



Final Evaluation

Of the

**Programme for ‘Enhancing Institutional and Human
Resource Capacity through Local Level Coordination of
Integrated Rangeland Management and Support’
(CALLC)**

Evaluation Report – Final Draft

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Table of Contents

ACRONYMS AND ABBREVIATIONS	v
Executive Summary	viii
1.0 Introduction	1
1.1 The Country	1
1.2 The Country Pilot Programme CPP-SLM	1
1.3 The CALLC (Staffing, project and duration).....	1
1.4 The Forums for Integrated Resource Management (FIRM).....	4
1.5 The LLM	5
1.6 The Relationship between LLM and FIRM.....	5
1.7 The Characteristics of the North Central Regions	5
2.0 Institutional Framework.....	6
2.1 The Problems to be Solved	7
2.2 The goal of the CALLC Project	7
2.3 The objective of the project.....	7
2.4 CALL's Strategy.....	8
2.5 Outcome (Results Expected).....	8
2.6 The Duration and Design of the Project.....	16
2.7 The Management of the Project	16
3.0 The Evaluation of the CALCC Project.....	17
3.1 Purpose of the Evaluation.....	17
3.2 Evaluation Methodology	17
3.2.1 Literature Review	18
3.2.2 Interviews	18
3.3 Rating System	18
4.0 Major Findings of the Evaluation.....	19
4.1 Programme Formulation	19
4.1.1 The design of programme/project concept	20

4.1.2 Programme/Project Planning	21
4.1.3 Programme Ownership	22
4.1.4 Stakeholder Participation at the Programme Formulation Stage	22
4.1.5 Linkages between the Programme and other Interventions	23
4.2 Programme Implementation	24
4.2.1 Programme Governance	24
4.2.2 Project Management and Administration/Project Performance	24
4.2.3 The Role Played by the UNDP	25
4.2.4 Monitoring and Evaluation	25
4.2.4.1 The GEF Requirements	26
4.2.4.2 Financial Management	26
4.2.4.3 Budget and Financial Planning	27
4.2.4.4 The Disbursement Process	27
4.3 Results and Impacts	27
4.3.1 Measuring Progress and Success	28
4.3.2 Progress at Objective level	29
4.3.3 Regional and National Level Impacts	29
4.3.4 Global Environmental Impacts	30
4.4 Relevance, Effectiveness and Sustainability	31
4.4.1 Relevance of the Project to the needs of North Central Namibia	31
4.4.2 Activity Relevance	31
4.4.3 Effectiveness	32
4.4.4 Effectiveness of Project Execution	32
4.4.5 Sustainability	33
4.4.5.1 Financial Sustainability	34
4.5 Contribution to CPP's Objectives and Outcomes	34
4.6 Contribution to Capacity Development	34
4.7 Project Benefits	34

4.8. The Capacity of the North Central Regions to Provide Lessons to Other Regions.....	35
4.9 Specific achievements as per Project Expectation.....	35
4.9.1 Establishing and/or promotion of Multi-sectoral resource management institutions in the North Central regional block	35
4.9.2 Identifying feasible farming options	36
4.9.3 Promoting the planting of economically valuable trees.....	36
4.9.4 Drafting best practices guidelines for extension service providers	37
4.9.5 Facilitating identification and evaluation of best practices and models that combine sustainable agricultural practices and poverty reduction	37
4.9.6 Assisting with efforts to scale up conservancies across the country.....	37
4.9.7 Enhancing the capacity of regional and local authorities with respect to SLM thus supporting MRLGHRD to enhance the delivery capacity of these authorities.	38
4.9.8 Testing and adapting new ways of providing extension services to poor farmers by extending the FIRM approach.....	38
4.9.9 Supporting partner Ministries to accelerate the pace of decentralization.....	38
4.9.10 Attempting to improve relationships between all stakeholders horizontally and vertically through, among others, promotion of information flow and cooperation	39
4.9.11 Enhancing the capacity of partner Ministries and regional authorities to plan, take action, monitor, evaluate and adapt land management support activities.....	39
4.9.12 Building skills within communities to establish alternative livelihoods and to monitor land use impacts;	39
4.9.13 Piloting and adapting measures to organize communities and strengthen appropriate institutions at community level to spearhead and sustain community-based SLM	40
4.9.14 Advancing community-based monitoring mechanisms through the FIRM approach	40
4.9.15 Establishment of FIRMs in the project to act as platforms for service providers to contribute to the development needs of local resource users in a coordinated manner.....	41
4.9.16 Building capacity for community based organizations (CBOs)	41
4.9.17 Assisting FIRMs to perform planning functions such as reviewing national and local level policies and assessing the effect of such policies on local level natural resources management	42
4.9.18 Identifying recommendations that will improve the efficiency and viability of local level resources management for local economic growth and equitable access to benefits	42
4.9.19 Providing guidance to the communities to identify alternative land-uses and business opportunities that would support sustainable land management	42

5.0 Challenges	43
6.0 Replicability.....	43
7.0 Lessons Learnt	43
8.0 Conclusions	44
9.0 Recommendations for Follow-up Activities	44
Programme Benefits	61

List Of Tables

Table 1: The overall functions of CALLC	3
Table 2: Characteristics of the North Central regions	5
Table 3: Outcomes of the CALLC Intervention.....	9
Table 4: Regional Committees Supporting ISLM and their Memberships and functions	16
Table 5: Absolute poverty levels for regions of Namibia (NHIES, 2003/04)	28

Annexes

Annex 1: Analysis and Summery of Evaluation.....	46
Annex 2: Analysis of Archievements.....	76
Annex 3: Request For Proposals (RFP) and Terms of Reference (TOR)	83
Annex 4: Financial Information for the CALLC Project 2007 - 2012.....	86
Annex 5: List of Stakeholders Contacted	86

ACRONYMS AND ABBREVIATIONS

CANAM	Conservancy Association of Namibia
CBNRM	Community based natural Resources Management
CBO	Community Based Organization
CDC	Constituency Development Committee
CMC	
CPP/NAM/CCA	Country Pilot Partnership Programme Namibia Adapting to Climate Change through the Improvement of Traditional Crops and Livestock Farming

CPP/NAM/CALLC	Country Pilot Partnership Programme Namibia Enhancing Institutional and Human Resources Capacity through Local Level Coordination of Integrated Rangeland management and Support
CPP/NAM/PESILUP	Country Pilot Partnership Programme Namibia Promoting Environmental Sustainability through Improved Land Use Planning
CPP/NAM/SLM/SAM	Country Pilot Partnership Programme Namibia Sustainable Land Management Support and Adaptive Management
CPP	Country Pilot Partnership
DEES	Directorate of Engineering and Extension Services
DVS	Directorate of Veterinary Services
DRFN	Desert Research Foundation of Namibia
FAO	Food & Agriculture Organisation
FIRM	Forum for Integrated Natural Resources Management
GEF	Global Environment Facility
HIV/AIDS	Human Immunodeficiency Virus /Acquired Immunodeficiency Syndrome
IRDNC	Integrated Rural Development and Nature Conservation
ISLM	Integrated Sustainable Land Management
MAWF	Ministry of Agriculture Water and Forestry
MDG	Millennium Development Goals
MET	Ministry of Environment and Tourism
M&E	Monitoring and Evaluation
MLR	Ministry of Lands and Resettlement
MME	Ministry of Mines and Energy
MoF	Ministry of Finance
MRLGHRD	Ministry of Regional, Local Government Housing and Rural Development
MTE	Mid-Term Evaluation
NACSO	Namibia Association of Civil Society Organizations

NAPCOD	Namibia Programme to Combat Desertification
NAU	Namibia Agricultural Union
NCCI	Namibia Chamber of Commerce and Industry
NCR	North Central Regions
NDT	Namibia Development Trust
NEX	National Execution Mechanism
NGO	Non-Governmental Organization
NNF	Namibia Nature Foundation
NNFU	Namibia National Farmers Union
NPC	National Planning Commission
OHPA	Olushandja Horticultural Producers Association
PCU	Programme Coordination Unit
PIR	Project Implementation Review
PMC	Programme management Committee
SLM	Sustainable Land Management
SPAN	Strengthening Protected Area Network Project
UNEP	United Nations Environmental Programme
UNCDD	United Nations Conference
UNDP	United Nation Development Programme
UNDP-CO	United Nations Development Programme-Country Office

Executive Summary

The project for the Enhancing Institutional and Human Resource Capacity through Local Level Coordination of Integrated Rangeland Management and Support (CALLC) was one of the two programmes or suites of projects through which the ground activities of the CPP pilot sites programme were driven, the other one being Climate Change Adaptation (CCA). It targeted capacity building for SLM and sought to address the root causes of land degradation in the north-central regions of Namibia and a number of other issues such as the gaps in the management of opportunities for livestock farming, the key impediments to adoption of integrated sustainable land management practices, the weaknesses in the exploitation of resources in the technical support organisations, and the various reasons for overstocking.

The project is based in Ongwediva in north-central Namibia, and its responsibility is among other things, to test the approach of the Forums for Integrated Resource Management (FIRM) to the improvement of the management of cattle rangelands; pilot and showcase best practices in Integrated Rangeland Management and Support in the four densely populated and high degradation risk regions of North Central Namibia; build and strengthen the institutional environment for SLM; test ways for organizing communities to spearhead community-based SLM activities; demonstrate the importance of strengthened institutional capacity at local level for sustainable land management; and seek to identify opportunities for local economic development that are compatible with SLM objectives and needed investments in land use diversification and reduced pressure on dryland environments.

Although CALLC is a three year initiative, it is part of the five year CPP-ISLM initiative and conforms to the principles, expected outcomes and strategic directions of GEF Operational Programme. It cannot therefore be discussed in isolation of that parent programme, which focusses on the entire field of interest to CALLC, namely building Namibia's capacity to absorb investments in combating land degradation, including building capacity to plan, execute and monitor SLM activities at national level, and at local level to empower the communities to assess sustainable land use management options and to call upon service providers for support according to their particular land management needs. In particular the intervention's community level investments were intended to test new approaches to the reducing of pressure on land resources and to attach an economic value to the conservation and sustainable management of drylands.

The strategy of the CALLC programme comprised of addressing the identified causes of land degradation; building and strengthening institutional environment for SLM; testing ways for organizing communities to spearhead community-based SLM activities; helping to demonstrate the importance of strengthened institutional capacity at local level for sustainable land management; seeking to identify opportunities for local economic development compatible with SLM objectives; implementing innovative and indigenous sustainable land management practices; addressing the key impediments to adoption of integrated sustainable land management practices; strengthening economic incentives to facilitate wider adoption of SLM across production sectors; strengthening the knowledge management and technology dissemination capabilities of the communities through promoting of tools for local level decision-making such as LLM and FIRM so they can make efficient choices on land resources.

The intervention operated within the framework of the Management Structures of the CPP programme such as the Minister's Forum, the Management Committee, the National Steering Committee, Regional Steering Committees, Regional Stakeholders Forums, Constituency Development committees, and the pilot site committees, and it operated ably within a tripartite system (UNDP, CPP, and MAWF) of guidance and reporting,

while its being embedded in the partner ministries in terms of activities ensured its sustainability, i.e., that its activities will continue when the project comes to an end.

