of beneficiaries, the scheduling and actual implementation.
- b) The fulfilment of the success criteria as outlined in the project document.
- c) The responsiveness of the project management to significant changes in the working environment (both facilitated and impeded project implementation).
- d) The role and effectiveness of UNDP, MAWF, and other stakeholders who were involved in the project
- e) Lessons from other relevant projects if incorporated in the project implementation.
- f) The adequacy of management arrangements.
- g) The delivery of Government counterpart inputs in terms of personnel, premises and equipment.
- h) The project's collaboration with industry associations, private sector and civil society, NGOs, CBOs.
- i) Institutional set-up through the Project Steering Committee and the degree to which it has encouraged full involvement of the intended beneficiaries in the region.

4.2.4) Project Performance:

- a) Whether the project resources (financial, physical and manpower) were adequate for delivery of the project objective and outcome targets.
- 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 for the beneficiaries.
- e) The role of UNDP Country Office and its impact (positive and negative) on the functioning of the project.

Project implementation will then be rated employing the UNDP/GEF six-point rating scale for Project Implementation.

4.2.5) Results/Success of the programme applied to each Specific Outcomes and Outputs:

Delivery of the objective and outcomes targets should form the main basis for this evaluation. In addition, the following information is needed:

- a) What are the major achievements of the project vis-à-vis its objectives, outcomes and outputs. Please explain in detail in terms of impact, links to application of policies, sustainability of results and contribution to capacity development.
- b) Quantify as far as possible the benefits to communities from the project in terms of reduced vulnerability to climate variability and change, taking into account the climate baseline that operated during the lifetime of the project.
- c) To what extent does the project deliver global environmental benefits?
- d) What major issues and problems affected the implementation of the project, and what was the adequacy of the management response?
- e) Level of institutional networking achieved and capacity development of key partners 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) The extent to which learning about adaptation has been promoted by the project.
- i) Any underlying factors, beyond control, that influenced the outcome(s) of the project.

1.3 Outputs

1. An inception report should be prepared that that check's the evaluator's understanding of the project and shows how each evaluation question will be answered by way of proposed methods, proposed sources of data and data collection procedures. The methodology should be agreed with the key participants (RCU, CO, evaluation team and GEF Operational Focal Point). Attached to the inception report from the evaluation team should be a signed 'Code of Conduct' form from each of the evaluators that indicates they have read, understand and agree with the following statements, (see Annex 1).

2. The end result of this evaluation exercise should 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 a) meeting the project objective and outcome targets(on the six point scale of; Highly Satisfactory HS, Satisfactory S, Marginally Satisfactory MS, Marginally Unsatisfactory MU, Unsatisfactory U, and Highly Unsatisfactory HU) and b) for project implementation. The evaluation report should follow the outline, attached at Annex 2. Annex 3 contains a ratings table which should be completed.

The consultants should also take steps to verify the realization of the co-financing committed in the project document. Annex 4 contains a table to facilitate collection of co-financing information, which should be completed.

2. A mission report, 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 and outcome targets have 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 adaptation interventions.

It is worth noting that as the report is the product of an independent evaluation, it is up to the evaluators to make use of the information provided during the mission. However, the evaluator is responsible for reflecting any factual corrections brought to their attention prior to the finalization of the report. Therefore, in order to ensure that the report considers the view of all parties concerned is properly understood, and it is factually accurate, it is necessary for the evaluators to submit draft reports to the PMU, PCU, UNDP/GEF and MAWF.

The final version of the evaluation report should be submitted in both hard copy (2) and electronic format (MS Word) to UNDP and the PMU no later than 25 November 2011. This obviously has to change now!

1.4 Methodological and Evaluation Approach

The team should provide details in respect of:

- a) Documentation review (desk study);
 - 1. Project Document
 - 2. Project Implementation Reviews for all the years under project implementation
 - 3. Minutes of meetings
 - 4. Progress reports (Substantive & Financial)
 - 5. End of project baseline survey (for outcome 2)
 - 6. Project Outputs (Baseline report, technical reports etc)
- b) Interviews and/or consultations;
- c) Field visit;
- d) Questionnaires, if used; and
- e) Participation of stakeholders and/or partners.