During the three years of its operation, the CALLC intervention established 14 pilot sites, 14 FIRMs, 9 Farmers' Associations in nine constituencies across the North-Central Regions, 9 LLMS for each farmers' Association, 43 kraal committees, facilitated the construction of a horticulture producer marketing centre at Epalela (in the vicinity of Olushandja dam), and handed-over 1030 grafted seedlings to 16 beneficiaries. Over and above those supports, the intervention prepared guidelines for establishing livestock kraal committees, conducted a five days exchange visit to Kavango and Caprivi regions (to support bee keeping and honey production), facilitated the formation of Livestock Marketing Committees and infrastructure to support and enhance the capacities of local farmers to sustainably manage rangelands and market quality livestock, facilitated training and exchange of visits, supported LLM and 'event book' systems as tools for monitoring changes in land resources over time, and exposed beneficiary communities to farming technology in various alternative livelihood options placing such communities in position to establish alternative livelihoods and to monitor land use impacts on their own.

In addition, the intervention facilitated preparation of integrated work plans and livestock marketing calendars for the Northern Central Regions(NCRs), exposed the communities to a range of SLM and related stimuli (including propaganda material, training programmes, piloting of best practices in SLM and exchange visits), and created awareness of a multiplicity of concepts including community-based approaches, and alternative livelihood options in farming with bees, guinea fowls, vegetables and fruit trees. The intervention also promoted planning and monitoring of resources in livestock and rangeland condition through exposing communities to a range of concepts such as visioning exercises, integrated plan preparation, and local level monitoring techniques and thus laid a foundation for improvements in their ability to plan take action, monitor and adapt land management support activities and for development of skills within communities both to establish alternative livelihoods and to monitor land use impacts. It also promoted local level coordination and decision-making through advocating for the FIRM approach thus demonstrating the power of community-driven approaches and providing platforms for better information dissemination, communication, and closer working together among stakeholders.

Conclusion

The programme has been under implementation for close to three years although the implementation of activities was delayed due to unpredictable circumstances such as delays in mobilisation of resources including staff. As a result, many of its activities have been under implementation for barely three years, and lots of them are still under construction or can be described as work in progress. This renders it challenging to make realistic pronouncements on the impact of the programme. However, the intervention has made considerable progress in laying a foundation for an eventual trend towards meeting the outcomes under its objectives and towards identifying and promoting best practices in livestock and rangeland management. The programme's strategy of promoting local level decision-making tools as a basis for combating land degradation and for empowering land resources users at local level to assess sustainable land use management options and to call upon service providers for support according to their particular land management needs signals the project's clear recognition of the 'poverty-environment-nexus' as indeed the communities will always or will be empowered to act in their best interest. Therefore, although it is too early to assess the extent to which the intervention has impacted on rangeland and livestock management practices in the drylands on North Central Namibia, the overall assessment of the evaluation consultant is that in the light of the activities that have been carried out in the short period of time, the programme has made satisfactory progress towards meeting its objectives and goals, and was steered in the right direction while its implementation was Satisfactory.

Lessons Learnt

A number of lessons have been learnt from the CALLC intervention, among them the following:

- a) Resource users have the greatest interest in, and often know best how to use resources sustainably. This reality should be born in mind at high levels, in planning, policy design, and implementation by all support organisations, and it underlay the successes of the CALLC interventions in livestock and rangeland management, horticultural support initiatives, and other livelihood options.
- b) CALLC initiative and its associated FIRM and LLM initiatives are strongly donor driven in terms of resources, and require ongoing support at varying levels. This makes it likely that they will unravel when donor funding “dries up.” The strong emphasis on integrating and embedding these activities into the regular end ongoing work of the ministries and directorates in the regions is a clever way to ensure sustainability.
- c) The community-based approach that empowers local communities to take the lead in staying informed about changes in their environment and which provides a simple early warning system that will enable communities to better adapt to changes in climate has a greater chance of succeeding in the promotion of SLM.
- d) The link between CPP-CALLC initiatives and the Regional Planning processes in the North Central is weak leading to likely failure of regional development plans to include and to streamline SLM into regional plans.
- e) The marketing of farm products ought to be an integral part of production planning, unlike the current practice where focus is strictly on production
- f) The proactivity of the extension service ought to be promoted given the management intensiveness and sensitivity of the alternative livelihood options that are being piloted by the intervention.

Recommendations for Follow-up Activities

This section highlights issues that the evaluation consultant considered to be important for effective project implementation.

- a) The government (national and regional level) should make an effort to raise public awareness about the successes of CALLC and other bottom-up approaches and should encourage strengthening of community based decision-making platforms and tools.
- b) In light of climate change and in order for the FIRM and LLM initiatives to continue as locally-driven approaches the government and other stakeholders should embark on an aggressive public education campaign about the effects of land degradation on future livelihoods for the younger generation, and about sustainable rangeland management practices as an imperative for improved livelihoods.
- c) There is a proliferation of work-in-progress concepts, which make it necessary that urgent action should be taken to protect the integrity of the good work of the project, at least to accomplish ongoing works and to conclude what has been started. The timeframe in which the project operated was very short, and there is a strong feeling among the stakeholders that ‘the project just came in and went out before the beneficiaries could get acquainted with it’.

- d) The shortfall in the mainstreaming of SLM into the work of the Ministry of lands and Resettlements ought to be attended-to as over the long term it might undermine the incentive-based SLM efforts that have been pioneered by the Ministry of Environment and Tourism under the CPP SLM initiative. Policies to issue land titles in the common tenure areas out to take SLM considerations into account.

Structure of the Evaluation Report

In addition to the executive summary, the evaluation report comprises of 5 sections as follows:

- a) Introduction and background
- b) The Institutional Framework
- c) The Evaluation
- d) The Findings of the evaluation,
- e) Conclusions, lessons learnt, and recommendations for future action

The first part provides the background to the assignment. It takes the reader through a range of issues that provide the justification for the project and the evaluation, including the country's environmental problems, the CALLC project, the Forums for Integrated Resource Management, the Local Level Monitoring system, and the characteristics of the North Central Regions.

The Second part highlights the concepts that were evaluated and considers the institutional framework of the CPP-CALLC project, including linkages to the various outputs of the CPP-SLM, relation to the UNCDD and NAPCOD, problems to be solved, the goal, objectives and strategy of the CALLC programme, and the design and management of the programme. It clearly introduces the reader to the concepts that were evaluated.

The third part considers the issues of the CALLC final evaluation including issues to be evaluated, the purpose of the evaluation, the methodology, and the rating system.

The forth part considers the major findings on all the concepts that were evaluated and the rating that was awarded to each concept, while the last part provides the conclusions, the lessons learnt, and the recommendations for future action.

1.0 Introduction

1.1 The Country

Namibia experiences extreme spatial and temporal variations in rainfall with high temperatures causing high levels of evapotranspiration, and is one of the driest countries in sub-Saharan Africa with less than 10 percent of its land mass lying in the subcontinent's dry sub-humid region. The country experiences serious problems of land degradation, especially rangelands degradation and extensive soil erosion, and loss of soil fertility with serious adverse impacts on the integrity of ecosystems. The majority of the country's population depend upon subsistence agriculture and extensive livestock husbandry, and therefore any damage to the integrity of the ecosystem has serious impacts on the livelihoods.

Official efforts to combat land degradation are hampered by a series of barriers such as insufficient capacity at all levels and inadequate knowledge and technologies for the effective adaptation to changing circumstances in climate including changes in temperature and precipitation.

1.2 The Country Pilot Programme CPP-SLM

The GEF funded Country Pilot Partnership Programme for Integrated Sustainable Land Management (CPP-ISLM) of which CALLC is a part, came about as a response to the circumstances that the country finds itself in, i.e., land degradation, climate variability and change, over-reliance of the population on land resources, and lack of capacity and knowledge to adapt to changing circumstances.

The CPP is a child of a smart partnership and an extensive consultative process involving various entities that were supporting initiatives with distinct sustainable land management elements from which valuable lessons could be learned. These entities included the Global Environmental Facility Secretariat (GEFSEC), United Nations Development Programme (UNDP), United Nations Environment Programme (UNEP), the World Bank, the United Nations Food and Agricultural Organization (FAO), national non-governmental entities such as the Namibia Nature Foundation (NNF), and the outcome of their agreement was a programme agreed to by 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).

1.3 The CALLC (Staffing, project and duration)

The programme for the Enhancing Institutional and Human Resource Capacity through Local Level Coordination of Integrated Rangeland Management and Support (CALLC) is one of the two programmes through which the ground activities of the CPP's pilot sites programme are driven. It addresses the root causes of land degradation and the effects such degradation on the (functional and structural) integrity of dryland environments, and aims to

tackle the key impediments to adoption of integrated sustainable land management practices as well as to look at the reasons for overstocking, both cultural and economic, and to improve opportunities for livestock marketing to reduce stock numbers.

The project is one of the suites of projects under the Namibia CPP programme, specifically contributing to Objective 2 of the CPP: 'identifying and disseminating cost-effective, innovative and appropriate SLM techniques which integrate environmental and economic benefits'. The intervention was implemented in North Central Namibia (Ohangwena, Omusati, Oshana and Oshikoto Regions). These regions, according to available records, represent four of Namibia's five most densely populated regions with more than 13 people/ sq km. It is estimated that 83% of the area in the four regions is at high risk of degradation.

Based in Ongwediva in north-central Namibia, CALLC's responsibility comprises of a number of functions: building and strengthening the institutional environment for SLM; testing ways and means for organizing communities to spearhead community-based SLM activities; demonstration of the imperative of strengthened institutional capacity at local level for sustainable land management; facilitating the identification of opportunities for local economic development compatible with SLM objectives; assisting the elimination the barriers to the actualisation of the benefits of government commitment to combating land degradation; testing the 'Forums for Integrated Resource Management' approach to the improving of the management of livestock rangelands in the North Central areas; piloting and showcasing best practices in Integrated Rangeland Management and Support in the four regions of North Central Namibia.

The purpose of the Forums for Integrated Resource Management was to bring together people and communities that benefit from the natural resources in a given area so they can make integrated decisions about how to use these natural resources, while aimed to disseminate cost effective and innovative techniques that integrate economic and environmental benefits, as well as to tackle barriers to SLM such as insufficient capacity at local and individual levels, and inadequate knowledge and technology dissemination. The overall effect of these barriers was to constrain the effectiveness of official interventions and the sustainability of the outcomes of those interventions. The overall functions and effects of the CALLC intervention are elaborated in Table 1 below, which also forms a basis for the final evaluation.