1.5 Timetable and Deliverables

The duration of the evaluation will be a total of 20 working days and will commence in 28 October 2011 with the following tentative schedule for the critical milestones:

- Acceptance and commencement of duties by 28 October 2011
- Inception meeting with the principal parties (UNDP, MAWF, PMU and PCU) by 05 October 2011, with a schedule and definite timetable for the overall evaluation
- Presentation of the draft report to the key stakeholders and incorporation of comments by 10 October 2011
- Draft Evaluation Report with incorporated final comments on the draft evaluation report by 20 November 2011
- Final Evaluation/ Final Report by 25 November 2011, in 3 (hard) and 1 electronic copies.

All dates will need to change.

1.6 Consultations

The consultants are 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 CPP PCU, CCA NPD, Steering Committee members, Management Committee members, Governing Body members etc.

1.7 Reporting

The evaluation team will report directly to the Senior Management of UNDP Namibia, UNDP/GEF RCU, but mostly to the UNDP Resident Representative and/or his designated officials to act on his behalf. The consultants shall work in close collaboration with the CPP PCU and CCA PMU. The consultants will prepare and submit the draft report of the evaluation to UNDP. A presentation and debriefing of the report to UNDP, the project beneficiaries (MAWF and other implementing partners) will be made in 30 June as part of the combined wrap-up workshop for the CCA final Evaluation. The reporting schedule will be finalized during the inception meeting between the evaluation team and key stakeholders.

1.8 Competencies

Corporate Competencies

- Demonstrates integrity by modelling the UN's values and ethical standards.
- Promotes the vision, mission, and strategic goals of UNDP.
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.
- Treats all people fairly without favouritism.

Functional Competencies

- Substantive knowledge of the UNDP M & E approach, and M&E methodologies.
- Hands-on experience of one or more of UNDP's capacity development strategies: institutional reform; leadership capacities; etc.
- Recent country and/or regional experience in working with relevant stakeholders on capacity development.
- Demonstrated ability to engage well in cross-sector and matrixes teams.

Leadership and Self-Management

- Builds strong relationships with clients, focuses on impact and result for the client and responds positively to feedback.
- Demonstrates openness to change and ability to manage complexities.
- Good team player, self starter, has ability to work under minimum supervision and maintain good relationships.

Education/Experience/Language

The consultants should:

- Masters Degree in Environmental sciences or other related field. Additional years of relevant work experience preferably in combination with a relevant Bachelor's Degree, may substitute for the requirement for a master's degree.
- Have a minimum of 5 years proven experience in disaster risk reduction and/or climate change adaptation.
- Be experienced within the UN and preferably UNDP M&E framework and Result Based Management system, GEF projects, PIR and evaluations.
- Be conversant with administrative/financial/procurement UNDP procedures.
- Experience in conducting evaluations.
- Have proven ability to write technical reports.
- Possess excellent interpersonal skills and demonstrated ability to network and foster teamwork.
- Have strong foundation in climate change adaptation programming.
- Be computer literate.
- Experience working in the region is desirable.

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 UNDP or the Governments of Namibia.