Table 1: The overall functions and expectations of CALLC

<ul style="list-style-type: none"> a) establishing and/or promotion of Multi-sectoral resource management institutions in the North Central regional block through the FIRM approach (these institutions were supposed to focus on rangeland management, sustainable dryland cultivation, and integrated water resource management); b) identifying feasible farming options [that will help to diversify the livelihoods of rural communities]; c) promoting the planting of economically valuable trees [especially indigenous tree species that are suitable to the respective environmental conditions]; d) testing and adapting new ways of providing extension services to poor farmers by extending the FIRM (Forum for Integrated Resource Management) approach; e) drafting best practice guidelines for extension service providers; 	<ul style="list-style-type: none"> f) facilitating identification and evaluation of best practices and models that combine sustainable agricultural practices and poverty reduction; g) assisting with efforts to scale up conservancies across the country; enhancing the capacity of regional and local authorities with respect to SLM (thus supporting MRLGHRD to enhance the delivery capacity of these authorities); h) supporting partner Ministries to accelerate the pace of decentralization; attempting to improve relationships between all stakeholders horizontally (between Government and civil society at national and regional levels respectively) and vertically (between the regional/ local level and national level) through, among others, promotion of information flow and cooperation horizontally and vertically; i) enhancing the capacity of partner Ministries and regional authorities to plan, take action, monitor, evaluate and adapt land management support activities; j) building skills within communities to establish alternative livelihoods and to monitor land use impacts; piloting and adapting measures to organize communities and strengthen appropriate institutions at community level to spearhead and sustain community-based SLM; k) advancing community-based monitoring mechanisms through the FIRM approach that allows easy and comprehensible monitoring of natural resources at local level. l) establishment of FIRMs in the project areas which would enable local communities to be at the centre of their own development process, but which would also act as platforms where relevant service providers would be able to contribute to the development needs of local resource users in a coordinated manner; m) building capacity for community based organizations (CBOs) through the FIRMs to enable local resource users to independently develop their own land management plans, and to solicit relevant support from external supporters to implement those plans in a sustainable manner; n) Assisting FIRMs to perform planning functions such as reviewing national and local level policies and assessing the effect of such policies on local level natural resources management; o) identifying recommendations that will improve the efficiency and viability of local level resources management for local economic growth and equitable access to benefits; p) providing guidance to the communities to identify alternative land-uses and business opportunities that would support sustainable land management, such as livestock marketing to enable farmers to avoid overstocking and overgrazing whilst at the same time making money, and reduction of the dependence on livestock through alternative options such as greater commercial marketing of indigenous fruits.
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1.4 The Forums for Integrated Resource Management (FIRM)

One of the mandates of CALLC was to test the FIRM approach, FIRM being an approach to the establishing and strengthening of local-level institutions for enhanced livestock management in Namibia's rural areas, and a platform for using these institutions to facilitate information exchange through a flexible locally-driven decision-making process. The concept was initially coined to address the problem of land degradation that was affecting livestock farmers in Namibia and to resolve the shortcomings of the traditionally sectoral approach of donor organizations and government extension services towards communities. These shortcomings included duplication of efforts, confusion about who was responsible for what, and the absence of a holistic view. What was expected is that the stakeholders would agree to pool some of their resources and interactions in order to work in a coordinated manner through an approach that became known as the Forum for Integrated Resource Management (FIRM).

It was expected that the effect of the FIRMs would be to provide overall guiding principles for addressing coordination, that could be adapted for each community-based organization as it saw fit, and to furnish the process of livestock and rangeland management with "a replicable model of inter-sectoral cooperation by implementing integrated management practices in a manner that ensures that renewable natural resources produce sustainable and equitable flows of benefits to communal area resource user groups".

A further expected effect of the FIRM approach was that besides providing the communities with the organizational strength and credibility to engage with a variety of other stakeholders, it would empower community-based organizations to organize, plan and monitor development activities in their areas whilst at the same time coordinating the interventions of the service providers. Most importantly, the FIRM approach was expected to enable the Namibian livestock farmers living in rural areas to participate in making informed decisions and to take the lead in making choices about rangeland management and livestock farming.

Ultimately, the test for the contribution of the FIRMs to the development process in rangeland management will comprise of indicators such as development of communities that are more self-sufficient, a reduced need for service providers to supply drought relief, greater turnover of farm products and the extent to which the exchanges amongst members of community-based organizations have helped to identify the community's information needs. In this case the information needs include information about farming, livestock production and health, rangeland and water resources management, and sources of funding from donors and government programs. The test for the contribution of CALLC to the development process will also depend on how the two way exchange between service providers and FIRM has ensured that service providers are responding to the information needs of the community, whether the community understands the implications of the information provided by the service providers, and how LLM can ensure that the lands that are used communally are 'managed as commons' and not simply as open access areas with no imposed regulations. It will also depend on whether information exchange has enhanced discussion amongst community members as well as with service providers, on various problems and solutions (such as adoption of communal herding; rotational grazing while ensuring sufficient rest for parts of the range; seasonal rather than continuous breeding by separating bulls and cows much of the year; introduction of improved livestock; and efficient and effective livestock marketing rather than maintaining large herds as status symbols).

Overall, the effect of the FIRM approach was expected be the facilitation of the availability of relevant information on a regular basis, for pro-active decision-making by the local resource users themselves and their institutions. This information was thought to be critical for the actualisation of opportunities in land management in a highly variable environment like Namibia, the Forum for Integrated Resource Management being an approach that puts

rural communities in charge of their own development, and a community-based concept which organizes, plans and monitors the development activities of the communities whilst at the same time coordinating the interventions of the service providers.

1.5 The LLM

The concept of Local Level Monitoring refers to a monitoring tool designed to measure changes in certain indicators over a given time, the context being changes in livestock, rangeland condition, soil condition and vegetation, among other things. It is a complementary tool to FIRM, and was developed to feed information collected by the local community into the decision-making processes in rural areas. Its effect was to enable communities to use simple indicators to measure changes in their natural resources over time, and to feed the information gathered from the field (using the tool) into community-based decision-making platforms known as FIRMs, to enable them to make better decisions on the management of resources in response to changes in the environment or livestock condition.

1.6 The Relationship between LLM and FIRM

The Forum for Integrated Resource Management is a platform for information exchange while Local-Level Monitoring (LLM) is a tool to help information-exchange platforms (FIRMs) to integrate the knowledge, experiences and data captured by the local land users into local level decision-making, as well as to make communities and FIRMs more aware of the causes of changes in their rangeland and other resources. Ultimately, the aim of LLM and FIRM as tested by CALLC is to assist communities to decide on appropriate management strategies that can be adapted or that suit their specific needs.”

1.7 The Characteristics of the North Central Regions

The North Central regions of Ohangwena, Omusati, Oshana and Oshikoto where the CALLC project intervention will be implemented represent four of Namibia’s five most densely populated regions, with high risks of degradation caused mainly by factors such as deforestation, overstocking, overgrazing, high rainfall variability, limited awareness of carrying capacities of the land and high levels of poverty (which place heavy dependence on natural resources). These problems are compounded by other factors such as absence of strong community-based institutions, absence of alternatives for capital accumulation, lack of alternative livelihoods, presence of strong cultural values placed on livestock which prohibit sale of animals even during difficult periods when such animals are lean and hopeless. Table 2 below elaborates the characteristics of the North Central regions.

Table 2: Characteristics of the North Central regions

Region	North Central: Oshana, Oshikoto, Ohangwena, Omusati
Environmental context	Oshanas, open palm-marula savannah / mopane woods / shrubs; sandy soils (Kalahari); shallow water table, prone to salinity; semi-arid / variable rainfall
Threats / problems	Deforestation; rangeland degradation (overgrazing / declining fertility); wildlife decline through destruction of habitat / hunting
Causes of the threats and problems	population growth; absence of land and resource rights; breakdown of traditional

	systems; insufficient water development; lack of alternative livelihoods
Pilot Size and Target population	Size: 949299 ha; Target population: 462455 people
Socio-economic background	subsistence crop (omahangu) and livestock (cattle / goats) production; communal land management; poverty exacerbated by droughts /crop losses; social/cultural weaknesses and barriers

2.0 Institutional Framework

The operations of CALLC and the tools for local level decision-making represent the embodiment of CPP-SLM's Output 2.1.1 of CPP-SLM: Institutional mechanisms tested that enable communities working in partnership with key support agencies to develop their goals and manage activities for Integrated Sustainable Land Management: a) undertake institution building at the community level including awareness raising on land degradation concerns; b) promote integrated sustainable land management policies and strategies amongst stakeholders in the target regions; c) promote participatory visioning processes at the community level with a view to enabling focal communities to set their development vision and goals and to assess their land and constituent natural resource base in terms of importance to a range of things such as their livelihoods, the opportunities that it offers, and the pressures it is under; d) assess and evaluate the business and enterprise opportunities that their land and natural resources could provide (including "off-land" enterprises) that would reduce pressure on natural resource-based activities.

Local Level Monitoring, a critical component of FIRM, is the actualisation of Output 2.1.2 of CPP-SLM: Appropriate tools and best practices to assist communities to implement their integrated sustainable land management and development visions and goals are developed, tested and adapted: Several tools being tested at the community level including those for planning, financial management and monitoring. It was intended that LLM would support decision-making for local resource users, especially as applied to reduce vulnerability to a variable environment and to the enhancement of development as well as facilitate the implementation of coping strategies. It was further envisaged that it would inform decisions on livestock movements, livestock selling or buying, and investment decisions such as where to site a water source, build a crush-pen, whether to embark on an alternative income generating activity, and it would contribute to major decisions such as to try, or not try, a new type or breed of livestock.

It was also assumed that the results from the LLM activities would contribute to evaluation and adjustment of land-use and resource management plans to make such plans more sustainable, and that the tools referred to in Output 2.1.2 would focus on tracking activities and their impacts around rangeland management, dryland cultivation, forest and non-timber products and ephemeral wetlands, while Local Level Resource Monitoring would focus on tracking rangeland conditions and impacts of improved livestock management on grazing and cattle conditions through visual estimations.

The most pressing training needs in North Central regions were identified as: skills to improve livestock management (to reduce overstocking practices and overgrazing around water points); skills to improve water management; skills to improve dryland cropping practices; and skills to manage the high incidence of forest fires. It was also noted that a carefully designed training package should focus on releasing pressures on land, tackling limited knowledge on livelihood diversification options (needed to take pressure off natural resources), and dealing with insufficient entrepreneurial skills to run businesses profitably. The interventions to fill these

capacity gaps are an incarnation of Output 2.1.3 of CPP-SLM: 'Cost-effective approaches that build capabilities or bridge skills gaps for ISLM and livelihood diversification identified and tested'.

Lastly, the CALLC sub-project is in line with the United Nations Convention to Combat Desertification (UNCCD), and the Namibian Program to Combat Desertification (NAPCOD), whose objective is to “improve the ability of rural communities to manage their land and resources more sustainably and to lessen their vulnerability to land degradation and drought.” In actual fact the Namibian Program to Combat Desertification is said to have been instrumental in strengthening local-level institutions for facilitating information exchange in the livestock management sector and establishing the FIRM approach.

2.1 The Problems to be Solved

The problems and issues that the CALLC project seeks to address have been expressed in the CPP-ISLM programme document as problems, threats and constraints to sustainable land management. These threats manifest themselves through Loss of vegetation cover, bush encroachment, deforestation, soil degradation (erosion and declining fertility), over-abstraction of water, natural vulnerability to climate change, and gaps in capacity, information, knowledge and technology. The focus of CALLC is rangeland deterioration due to above mentioned factors, especially overgrazing, water scarcity, which accounts for movements of animals and trampling, and the culture of keeping animals for their own sake.

2.2 The goal of the CALLC Project

The goal of the project is to improve natural resources-based livelihoods and ecosystem stability (functions and services) in the north central regions of Ohangwena, Omusati, Oshana and Oshikoko, and to ensure that the decisions that are made to resolve the identified problems a) reflect the realistic needs at the local level, b) promote local level decision-making tools and platforms on issues of livestock and rangeland management, and c) promote local participation and ownership.

2.3 The objective of the project

Ultimately, the objective of the project is to create an enabling environment (knowledge, skills, capacity, and policies) for the adoption of sustainable land management practices in the Ohangwena, Omusati, Oshana and Oshikoko Regions and to strengthen the institutional and human resource capacity for SLM including facilitation of a wider adoption of livestock and rangeland management practices across production sectors (better coordination of support and less duplication of efforts), i.e., to promote tools for local level decision-making such as LLM and FIRM, and thus strengthen the knowledge management and technology dissemination capabilities of the communities so that they can make efficient choices on land resources, as well as decide on the services they need and call upon the service providers on their terms.

2.4 CALL's Strategy

CALLC strategy comprised of operations such as targeting selected local communities in the four regions with support to use and manage their land in a pro-active and sustainable manner; addressing the identified causes of land degradation in North Central Namibia; building and strengthening the institutional environment for SLM; testing ways for organizing communities to spearhead community-based SLM activities; helping to demonstrate the imperativeness of strengthened institutional capacity at local level for sustainable land management; seeking to identify opportunities for local economic development compatible with SLM objectives; helping to make the economic and financial case for investment by the private sector; targeting capacity building for SLM; implementing innovative and indigenous sustainable land management practices; addressing the key impediments to adoption of integrated sustainable land management practices; strengthening economic incentives to facilitate wider adoption of SLM across production sectors (to address multiple (sometimes conflicting demands on natural resources), and strengthening knowledge management and technology dissemination capabilities.

2.5 Outcome (Results Expected)

Overall, two outcomes were collectively intended to achieve the objective and contribute to the objective of the CALLC intervention, namely **Outcome 1:** Local level institutional arrangement for effective partnerships in sustainable land management tested and implemented; and, **Outcome 2:** Knowledge generated and used to support local level SLM and sustainable alternative livelihoods diversification strategies.

The detailed outcomes of the intervention were supposed to comprise of enhanced communication and information exchange at all levels; facilitation of stakeholders' working together to see that livestock and rangeland management improved; improved opportunities for investment in land use diversification; and reduced impetus for current uses that are placing pressure on the integrity of the dryland environments. In this case, the improvements were expected to comprise mainly of more timely reduction of livestock numbers, selling of livestock as dry periods developed, community organized action to establish rotational grazing and appropriate resting of the grazing lands, the development of a culture of local level decision-making, active herding of animals in predetermined directions as rangelands varied after use, and cooperative purchases of required livestock medications while the stakeholders comprised of community members, extension services providers from various ministries, the private sector, and nongovernmental organizations.

More specifically however, the local level environmental outcomes of the CALLC intervention, were expected to be in the form of mitigating the effects on the biosphere of the major forms of degradation, such as vegetation degradation which includes rangeland degradation; deforestation and degradation of woodlands; and, soil degradation which includes soil erosion and loss of soil fertility, while at the global level they (the environmental benefits) were expected to arise from the maintenance of ecosystems in North-Central Namibia, including reduced carbon emissions, improved carbon sinking capacities, improved watershed regulation services within transboundary waterways, and reduced stress on biodiversity of global significance and improved air quality and micro-climatic functioning from the maintenance of land cover. Table 3 below summarises these objectives and outcomes.

Table 3: Outcomes of the CALLC Intervention

Outcome 1: Local Level Institutional arrangement for effective partnerships in sustainable land management tested		
Key Outputs	Key activities carried out	Key results
Output 1.1. awareness strategy on the importance and benefits of FIRMs developed and implemented.	<ul style="list-style-type: none"> ❖ An inception meeting was conducted in November 2008 ❖ Over 12 regional stakeholders meetings were carried out during the project implementation period. ❖ Twenty 20 Local Level Coordination workshops were carried out at community level ❖ Twenty awareness meetings were carried out in each pilot area. ❖ Mass media i.e. TV and radio was used to create a wider awareness across the four Northern Regions and Country as whole. 	<ul style="list-style-type: none"> ➤ 1 Radio talk on rangeland management involving; LMC Chairpersons, MAWF-DEES; DVS and project staff ➤ One TV documentary on land degradation and livestock was captured and aired three times on the National TV (NBC). ➤ Six radio advertisements on marketing events were aired on Oshiwambo radio ➤ Local Level awaress materials including: the Local Level Coordination workshop manual, posters and fact sheets were developed, distributed and used in further project activities
Output 1.2. FIRMs established and functional	<ul style="list-style-type: none"> ❖ Institutional establishments were carried out involving establishment of 9 farmer's Associations in 9 constituencies across the North Central Regions ❖ Five training setions and awarenss creation on the importance of FIRM and LLMS were carried out during the project time. ❖ Infarstracture including auction kraals necessary for FIRMs to function were constructed across the North Central Regions ❖ Over 7 different livelihood options were supported in more than 17 pilot sites in order to ensure that established FIRMs are operating 	<ul style="list-style-type: none"> ➤ Seventeen Integrated work plans were developed for pilot areas. ➤ Twelve pilot areas are currently functional across the four North Central regions ➤ Two upmarket auction kraals (Onyuulaye Oshikoto region and Omauni Ohangwena Region) were upgraded and requires a weight scale to meet the highest standard ➤ One new multipurpose livestock marketing kraal was constructed for Epalela Omusati region ➤ Seven new small stock handling and marketing pens were constructed in seven locations across the NCRs
Output 1.3. Capacity of	<ul style="list-style-type: none"> ❖ Coordinated project activities during project timeframe at community level, 	<ul style="list-style-type: none"> ➤ A document developed on key lessons and best practices from the

<p>various stakeholders to participate effectively in the FIRMs strengthened</p>	<p>at regional level and national level in order to ensure that stakeholder participation was effective.</p> <ul style="list-style-type: none"> ❖ Coordinated, facilitated and funded identified training in order to build capacities for both stakeholders and communities ❖ The following training needs were identified and supported: <ul style="list-style-type: none"> ○ Animal husbandry for Extension staff Oshikoto region ○ Mass media and communication for eight MAWF media staff ○ Resource mobilization and proposal writing for support organizations (Reginal Council, MAWFDEES, DVS, DART, NDT) ○ Financial management for pilot communication and local extension staff ○ Bee keeping for pilot communication and local extension staff ○ Mushroom production for pilot communication and local extension staff ○ Livestock marketing and animal gathering protocol for pilot communication and local extension staff 	<p>Local Level Coornination mechnisms. The document will be used as guidelines to influency policy and to support stakeholder participation</p> <ul style="list-style-type: none"> ➤ Guidelines to for establishing kraal committees developed and used by both communities, extention staff and other partners to spearhead LMC fundraising and sustainability
<p>Outcome 2: Opportunities for profitable, viable and sustainable strategies for diversification diversified)</p>		
<p>Key Outputs</p>	<p>Key activities carried out</p>	<p>Key results</p>
<p>Output 2.1. Opportunities for profitable, viable and sustainable</p>	<ul style="list-style-type: none"> ❖ Livelihood options and initiatives were identified through the development of 	<ul style="list-style-type: none"> ➤ Sustainable Alternative Livelihood Diversification survey ➤ Infrastructure in support of livelihood initiatives developed

<p>strategies for diversification of livelihoods identified</p>	<p>Integrated work plans</p> <ul style="list-style-type: none"> ❖ Sustainable Alternative Livelihood Diversification survey was carried out and report drafted ❖ Exposure trips were carried out in support of pilot communities in the following initiatives, gardening, bee keeping and livestock management and marketing. 	<p>including; auction kraals, fencing of gardening area; construction of storehouses in all gardens, construction of water systems for gardening projects; supply of bee hives and setting up of beapurees.</p> <ul style="list-style-type: none"> ➤ Involvement of stakeholders and project steering committee in support and contribute towards realisation of the following livelihood initiatives: ➤ Introduction of 30 eland and 14 kudus in Okongo conservancy; the following partners contributed towards the realisation of this initiative: <ul style="list-style-type: none"> ○ MAWF, DEES/DOF/DVS –provided part of the quarantine camp; 9000 hactres; ○ CALLC –provided coordination, water provision and fencing materials and training of game guard training ○ MET- provided technical guidance, upgrading of the fence from cattle proof to game proof and introduction of wildlife ➤ Bee keeping for Ekoka, Oshushu Oike, Omufitwekuta, King Nehale and Ehangano. the following partners contributed towards the realisation of this initiative: <ul style="list-style-type: none"> ○ MAWF- DEES- day to day support at community level. ○ MWAF-DOF- provided
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		<p>bee hives for pilot communities and Technical advice during the setting up of bee apurees.</p> <ul style="list-style-type: none"> ○ CALLC, NDT, CFN project-Provided coodination of the initiatives, funded training and exchange trips. <p>➤ Gardening projects for Ekoka san resettlement primary school; Onyuulaye and Oshushu OIKE. The following partners contributed towrads the realisation of this initiative:</p> <ul style="list-style-type: none"> ○ MAWF, DEES- technical knowledge and day to day support ○ MAWF, DRWSSS- Drilled new borehole for Oshushu OIKE; technical knowledge on seting up the water stands and systems. ○ CALLC- Coordination & procurement of water tanks, materials for the constructions of water tank stands, storehouses, drip systems, seeds and gardening implements. ○ CPP-ISLM-procurement of fertilisers and persticides. <p>➤ Distribution of guinea fowl in support of livelihood and poverty reduction in the following pilot areas; Onyuulaye; Ekoka; King Nehale; Ohepi; Onamatanga. The following</p>
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		<p>partners contributed towards the realisation of this initiative:</p> <ul style="list-style-type: none"> ○ CALLC, NDT, CFN – Coordination, distribution, training & development of guidelines/hand book on guinea fowl ○ MAWF, DEES/DOF – technical and day to day support at community level <p>➤ Improvement of crop yield through promotion of Conservation Agriculture. The following partners contributed towards the realisation of this initiative:</p> <ul style="list-style-type: none"> ○ MAWF DEES- drawing up of a proposal for CA in the North Central Regions; carry out demonstration in different areas. ○ CALLC-coordination of CA activities with partners within NCRs ○ CPP ISLM-Procurement of CA equipments and materials <p>➤ Support for mushroom production in pilot areas; Okaku, King Nehale, Ehangano, Onyuulaye, Ohepi. The following partners contributed towards the realisation of this initiative:</p> <ul style="list-style-type: none"> ○ CALLC, NDT- coordination of the initiative, training & procurement of the required materials and inputs for mushroom production ○ MAWF,DART-facilitated
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		<p>the training on mushroom production</p> <ul style="list-style-type: none"> ○ MAWF, DEES-Provide technical support at community level
<p>Output 2.2. Communities, Government extension officers and private sector entrepreneurs have skills, market outlets and other institutional linkages to exploit alternative livelihoods options to support a sustainable and thriving local level economy.</p>	<ul style="list-style-type: none"> ❖ Coordinated and mobilized support for funding of the construction of the Olushandja Horticultural Marketing centre at Epalela. The marketing centre is aimed at enhancing the capacity of the Olushandja Horticultural Farmer's Association (OHPA) and help farmers enter formal market by creating a reliable source of supply. ❖ The marketing chain training and the Olushandja marketing strategy to be developed by December 2011. The training will benefit other communities engaged in gardening projects. ❖ Exchange trips for communities & Extension staff on livestock marketing was carried out to Omaheke region. 	<ul style="list-style-type: none"> ➤ The marketing centre for Olushandja Horticultural Farmer's Association (OHPA) constructed ➤ Olushandja marketing strategy to be developed ➤ Livestock marketing calendar developed and livestock auctions and marketing events supported as of January 2011
<p>Output 2.3. Improved land management practices identified and promoted.</p>	<ul style="list-style-type: none"> ❖ Livestock marketing Committee was identified under this output due to the following key reasons <ul style="list-style-type: none"> ○ To increase livestock off take ○ To reduce pressure on the land ○ To improve income for farmers ○ To improve quality of livestock ❖ Supported the the key LMC management components and the long term LMC 	<ul style="list-style-type: none"> ➤ Nine Farmer's Associations were established in pilot areas to support of the LMC vision ➤ Livestock marketing calendar developed and livestock auctions and marketing events supported as of January 2011 ➤ Two upmarket auction kraals (Onyuulaye Oshikoto region and Omauni Ohangwena Region) were