B: Itinerary /Field visits

Date	Area	Travel and Arrangement Details
Friday, 28 October 2011	Windhoek	Contract signature: UNDP/Consultant
Friday, 28 October 2011	Outapi	Projects Documentation for Review received from PMU based in Outapi the project area
Monday, 7 Nov. 2011	Outapi	Meeting with the PMU as the lead implementing agency for activities in pilot sites within Omusati region.
	Outapi	Meeting with the Chief Agricultural Extension Officer / Chairperson of the Steering Committee, MAWF DEES Omusati
	Outapi	Meeting with the member of the CCA Project Steering Committee
	Outapi	Meeting with the member of the CCA Project Steering Committee
	Outapi	Meeting with the member of the CCA Project Steering Committee
	Onesi	Meeting with the horticulture beneficiaries in Ones constituency
Tuesday, 08 November 2011	Etayi and Okalongo constituencies	Meeting with beneficiaries in Etayi and Okalongo constituencies
Wednesday, 09 November 2011	Ondangwa	Meeting with UNDP Regional Technical Advisor
Thursday, 10 November 2011	Outapi	Meeting/presentation - members of the steering committee, CPP-MET and UNDP delegation
Friday, 11 Nov. 2011	Ruacana	Meeting with beneficiaries in Ruacana constituency
Saturday, 12 Nov. 2011	Outapi – Windhoek	Consultant back from 1 st Field Mission
14 – 23 November	Windhoek	Office of the Consultant
Monday, 21 Nov. 2011	Windhoek Country Club Resort	Attend Workshop - National Policy on Climate Change for Namibia / Second National Communication (SNC) launch
Wednesday, 22 Nov. 2011	Windhoek	Submission of Revised Inception Report / Preliminary Findings
23 Nov. 2011 – 30 Nov. 2011	Windhoek	tele-meetings / e-mail correspondences
1 December – 29 December	Windhoek	1 st Draft Report generation
30 December 2012	Windhoek	Submission of 1 st Draft to UNDP
13 January 2012	Windhoek	Received comments on the 1 st Draft from UNDP CO
16 January 2012	Windhoek	Meeting with UNDP's Ms. Mweutota and Mr. Phillipus for comments clarification
22 January 2012	Windhoek – Outapi	Consultant 2 nd Field Mission
23 January 2012	Ogongo Constituency	Meeting with AET
		Meeting with beneficiary – commercial Boer ram
		Meeting with Church Pastor – 2 X Water tanks beneficiary
		Meeting with AET at DEES Office Outapi
24 January 2012	Tsandi Constituency	Meeting with AET – Tsandi Constituency
		Meeting with beneficiary – commercial Boer ram/buffalo grass
		Meeting with beneficiary – plastic granary
	Okahao Constituency	Meeting with beneficiary – improved seed
	Onaanda Constituency	Meeting with AET - Onaanda

		Meeting with school principal – drip irrigation beneficiary
25 January 2012	Outapi Constituency	Meeting with Chief AET – DEES Outapi Office
26 January 2012	Outapi Constituency	Meeting with Forest Technician
		Meeting with beneficiary – Ombandjela Aquaculture
27 January 2012	Outapi Constituency	Presentation to PSC
28 January 2012	Outapi – Windhoek	Consultant return from 2 nd Field Mission
8 February 2012	Windhoek	Submission of Revised Draft Report to UNDP CO
17 February 2012	Windhoek	Meeting with Director of DEES
		Meeting with CPP Project Manager
21 February 2012	Windhoek	Received comments on the Revised Draft via PMU
28 February 2012	Windhoek – Katima Mulilo	Consultant fly to Katima Mulilo -
29 February 2012	Katima Mulilo	Presentation to DEES Management Meeting
	Katima Mulilo – Windhoek	Consultant return flight from Katima Mulilo
6 March 2012	Windhoek	Submission of 2 nd Draft to UNDP CO
9 March 2012	Windhoek	Received comments on the 2 nd Draft from UNDP CO
14 March 2012	Windhoek	Submission of Revised 2 nd Draft to UNDP CO
19 March 2012	Windhoek	Last round of comments received via PMU
19 March 2012	Windhoek	Submission of Final Version of the Report to UNDP CO
20 March 2012	Windhoek	Received comments on the Final Version of the Report from UNDP CO
23 March 2012	Windhoek	Submission of Final Version of the Report to UNDP CO incorporating last comments received

C. List of persons interviewed

Stakeholders	Contact
Mr. Nellius Phillipus UNDP CO	Mr. Nellius Phillipus 061 204 6232 Nellius.philipus@undp.org
Ms. Mkwetu Mweutota UNDP CO	Mkwetu.mweutota@undp.org
CCA PMU	Mr. Andreas Shilomboleni/ Ms. Vicky Hango 065 251291 andreasnd@yahoo.com
Mr. Martin Embundile	
Mr. Celestinus Ndongi Project Manager at DAPP	
Mr. Oswin Namakalu Chief Executive Office, Outapi Town Council	
Mr. Paulus Amutenya (Chairperson of OHPA) and	
Ms. Kristofina Kaume (Owner of the Second Chance Project)	
Ms. Elizabeth Hafyenanye (Ohembe Project)	
Mrs. Haukongo (Improved seeds and water tank beneficiary)	
Ms. Jessica Troni RTA	Ms. Jessica Troni jessica.troni@undp.org
Steering committee members, CPP-MET and UNDP delegation	
Ms. Patricia Amutenya (Improved livestock breeds – goat ram)	
Ms. Natalia Nakambale (Imangulula Support Group)	
Ms. Martha Mwandingi UNDP CO	Martha.mwandingi@undp.org
Mr. Johnson Ndokosho	johnson.ndokosho@gmail.com 0811489818
Ms. Birga Ndombo	bndombo@cppnam.net
Mrs. Sophia Kasheeta National Project Director and Director of DEES, MAWF	061 2087459 kasheetas@mawf.gov.na
Mr. Ambrosiuds Antanga – AET	
Mr. Joel Hango Nekwaya – beneficiary of ram /buffalo grass	
Ms. Aina Paavo, beneficiary of granary	
Ms. Klaudia lipinge, beneficiary of improved seed	
Mr. Iiyambo Alugongo School principle & beneficiary of drip irrigation	
Ms. Monica Moses, AET	
Mr. Andreas lipinge, AET	065-222071
Ms. Aina Uusiku, AET	
Mr. Andowa, Ombandjela Aquaculture	
Ms. Wilhemina Kautiwa, Forestry Technician	065-251064
Mr. Silvanus Naunyango, Chief AET	