	sustainability vision as outlined in the integrated work plan	<p>upgraded and requires a weight scale to meet the highest standard.</p> <ul style="list-style-type: none"> ➤ One new multipurpose livestock marketing kraal was constructed for Epalela Omusati region ➤ Seven new small stock handling and marketing pens were constructed in seven locations across the N ➤ Guidelines to for establishing kraal committees developed and will be used by both communities, extension staff and other partners to spearhead LMC fundraising and sustainability
Output 2.4: An M&E system developed and information collected and used to support adaptive management.	<ul style="list-style-type: none"> ❖ The tools for the Local Level Monitoring System (LLMS) were developed ❖ Conducted training on the implementation of the LLMS for MAWF DEES and FAs ❖ Rolled out the LLMS to 9 FAs for implementation ❖ Supported training on event book system in King Nehale and Okongo Conservancies ❖ 2 Conservancies using LLMS 	<ul style="list-style-type: none"> ➤ LLMS guide developed as reference document for the Extension staff ➤ LLMS tools developed including; filling cabinet and filling system ➤ 9 FAs are currently implementing LLMS and 2 Conservancies using event book (LLMS) ➤ Guidelines for establishing kraal committees were developed and the LLMS sustainability plan incorporated.

Source: CALLC Progress Report April – June 2011

Generally, it was expected that action at a local level (resulting from the project, would have cumulative impacts on a global scale in the form of reduced triggers (by land degradation) of destructive processes that affect the entire biosphere focal area of land degradation.

The Cuvelai area where the intervention are situated is a transboundary ephemeral basin (shared between Angola and Namibia) of great significance to the conservation and management of international waters and

wetlands. It is therefore imperative that preventive and restorative measures are taken to mitigate the expectedly severe land degradation impacts on the basin as this will generate environmental benefits of global significance.

2.6 The Duration and Design of the Project

Although CALLC is a three year programme, it is a constituent part of the Country Pilot Partnership Programme which, as launched in 2007, was designed to be implemented in two phases. The CPP's Phase I (2006 to 2010) was meant to be a part of the broad initiative to build capacity, harmonize policies and develop innovative and sustainable land management technologies, while Phase II (2010 to 2015) envisaged the further development of ISLM technologies, the consolidation of those already proven to work and the empowerment of local governments and communities to mainstream the technologies into their development and planning processes during and after phase II. CALLC was one of the projects through which the groundwork of CPP's pilot programmes were driven, the other two being the CCA and CPP ISLM SAM. The programme addressed the root causes of land degradation and the effects such degradation on the functional and structural integrity of dryland environments in Namibia.

2.7 The Management of the Project

In line with CPP's operational framework, CALLC's activities on the ground are driven by a management unit based at Ongwediva, and is supported by a pack of organisations, among them, the Regional Steering Committee, Regional Stakeholders Forum, Constituency Development committees, and the pilot site committee. The Regional Steering Committee deals with the implementation challenges, both policy and logistical, and is convened by the Deputy Director of Agriculture (Directorate of Extension and Engineering Services) of the Ministry of Agriculture Water and Forestry, and attended by all ministerial heads and directors at the regional level from all the north central regions. It is a platform for inter-regional cooperation among the four North Central regions on issues of SLM, and it is made appropriate by virtue of the commonalities between the four regions which make collaboration imperative.

The other committees i.e., the Regional Stakeholders Forum, the Constituency Development Committees, and the Pilot Sites Committees deal only with local issues of SLM implementation. Similarly to the Regional Steering Committee, the Regional Stakeholders Forum is attended by all the directors at the level of the specific region, and deals with the technical matters relating to implementation of ISLM programmes. The lowest level of coordination after the Constituency Development Committees is the pilot committee which deals with matters that are specific to the pilot site, assisted by and is serviced by the Forums for Integrated Management (FIRM). Two important observations to be made here are that the communities are entitled to send representatives to all these committees to ensure vertical and horizontal communication, and secondly that the Directors come from all ministries and directorates to ensure cross-sectoral collaboration and planning. This is in line with objective 1 of the CPP-ISLM Logical Framework. Table 4 below shows the memberships and functions of the various ISLM coordinating committees at the regional and local level.

Table 4: Regional Committees Supporting ISLM and their Memberships and functions

Committee	Membership	Issues Considered
Regional Steering Committee – Coordinated and chaired by the Director	all Govt. Directors, (Northern Communal Area Level) –all	Implementation challenges –policy and logistical

of agric., meets quarterly	heads of ministries and directorates	
Regional Stakeholders Forum -headed and convened and chaired by head of Agric., meets quarterly	Communities, relevant supporting NGOs, pilot communities,	Presented Plans (action plan), forum for pledges, technical issues, details of each activity
Constituency Development committees (CDC) -Convened and Chaired by councilor, meets regularly	Support NGOs, pilot sites reps,(FIRM forms Secretariat of the pilot sites)	Considers the work plans of the pilot site communities, local implementation problems

Source: Compiled by the consultant from information gathered from consultations

3.0 The Evaluation of the CALCC Project

Evaluations are intended to provide assessments of the design, management and implementation of programmes and projects, and are generically, conducted to determine:

- a) Whether the project is achieving its objectives
- b) How well the project has been executed
- c) Whether the results and impacts achieved by the project are likely to be sustainable

3.1 Purpose of the Evaluation

The purpose of the final evaluation of the CALLC project is to assess the project implementation results and to enable the MAWF, UNDP/GEF and other stakeholders to assess the project outputs, their impact and sustainability, and to take decisions on the future orientation on how a project of this nature can be improved in the future. This is in line with the requirements of the UNDP/GEF Monitoring and Evaluation Policy to evaluate and review any UNDP project when the assistance is about to be phased out. Specifically, the Terms of Reference highlight the following as the goals of the evaluation:

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

3.2 Evaluation Methodology

The evaluation process employed three main tools, namely:

- Literature Review,

- Interviews with main stakeholders who were either affiliated to the project or who might be expected to be impacted by the project.
- Visits to the project sites
- Report writing.

3.2.1 Literature Review

This was conducted to facilitate the familiarisation of the evaluation team with the project. The following documents were reviewed as part of this process:

- a) The CPP-ISLM Project Document
- b) The CPP-ISLM Project Logframe
- c) GEF Project Implementation Review (PIR) for all the years of project implementation
- d) The CALLC Project Document
- e) Various Progress reports
- f) Financial Reports
- g) Project outputs (technical reports, workshop proceedings, etc.)
- h) UNDP Handbook for Programme Managers: Results-Oriented Monitoring and Evaluation
- i) UNDP Monitoring and Evaluation Guide

3.2.2 Interviews

As far as was possible, interviews were conducted with primary project implementation stakeholders both at national, regional and local level as shown in Annex 5 at the end of this report. These consultations were followed by the presentation of the report at a workshop of the members of the Steering Regional Committee and other interested parties and stakeholders in Ongwediva as per the decision of the inception meeting.

The CALLC project is being implemented in four regions of Namibia where a number of sites were chosen to pilot the project's activities. Due to the short time frame of five days within which to undertake field visits, the consultant was only able to visit a small pack of project sites that were selected in consultation with the project management team at Ongwediva. Overall, evaluation visits were undertaken in all the four NCRs of Omusati, Oshana, Oshikoto and Ohanwena where project activities were implemented.

3.3 Rating System

In the assessment of the performance of the intervention, the valuation consultant used the standard GEF rating system as elaborated below, and as recommended in the UN-Habitat Monitoring and Evaluation Guide. The components of this system are elaborated below as follows:

Highly Satisfactory (HS): The project has no shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency

Satisfactory (S): The project has minor shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency

Moderately Satisfactory (MS): The project has moderate shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency

Moderately Unsatisfactory (MU): The project has significant shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency

Unsatisfactory (U): The project has major shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency

Highly Unsatisfactory (HU): The project has severe shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency

GEF guidance requires the following project aspects to be addressed by an evaluation and a commentary, analysis and rating provided for each:

- Project concept and design;
- Stakeholder participation in project formulation;
- Implementation approach;
- Monitoring and evaluation;
- Stakeholder participation; and
- Attainment of Outcomes and achievement of Project Objectives

4.0 Major Findings of the Evaluation

A number of preliminary findings have been made during this study on the concepts listed in subsection 3.3 above, and a success rating has been applied to each concept as appropriate and in line with the UNDP Monitoring and Evaluation Guide. These preliminary findings are elaborated below together with the grading and observations.

4.1 Programme Formulation

The CALLC intervention is part of the CPP project which was conceptualised to address issues related to land degradation that afflict most drylands and CALLC's function was to establish appropriate responses to such problems as well as to promote best practices in livestock and rangeland management.

According to the UNDP project manual, the key elements of project evaluation are poverty alleviation, gender-equality, project sustainability and the building of a logical framework matrix. In particular, it is imperative that poverty alleviation and gender-equality strategies should be part of the situational analysis which forms the base of project formulation, including formulation of a logical framework matrix.

The programme has recognised the poverty-environment nexus and the complex links between human well-being and ecosystems as well as the disproportionate significance of these links to the poor, which makes it imperative that poverty should not be considered outside of environment project goals and objectives. It has specifically targeted the dryland/rangeland ecosystem, and the reality that the people rely on the ecosystem services provided by the rangelands for their survival.

Further, the programme wisely targets the dryland/rangeland ecosystems that are directly related to the constituents and determinants of wellbeing which comprise of security, basic material for good life, health, freedom of choice and action, good social relations, although the directorates of education, health and culture are not represented on the various regional and local committees. Secondly, although the instrumental freedoms are not directly referred to in the project documents, the various project documents, other things such as the participatory nature of the project and the embracing of the local level decision-making and incentive-based approaches are an indication that the programme is being steered in the right direction.

It is also noted that the focus of the project on the building of capacity for local level decision-making for land management is one of the most effective ways to achieve the institutionalisation of ISLM as the approach involves of a broad range of stakeholders in the initiative.

The major highlights of the project have included Construction of a horticulture producer marketing centre at Epalela (in the vicinity of Olushandja dam and Etunda Agriculture Irrigation), Conducting of exchange visits to Kavango and Caprivi regions (to support bee keeping and honey production), Handing over 1030 grafted seedlings (including mangoes, oranges and naartjies) to 16 beneficiaries with gardening plots around Olushandja dam and Etunda irrigation scheme, Facilitation of Livestock Marketing Committees and infrastructure (including kraals and weigh-scales) to support and enhance the capacities of local farmers to sustainably manage rangelands and market quality livestock, and preparation of a livestock marketing calendar.

On project formulation therefore, the programme is rated **Highly Satisfactory (S)**. The elaboration of this rating is provided in Table 10 section 1.0.

4.1.1 The design of programme/project concept

The design of the CALLC project was informed by the CPP-SLM logical framework concepts such as:

- a) Output 2.1.1 of CPP-SLM: Institutional mechanisms tested that enable communities working in partnership with key support agencies to develop their goals and manage activities for Integrated Sustainable Land Management;
- b) Output 2.1.2 of CPP-SLM: Appropriate tools and best practices to assist communities to implement their integrated sustainable land management and development visions and goals are developed, tested and adapted;
- c) Output 2.1.3 of CPP-SLM: Cost-effective approaches that build capabilities or bridge skills gaps for ISLM and livelihood diversification identified and tested.

Further, the intervention built on the experience of FIRM on the Grootberg (Grootberg Farmers' Association) and the project operated closely with service providers in its role of promoting FIRMs in the North Central Regions, while at the CPP level project's focus on the issues related to land degradation that afflict most drylands in the

North Central is in line with GEF intention to establish appropriate responses to a widespread problem. This observation is also true for the practice of networking with a broad range of stakeholders whose economic activities had implications for land degradation and management.

CALLC reinforces CPP's thrust of enhancing capacity at all these levels and facilitating the institutionalization of sustainable land management through the involvement of a broad range of stakeholders in the initiative by the targeting of efforts on a cluster of regions where specific aspects of land degradation are addressed from a thematic perspective and enables both financial and human resources to be concentrated on the issues of critical importance thereby improving the likelihood of achieving results.

In addition, apart from being under the overall management framework of the CPP-SLM, CALLC is managed by an established management unit in the North-Central which liaises with government, civil society and community entities in project implementation, while the establishment of Regional Steering Committees provided for in the design of the project was aimed at facilitating the incorporation of sustainable land management and other project outputs into regional development planning processes. However, the incorporation of SLM into regional development planning has not been effective as Regional Authorities were not included in the management structures that were set up under the project. It was therefore not clear to the evaluation consultant how SLM activities were being incorporated into regional plans. In general, however, this aspect of the intervention is graded **satisfactory (S)**. The elaboration of this rating is provided in Annex 1 at the end of this report.

4.1.2 Programme/Project Planning

Program planning involves a variety of elements including identifying program need and capacity, planning for resource allocation and use, assuring service delivery, preparing to respond to critical events, and evaluating program activities and outcomes, while the established and agreed plan becomes the baseline against which to measure progress throughout the life of the project. In the case of CALLC, the CPP on which it is based, adopted the Logical Framework Approach as the basis for project planning, implementation, monitoring and evaluation, and as a way of restructuring the main elements in the project highlighting logical linkages between intended inputs, planned activities and expected results. In actual fact CALLC is aligned against CPP's set of goals, objectives and outcomes, and was planned to be monitored against indicators established at the CPP Programme Level, but also to be managed under a coordination framework involving five Ministries, NGOs, academia and donors, to give policy direction, and monitor and take steps to improve the impacts of projects based on the Goals, Objectives, Outcomes and Outputs that are elaborated in the CPP document for Phase 1.

CALLC is of part of the overall CPP programme, which was originally planned as a two phased ten-year initiative with the results of Phase 1 expected to lay the foundation for Phase 2, in a sequence in which the results and lessons of the first phase would feed into the second phase. Due to changes in GEF planning cycles, the programme becomes a single-phase five-year initiative (2007-2011). This change has implications for future planning in the sense that scaling back of the CPP programme involves scaling back CALLC, and that funds must be made available for the continuation of the envisaged phase 2 activities. Fortunately, the CALLC component of the CPP is focused and concentrates on ecologically representative sites across the North Central regions of the country from which SLM lessons could be replicated to the other regions].

Although there are a few issues of concern such as land use planning not being funded under the programme, the shortage of service providers in the North Central, and the reality that the people of the North Central are accustomed to a peasant life and may be difficult to mobilise without strong incentives, the programme was on

the right course in terms of planning, and therefore, the planning aspect is rated **satisfactory (S)**. The elaboration of this rating is provided in Annex 1 at the end of this report.

4.1.3 Programme Ownership

Programme ownership is one of the determinants of both success and sustainability of programmes and projects. Namibia has clear constitutional provisions for environmental management, and several land management agencies recognize their responsibility for the environment in their policy documents. Further, the Government has committed US\$36,466,209 in co-financing for the CPP programme framework (of which CALLC is a constituent part) to assist the country to meet the Millennium Development Goals, in particular MDG 7: Ensure environmental sustainability and Target 9: Integrate the principles of sustainable development into country policies and programmes and reverse the loss of environmental resources.

In addition, the fact that CPP is coordinated by committees of relevant ministers and permanent secretaries ensures the highest level of input into the programme and targets issues of land management which are considered critical for addressing the enhancement of community livelihoods.

Further, several visioning activities were carried out involving the participation of the communities and service providers and there was an overwhelming appreciation for, and wide association with, the activities of the intervention. This would imply that the intervention targeted the issues of real interest to the communities and tackled them satisfactorily.

In summary, Anchored by Government co-financing, coordination of project activities by committees of relevant ministers and permanent secretaries to ensuring the highest level of input into the programme, targeting of issues that are critical for enhancement of community livelihoods, visioning activities involving participation of communities and service providers, and the Embedding of CALLC activities in the regular work of the partner ministries. The evaluation therefore has graded this aspect of the intervention **Highly Satisfactory (HS)**. The elaboration of this rating is provided in Annex 1 at the end of this report.

4.1.4 Stakeholder Participation at the Programme Formulation Stage

Stakeholder participation at the programme formulation stage influences programme ownership and success. At the national level, a broad spectrum of stakeholders including international development agencies was involved in the formulation and development of the CPP-SLM programme and its associated CALLC and CCA projects. These included community groups, government agencies and non-governmental organisations. The programme was also endorsed by Permanent Secretaries of participating Ministries, and a fully participatory process was used to develop the CPP programme with consultations being held with traditional authorities, local politicians, and land management entities such as land boards. The consultative process concluded with a national level stakeholder programme verification workshop at which programme elements were discussed and agreed to.

At the community level on the other hand, these efforts (to involve the communities in the activities of the intervention) came in the form of visioning exercises through which community members worked together to identify the programmes and projects that they wanted to be funded under the intervention.

However, there was a concern regarding the participation of government agencies. First, the Ministry of Lands and Resettlements looks more into infrastructural development issues such as boreholes, and its intervention (the ministry's) is not directed only at CALLC but rather for all communities in the North Central regions that need such development. Secondly, the provision of services in the North Central is beset with problems especially as the regions are not well provided with NGOs and CBOs. Land is still owned communally although the ministry has decided to give lease agreements to land users. This means that the farmers will have to farm with whatever land portions they will get, which might complicate the application of ISLM principles.

In addition, stakeholder participation proved vital beyond planning, as stakeholders including government and NGO's provided direct input during the implementation of livelihood initiatives that were supported by the project. It would be good to highlight and acknowledge contributions from all partners on this component, especially contributions towards livelihood initiatives supported by project

For these reasons, this aspect of the programme is rated **Satisfactory (S)**. The elaboration of this rating is provided in Annex 1 at the end of this report.

4.1.5 Linkages between the Programme and other Interventions

Linkages with other programmes and projects enable concepts to benefit from synergy and economy, easier to assimilate on the part of stakeholders and communities. CALLC is one of the main components the CPP-SLM and its intervention is in line with, and in support of, the objectives of the CPP-SLM programmes to address land degradation which is a threat both to the integrity of the Namibia's unique ecosystems, and to the potential of these systems to continue providing global environmental benefits. It is also in line with governments policy to remove the barriers that obstruct official efforts to combat land degradation, among them, insufficient capacity at all levels and inadequate knowledge and technology dissemination.

CALLC is also linked to various elements of CPP, and through the CPP programme to programmes that were already on-going at the time of its development. These programmes included UNEP's Kalahari Namib Project and funding the Desert Margins Programme, UNDP's Small Grants Programme and the Strengthening the Protected Area Network (SPAN) Project, and the World Bank's national level initiatives such as NACOMA and Integrated Community Based Ecosystem Management (ICEMA).

Further, the CALLC through the CPP shares experience with other initiatives which focus on partnerships between stakeholders in both the communal and private lands of Namibia such as Living in a Finite Environment (LIFE) programme, the Namibia Programme to Combat Desertification (NAPCOD), and the Community Based Natural Resources Management (CBNRM) initiative. The well-known wildlife conservancies all over the country were created out of the LIFE initiative, while NAPCOD and CBNRM are virtual forerunners of the CPP, which is observed to have borrowed heavily from CBNRM which also puts local communities at the center of natural resource management through devolved rights to the resources that they manage.

However, the CPP has a much larger agenda than CBNRM, which is on the other hand heavily associated with wildlife. It incorporates ambitions to build institutional and individual capacity at all levels and the development of several production and natural resource management technologies associated with ISLM, which include the traditional wildlife dominated CBNRM programme.

The evaluation consultant is satisfied that the CALLC project has learnt lessons from some of the shortcomings of these forerunner programmes and that the programme could yield important lessons for new programmes such as the Millennium Challenge Account-Namibia that are being rolled out in the country. Key lessons that can be learned from CPP and its CALLC component include the need for focusing project implementation on clear issues and sites, the value of inter-sectoral coordination and the involvement of civil society entities in

programme design and implementation. This aspect of the programme was rated Highly **Satisfactory (HS)**. The elaboration of this rating is provided in Annex 1 at the end of this report.

4.2 Programme Implementation

The way a programme is implemented affects many things. It affects its success and acceptability, while a well-conceived and planned project can fail due to lousy implementation. A detailed discussion of programme implementation is provided in sections 4.2.1 to 4.2.3 below.

4.2.1 Programme Governance

The intervention operated within the framework of the Management Structures of the CPP programme such as the Minister's Forum, the Management Committee, the National Steering Committee, Regional Steering Committees, Regional Stakeholders Forums, Constituency Development committees, and the pilot site committees.

At the CPP level, the Programme Management Unit (PMC) and the Programme Coordinating Unit (PCU) have been the most active components of programme governance and seem to have functioned fairly well to facilitate the CPP -CALLC agenda. The PMC is responsible for approving quarterly work plans and budgets prepared by the PMU in consultation with the Programme Director who is the Director of Environmental Affairs. The PMU is also responsible for ensuring that work is implemented through the CALLC Project Management Unit and receives reports from the CALLC Management Unit although the Unit reports to the Ministry of Agriculture, Water and Forestry (MAWF) for its day-to-day activities, where the MAWF DEES at Regional Level and the Project Steering Committee were key in directing and supporting project implementation.