D. List of Documents Reviewed

- CPP Governing Body Minutes of the 1st – 6th Meeting
 - 1st Meeting Kalahari Sands and Casino Windhoek 13 March 2008
 - 2nd Meeting Thuringer Hof Hotel Windhoek 29 April 2009
 - 3rd Meeting Elephant Room Windhoek 22 October 2009
 - 4th Meeting Furstenhof Hotel Windhoek 15 February 2010
 - 5th Meeting Nice Restaurant Windhoek 23 September 2010
 - 6th Meeting NamPower Convention Centre Windhoek 27 April 2011

- CPP Management Committee Minutes of the 1st – 12th & 14th Meeting
 - 1st Meeting Roof of Africa Windhoek 27 March 2008
 - 2nd Meeting UN House Windhoek 29 May 2008
 - 3rd Meeting Directorate Env. Affair Windhoek 15 August 2008
 - 4th Meeting Directorate Tourism Windhoek 8 October 2008
 - 5th Meeting Directorate of Forestry Windhoek 13 February 2009
 - 6th Meeting Pelican Hotel Walvis Bay 14 – 15 May 2009
 - 7th Meeting Heja Lodge Windhoek 20 August 2009
 - 8th Meeting Roof of Africa Windhoek 11 November 2009
 - 9th Meeting Country Club Resort Windhoek 18 March 2010
 - 10th Meeting Ngandu Crocodile Lodge Rundu 23 June 2010
 - 11th Meeting Country Club Resort Windhoek 1 November 2010
 - 12th Meeting Ben-Hu Development Centre Omaheke 16-18 February 2011
 - 14th Meeting Canyon Hotel & Casino Karas 7-9 September 2011

- Minutes of the Briefing Meeting for the CPP Partner Ministers Forum
 - 1st Meeting Ministry of Env. & Tourism Windhoek 18 November 2008
 - 2nd Meeting Country Club Resort Windhoek 3 March 2010

- Minutes of the Project Steering Committee (PSC) Meetings
 - PSC Retreat Deaustches Hause Swakopmund 14-15 April 2010
 - PSC Meeting Town Hotel Omusati 10 August 2010
 - PSC Meeting Eha Lodge Ruacana 2 March 2011

- Project Implementations Reports (PIR)
 - PIR 29 September 2011
 - PIR 17 September 2010
 - PIR 25 September 2009

- Project Quarterly Progress Reports
 - 1st Quarter Progress Report March 2011
 - 2nd Quarter Progress Report June 2011
 - 3rd Quarter Progress Report September 2011
 - 4th Quarter Progress Report December 2010