However, although the tripartite arrangement whereby the CALLC Management Unit had to report the three agencies (UNDP, MAWF, and CPP) for different aspects of management could have represented a time constraint to the unit which also has to work with regional committees such as Regional Steering Committees, Regional Stakeholders Forums, Constituency Development committees, and the pilot site committees, the evaluation consultant recognizes the progress that has been achieved to date in the field, which indicates that things moved in the right direction. It wisely facilitated the developing of innovative mechanisms for effective community support at local level, and on account of these observations, the project governance aspect of CALLC is rated **Satisfactory (S)**. The elaboration of this rating is provided in Annex 1 at the end of this report.

4.2.2 Project Management and Administration/Project Performance

At the local level, the CALLC Project Management Unit has been commended for having carried out so many activities with such few resources in terms of staff and transport, compounded by the long distances that had to be travelled to the pilot sites. One of the highlights of the good work done by the team was an award of a certificate of appreciation by Uupeke Auction Kraal 'in recognition of valuable contributions towards communal farmers sustainable growth'. And among other things that are mentioned elsewhere in this report, especially under section 4.9.13, the management unit did a good job in areas such as conducting visioning exercises and

the drafting of essential documents such as constitutions, and facilitating collaboration with existing service providers who were working to strengthen livestock activities including marketing.

Although the government agencies in the field developed an interest in the CPP pack of projects including CALLC, they were not able to garner the necessary budgets to fully participate in the subproject's (CALLC) intervention. The only fully participating field service in the project is the Directorate of Engineering and Extension Services of the Ministry of Agriculture, Water and Forestry (MAWF), whose involvement in the Sustainable Rangeland Management (CALLC) projects was particularly impressive although the extension staff on the pilot sites could have been more proactive. It was also observed that more effort was needed to solicit the active involvement of other stakeholder especially Directorate of Rural Water Supply and Sanitation Services (MAWF), while the more active participation of the Ministries of Lands and Resettlement (MRL), Regional and Local Government and Housing (MRLGHRD) was essential for the mainstreaming of SLM concepts into the regional planning frameworks of the NCR.

Similarly, the contribution of the Directorate of Rural Water Supply and Sanitation Services was highly appreciated at implementation level and in the Steering Committee. The directorate drilled two boreholes (Okongo and Oshusu OIKE) in the Ohangwena region, and supported installations of water systems and connections in all project supported gardens, as well as offering technical advice, among other things. Other agencies whose contribution ought to be recognised include the Directorate of Forestry; the directorate of Agriculture, Research and Training; Namibia Development Trust; NNFU; Meatco; and the Regional Councils.

Overall however, this aspect of project progress is rated **Satisfactory (S)**. The elaboration of this rating is provided in Annex 1 at the end of this report.

4.2.3 The Role Played by the UNDP

The UNDP has been one of the major actors in the governance of the CALLC intervention. The agency managed the procurement aspects of the project and facilitated the preparation of vendor contracts. These activities were performed expeditiously although there were reports of delays in the processing and finalization of payments.

4.2.4 Monitoring and Evaluation

Project monitoring and reporting are essential components of project management, their role being to assist project coordinators to ensure that projects are implemented as efficiently and effectively as possible.

The baselines data which was collected by a consultant based on the CPP Log-frame provided an elaboration of the baseline situation covering all issues of interest to the CALLC. Further, a Monitoring and Evaluation framework was developed for the whole CPP programme, which together with other concepts such as the promotion of local level monitoring (LLM) and 'Event Book' Systems, field visits and progress reports served to indicate that the CALLC intervention was steered in the right direction for facilitating the generation of data on changes in issues of interest to livestock, wildlife and rangeland management and for monitoring other things such as poverty levels. This aspect of programme progress was however rated **Moderately Successful (MS)** on account of the delay in the preparation of the M&E plan as the intervention operated without local level benchmarks. The elaboration of this rating is provided in Annex 1 at the end of this report.

4.2.4.1 The GEF Requirements

One of the requirements of the GEF is that all projects that GEF supports must include a concrete and fully budgeted monitoring and evaluation plan by the time of Work Project entry, the purpose of M&E being to ensure that projects are implemented as efficiently and effectively as possible, and to track the outputs and measure their contributions to results by assessing changes from baseline conditions.

Accordingly therefore, the CALLC Project Document indicated a three pronged approach to Monitoring and Evaluation for the CPP project comprising of a) oversight of the project implementation and delivery of expected outputs and results by the PSC; b) feedback generated from project beneficiaries on the usefulness of the results of project activities; and c) Independent evaluation of the overall project performance.

A monitoring and evaluation framework has been developed for the whole CPP programme, while to reinforce this M&E component, the data for use in establishing baselines against which progress with programme implementation would be measured was collected by a consultant. This activity was based on the CPP Log-frame and provided a wide elaboration of the baseline situation covering all issues of interest to the programme, including the CALLC component. Further, one of the major occupations of the CALLC is the promotion of local level monitoring (LLM) and 'EventBook' System, both of which are intended to generate data on changes in issues of interest to livestock, wildlife and rangeland management, whilst at the administrative level, there was a lot of activity in focus on results and follow-ups, regular communication by the project coordinator, regular analysis of reports, Use of participatory monitoring mechanisms to ensure commitment, ownership, follow-up, and feedback on performance: These include outcome groups, stakeholder meetings, steering committees, and focus group interviews,

It was observed, however, at the Steering Committee meeting that although the project learned critical lesson on the implementation of the LLMS during NABCoD, the LLMS cannot be sustained under voluntary arrangements, making it imperative that the project ought to come up with suggestions for making LLMS sustainable at local level, taking into account that the mechanism that are currently under implementation (which are based on realistic implementation plans and the general feeling that the LLMS indicators outlined in the project document are a little over-ambitious and unrealistic for a three year project. The referenced 'more realistic plans' were formulated on the basis of advice and support of the project steering committee.

This aspect of the programme is therefore rated **Moderately satisfactory (MS)**, especially as local level monitoring systems such as LLM and 'eventbook' system had to still stabilize. The elaboration of this rating is provided in Annex 1 at the end of this report.

4.2.4.2 Financial Management

The finances of the CALLC project are governed by the regulations that apply to the finances of the UNDP. The CALLC project finances have been reported upon on a quarterly basis and annual audit on the financials of the project conducted by a reputable audit firm. This aspect of the programme is rated **Satisfactory (S)**. The elaboration of this rating is provided in Annex 1 at the end of this report, while Annex 4 provides the financial records of the project to date.

4.2.4.3 Budget and Financial Planning

The CALLC project was allocated US\$1million, and these funds are part of the CPP allocation of US\$9million. This allocation is counterparted by government in-kind financial support, which has come in the form of office accommodation, electricity, communication including telephone and internet connection, and extension. Overall, CALLC's financial plan comprises of US\$1,000,000 from the GEF, US\$5,505,160 worth of government support, and US\$1,505,646 from the European Commission. These figures add-up to a total budget of US\$7,795,806.

Based on the annual audited financial reports, the evaluation consultant considered 'financial planning on CALLC to have been adequate'. These reports indicate that there were no substantive issues with programme finances to warrant major changes. Financial management on the CALLC project is therefore rated **Satisfactory (S)**. The elaboration of this rating is provided in Annex 1 at the end of this report.

4.2.4.4 The Disbursement Process

The CPP programme of which CALLC is a constituent component is implemented under national execution (NEX) arrangements through which disbursements of funds by the Implementing Agency are made upon liquidation of advances. Specifically, UNDP CO as the IA only release money to service providers upon request from the implementing agent, in this case the Ministry of Agriculture, which itself gets the request from the Project Management Unit. The process is reported to be cumbersome with lengthy delays that have stalled programme implementation in a number of cases. The process was even more difficult as due to the absence of administrative support at PMU level, the Project Coordinator and his Field Coordinators had to move between their overwhelmingly demanding field activities to highly demanding procurement and other pressing administrative activities.

Financial Disbursement under the CPP Project is rated **Moderately Satisfactory (MS)**. The elaboration of this rating is provided in Annex 1 at the end of this report.

4.3 Results and Impacts

The results and impacts concepts analyse the direct and indirect effects of a project's operations on various factors such as forests, rangelands, soils, water, landscape, and material assets and cultural heritage. The CALLC programme and its parent CPP were expected to have global, national, regional and local impacts in a number of areas of interest to the environment such as land use/land cover; rangeland productivity; water availability, communication and information exchange, agro-ecosystem and forest ecosystem services, greenhouse gas emissions from farming activities, deforestation, forest degradation; carbon sinks; and vulnerability to climate human-induced impacts on the land. Because in general the project was steered in the right direction, progress towards achieving the planned impacts and results was rated **Satisfactory (S)**. The elaboration of this rating is provided in Annex 1 at the end of this report.

4.3.1 Measuring Progress and Success

At the CPP-SLM level, the Logframe in the Project Document provides the baseline, targets, and indicators of programme progress and forms the departure point for an evaluation of results achieved. It provides the baseline which is the fundamental minimum requirement of GEF M&E Policy. Further, baseline data existed, which included data from the CALLC's North-Central sites. This data was collected by a consultant based on the revised logframe and the necessary benchmarks and indicated that programme management was moving in the right direction.

The intervention has been under implementation for about three years, much of which period has been taken up by start-up activities such as establishment of offices and engagement of staff. It would therefore be unrealistic to expect that the project will have yielded any meaningful results and impacts at local level. These impacts would have come in the form of changes in land use/land cover; increases in rangeland productivity; changes in water availability; improvements in human well-being measured as percentage of rural population below a poverty line; percentage of chronically undernourished children and maternal mortality ratio. However, given the timeframe limitations and the achievements of the programme so far, there are indications that the project was steered in the right direction. This aspect of the intervention is on average rated **Moderately Satisfactory (MS)**. The elaboration of this rating is provided in Annex 1 at the end of this report.

According to the latest available information, almost 35% of the population live on less than USD 1 per day and 56% live on less than USD 2 per day; relative poverty indices stood at 27.65 relatively poor, and 13.8% extremely poor; high levels of poverty prevailed in the rural communal areas where people live mainly from subsistence agriculture and livestock keeping. These figures were at the level of 33.5% for relative poverty and 11.0% for extreme poverty at the launching of the CPP-ISLM. Table 5 shows the poverty level in Namibia by region.

Table 5: Absolute poverty levels for regions of Namibia (NHIES, 2003/04)

Region	% households in relative poverty	% households in absolute poverty
Kavango	56.5	36.7
Ohangwena	44.7	19.3
Oshikoto	40.8	16.6
Hardap	32.1	21.9
Omusati	31.1	12.8
Omaheke	30.1	17.5
Caprivi	28.6	12.5
Otjozondjupa	27.8	15.8
Kunene	23.0	13.1
Karas	21.9	12.5
Oshana	19.6	7.8
Erongo	10.3	4.8
Khomas	6.3	2.4

4.3.2 Progress at Objective level

A management unit for the CALLC project exists at Ongwediva, supported by local level institutions at the pilot sites in the four North-Central regions. The activities of the local level initiatives have also focused on community capacity enhancement for local level monitoring, tools for local level decision-making, and the development of new production and natural resources management technologies that have direct implications livestock and range management. These activities have been implemented in the context of the objectives of two known phases of the CPP programme: capacity building for SLM at local and individual level (phase I) and identification and dissemination of cost-effective innovative and appropriate SLM techniques for environmental and socio-economic sustainability Phase II.