- CCA Product Document, Original Version February 2007
- CCA Product Document Re-Submission Version July 2007
- CPP Mid-Term Review Report, Author; Oliver Chapeyama & Harrison O. Kojwang, November 2010
- Project Baseline Reports for 2008 & 2010
- Collecting baseline data for climate change adaptation in Omusati Region, Namibia, Author; Integrated Environmental Consultants Namibia (IECN) cc, October 2008
- Awareness baseline report on Climate change Adaptation in Omusati Region, Namibia, Author; Integrated Environmental Consultants Namibia (IECN) cc, October 2008
- Assessment of current and ongoing projects and programmes to identify existing coping strategies with regards to Climate Change Variability, Author, Uparura Kuvare, Adedayo Ogunmokun & Thula Maharero, University of Namibia, November 2008
- Update of the baseline data for Climate Change Adaptation Project in Omusati Region, Author; Erastus Ithana, Padelia Ndjaleka, Phares Zauana and Pinehas Uupindi, July 2010
- Project Inception Report, UNDP, June 2008
- Joint Field Monitoring Mission Report, UNDP, Ministry of Environment & Tourism, CPP, August 2010
- Adaptation to Water Shortages in Arid Namibia, Author; Servaas van den Bosch, 2010
- At First they laughed at me, Author; Servaas van den Bosch, 2010
- Improve your goat and beat Climate Change, Author; Servaas van den Bosch, 2010
- Boer goats Report, Author; Andreas Shilomboleni & Martin Embundile, 2011
- Crop Lessons Learned Report, Author; Andreas Shilomboleni & Martin Embundile, 2011
- Drip Irrigation Report, Author; Andreas Shilomboleni & Martin Embundile, 2011
- Guinea Fowl Report, Author; Andreas Shilomboleni & Martin Embundile, 2011
- UNDP Evaluation Guidance Report, UNDP

E: Questionnaire used

- Relevance – The extent to which the project is suited to local and national development priorities and organizational policies, including changes over time;
- Effectiveness – The extent to which an objective has been achieved or how likely it is to be achieved;
- Efficiency – The extent to which results have been delivered with the least costly resources possible (while noting that this evaluation is not a financial audit);
- Results – The positive and negative, and foreseen and unforeseen, changes to and effects produced by a development intervention. These include direct project outputs, short- to medium-term outcomes, and longer term impacts including global environmental benefits, replication effects, and other local effects
- Sustainability – The likely ability of the project to continue to deliver benefits for an extended period of time after completion – i.e. project should be environmentally, financially and socially sustainable.
- Stakeholder participation – How well do you believe that the relevant project stakeholders were involved in the project design, formulation, implementation, and monitoring?
- Monitoring and evaluation – How would you rate the monitoring and evaluation of the project?
- Conceptualization/Design
 - ✓ Do you believe that the issue the programme sought to address has been clearly identified and the approach soundly conceived?
 - ✓ Have the objectives and outputs of the programme been stated explicitly and precisely in verifiable terms with observable success indicators?
 - ✓ Have the relationship between objectives, outputs, activities and inputs of the programme been logically articulated?
- Relevance:
 - ✓ How relevant has CCA project been to the development priorities of the country?
 - ✓ Which institutions and beneficiaries have received the support of the project?
- Implementation:
 - ✓ Has the project made use of an appropriate institutional arrangement to deliver its outcomes?

- ✓ Have the interests of beneficiaries (communities and institutions) been duly addressed during implementation?
 - ✓ Has the CCA project been responsiveness to any significant changes in its environment?
 - ✓ Have the lessons learned from CCA Project or other relevant programmes been duly taken into account during the implementation of the CCA project?
 - ✓ Were the monitoring and backstopping of the programme by the Government and UNDP been as expected?
 - ✓ Has the Government counterpart inputs in terms of personnel and premises been adequate?
- Programme Performance:
- ✓ Do you think that the project had adequate resources (financial, physical and manpower) in terms of both quantity and quality?
 - ✓ Did the programme use its resources effectively (i.e. produced planned results)?
 - ✓ Did the programme use its resources efficiently to achieve planned results?
 - ✓ Were the climate change adaptation covered by the project suitable for Namibia environment?
 - ✓ Have there been any environmental impacts (positive and negative) at piloted sites?
 - ✓ What remedial actions were taken for any 'negative' impacts?
 - ✓ What have been the major social impacts (positive and negative), including impact on the lives of women at piloted sites?
 - ✓ What remedial actions were taken for any 'negative' impacts?

F. Evaluation Consultant Agreement Form

Evaluators:

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

Evaluation Consultant Agreement Form⁶

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

Name of Consultant: G.L. Jonas Capôco

Name of Consultancy Organization: Asca Investment (Pty) Ltd

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

Signed at **Outapi, Omusati Region** on November 9th, 2011

Signature: JCapôco

⁶ www.unevaluation.org/unegcodeofconduct