At the level of the CPP, commendable progress has been achieved in terms of establishing management structures for driving the CPP-SLM agenda, at both national and local level, while at the level of CALLC achievements have been made in terms of mobilizing community groups, conducting visioning exercises that have helped define community priorities at local level, and implementing CALLC projects at various sites across the four regions focusing on capacity needs among community groups and targeting livestock and rangeland management problems.

Overall therefore, commendable progress has been recorded towards achieving Outcome 1 of the project while making initial progress towards achieving Outcome 2, and although not all of the initiatives supported by the project have started to generate income for communities, a lot of knowledge has been generated which will be used to streamline successful future implementation of livelihood initiatives as per project mandate. Progress towards project objectives is therefore rated **Satisfactory (S)**. The elaboration of this rating is provided in Annex 1 at the end of this report.

4.3.3 Regional and National Level Impacts

As an integral part of the CPP, CALLC was designed to empower the local communities who depend on the rangeland resources of the North-Central regions of Namibia for their survival to manage these resources for themselves in a sustainable manner. This is fully in line with CPP's programme of enhancing the capacities of national and regional extension institutions that provide technical support to community level efforts to manage in a sustainable manner, the country's environmental goods and services provided by Namibia's unique ecosystems, and included equipping community groups and other resource users with adaptive management skills to enable them to respond to changing circumstances, and to develop the new technological tools and skills needed for the envisaged adaptation as well as new tools for managing environmental systems.

The immediate outcome of the intervention was expected to comprise of enhanced communication and information exchange at all levels, and energised stakeholders' working together to see that livestock and rangeland management improved. Such improvements were expected to comprise mainly of more timely reduction of livestock numbers, selling of livestock as dry periods developed, community organized action to establish rotational grazing and appropriate resting of the grazing lands, and other improvements such as active herding of animals in predetermined directions as rangelands varied after use, and cooperative purchases of required livestock medications.

On the other hand, the long-term outcome of the CALLC intervention was expected to comprise of: improved provisioning of agro-ecosystem and forest ecosystem services; reduced greenhouse gas emissions from farming activities, deforestation, forest degradation; increased carbon sinks; and, reduced vulnerability to climate change and other human-induced impacts on the land. However, because this project has been running for barely two

years and is still at infant stage, it is not possible to assess its contribution to developments in these areas. On the other hand, a lot of achievements have been attributed to the programme. Its FIRM and LLM components have allowed opportunities for participatory monitoring, evaluation and adjustment of planned activities; brought together a variety of stakeholders interested in the same issues; Served as a platform for sharing of information and knowledge; Provided a platform for integrated planning, involving a variety of stakeholders; facilitated focus on support where it is really needed; assisted to put the community in the “driver’s seat” in terms of SLM planning; created conditions that are conducive to the improving of the understanding and development of long-term visions.

It is also reported that as a result of monitoring and subsequent information exchange, communities have been able to provide good supplementary feeds to prevent declines in livestock condition during the dry season, and to sell livestock to prevent overgrazing during dry periods. This enabled them to put their wealth in the banks and to increase incomes and livelihoods. This is said to be in contrast to the traditional method of keeping livestock as a form of wealth even when it is in poor condition, and on account of this and other factors, this aspect of the CALLC intervention is rated **Satisfactory (S)**. The elaboration of this rating is provided in Annex 1 at the end of this report.

4.3.4 Global Environmental Impacts

The CPP project, of which CALLC is a part, was designed to promote the protection of ecosystem integrity over large areas of the country. This is in line with GEF’s work of providing support to project for the purpose of realising global environmental benefits. It was envisaged that the ‘harmonization of national environmental and development planning policies’ would phase out unsustainable development practices and result in the conservation of the functional integrity of Namibia’s internationally significant dryland ecosystems which are home to critical biomes and habitats. It was also envisaged that the creation of cross-sectoral programme management bodies such as PMC would facilitate the institutionalisation of SLM friendly planning systems in Namibia and in turn ensure the preservation of the various ecosystems that are represented in Namibia.

The CPP through its CALLC and CCA suites is believed to have successfully promoted the establishment of processes that will result in the creation of the enabling environment for the conservation of ecosystems, in line with Objective 1 of the project logframe: ‘Capacity at systemic, institutional and individual level built and sustained, ensuring cross-sectoral and demand driven coordination and implementation of SLM activities’, and objective 2 ‘Cost effective, innovative and appropriate SLM techniques which integrate environmental and economic benefits are identified and disseminated’. However, comprehensive monitoring and evaluation systems are needed for the generation of improved information on ecological sustainability. The pilot sites concept aimed to test identified SLM approaches (aimed at preserving and enhancing the integrity of globally significant ecosystems that are endemic to Namibia) in specific local areas with a view to replicating them over larger areas through the packaging and dissemination of best practices (in livestock and rangeland management, information dissemination, and local level decision-making). In conclusion therefore, although the time during which the CALLC project has operated is too short to enable a realistic judgement of the extent to which the project has yielded results that have produced the intended impacts on global environmental benefits, considerable progress has been made towards steering the project in the right direction.

CALLC is therefore on the right course in terms of contribution to the global environmental objectives and is rated **Satisfactory**. The elaboration of this rating is provided in Annex 1 at the end of this report.

4.4 Relevance, Effectiveness and Sustainability

GEF Emphasises certain programme criteria that must be evaluated because of their critical importance. These are Programme Relevance, Effectiveness of Implementation and potential for Sustainability of the results.

4.4.1 Relevance of the Project to the needs of North Central Namibia

Project Relevance measures the extent to which the objective(s) and outcomes of a project address the needs of its intended “beneficiaries, in terms of targeting the identified threats to their livelihood and the root causes of such threats. In a results-based context relevance refers to whether or not a project’s intervention contributes to the achievement of key results and objectives.

The CPP Project Document identifies increasing human pressure on resources, soil erosion and loss of ecosystem integrity as root causes of land degradation in Namibia which if unattended, risks the loss of livelihood options for most of Namibia’s rural populations who depend upon the land resources for their survival. In its turn, the CALLC component of the CPP programme targeted the land degradation problem with tools for best practices in livestock and rangeland management. These tools included training, demonstration, livestock marketing, water conservation, and promotion of local level decision-making. The CPP-CALLC project was therefore developed to address real national needs and is therefore relevant to the situation that obtained in north central Namibia at the time. Programme Relevance is therefore rated as **Satisfactory (S)**. The elaboration of this rating is provided in Annex 1 at the end of this report.

4.4.2 Activity Relevance

The ecological resources in the North Central provide the basis for the livelihoods of more than 40% of the people of Namibia who depend on the environmental goods and services provided by the ecosystems that characterise the landscape of the North Central. What was needed was to ensure:

a) that the local communities who depend on the resources on the land for their survival are empowered to manage those resources for themselves in a sustainable manner, and b) that at the local level the people were empowered to assess SLM options and enabled to call upon extension services and support providers according to their particular land management needs. These imperatives are in line with the CALLC project document, which identifies increasing human pressure on resources, soil erosion and loss of ecosystem integrity as root causes of land degradation in North Central Namibia which must be attended, to avoid the loss of livelihood options for CALLC’s target pastoral populations of north central Namibia who depend upon the rangeland resources for their survival.

The major problems were identified as Water; limited grazing due to limited land; and poor quality grasses; overstocking; bush encroachment; lack of water at the households; difficulties accessing the market; inadequate cooperation among stakeholders; top-down approach to the planning of the provision of producer services; lack of management plans; and land degradation due to increasing human pressure on resources, soil erosion and loss of ecosystem integrity.

Besides promoting tools for local level decision-making the CALLC intervention piloted best practices in livestock and rangeland management and in combating land degradation. For these reasons, this activity is rated **Highly Satisfactory (HS)**. The elaboration of this rating is provided in Annex 1 at the end of this report.

4.4.3 Effectiveness

Effectiveness examines the extent to which the objectives of the development intervention were achieved, or the extent to which project management has been directed at achieving the intended project objectives in the most efficient manner.

The project has achieved a lot over the short period of its implementation, Knowledge has been imparted in various spheres through training; Sustainable land-use options and approaches (that reduce pressure on land resources) have been demonstrated; Communities are getting familiarised with Local Level Monitoring and local level decision-making; LLM and FIRM have potentially contributed to planning, information and technology dissemination and M&E, and a comprehensive integrated plan has been developed to promote working-together among stakeholders.

Although virtually all these achievements need to be consolidated, the project was steered in the right direction and is rated **Satisfactory (S)** on this concept. The elaboration of this rating is provided in Annex 1 at the end of this report.

4.4.4 Effectiveness of Project Execution

The underlying objective of the CALLC intervention was to establish and strengthen local-level institutions for enhanced livestock and rangeland management in the north central rural areas of Namibia, but also to establish the modalities for using those institutions to facilitate information exchange through a flexible locally-driven decision-making process intended to solve land degradation problems that affect livestock farmers in North Central Namibia. These institutions would allow North Central livestock farmers living in the rural areas to participate in making informed decisions and to take the lead in making choices about rangeland management and their livestock.

The idea behind the Forums for Integrated Natural Resource Management (FIRM) was to apply local level decision-making to the management of resources in response to changes in the environment or livestock condition, and thus avoid shortcomings such as duplication of efforts and confusion about who was responsible for what and the absence of a holistic view (through applying a coordinated approach which came to be known as FIRM).

Similarly, to the FIRM, the purpose of local level monitoring (LLM) as a complementary monitoring tool to FIRM was to feed information collected by the local community into the decision-making processes in rural areas as well as to enable communities to use simple indicators to measure changes in their natural resources over time (and to feed Information gathered with this tool into the community-based decision-making platforms called Forums for Integrated Natural Resource management).

A test therefore is how the locally-driven decision-making tools promoted by CALLC have been able to enhance the capacity of local communities to withstand shocks and to counter land degradation.

Overall however, given the short time during which the programme has been running, it is too early to measure effectiveness in terms of achieving SLM objectives. However, the participatory nature of the programme involving civil society entities, community groups and private sector entities (all working in a collaborative manner to address the challenges that had been identified), indicates that project management has been directed at achieving the intended project objectives in the most efficient manner. This observation is reinforced by the

programme's incentive based approach to conservation which has resulted in the commitment by local populations.

It is the conclusion of this evaluation therefore that the CPP programme is being executed in an effective manner. The evaluation team rates the effectiveness of programme implement as **Satisfactory (S)**. The elaboration of this rating is provided in Annex 1 at the end of this report.

4.4.5 Sustainability

Sustainability addresses the issue of the continuation of the activities after the project has ended. Sustainability can be embedded in the project through activities or strategies to provide necessary skills, training and tools to local people so they can keep the project going and maintain the relevant technology or equipment. At local-level sustainability is ensured through the partial devolution to local resource users of authority over land and resources management and the right to the benefits derived from using these resources, and through the creation of an enabling environment that provides the right incentives to resource users'.

Through the FIRM approach, the programme incorporates a number of things such as ownership by beneficiaries, appropriate technology, social and cultural issues, gender equality, while through networking with the stakeholders and service providers the programme has been able to maintain access to policy support and to institutional and management capacity.

The FIRM approach which CALLC is promoting requires on-going support at varying levels, and it is likely to unravel when donor funding "dries up". Besides, virtually the entire CALLC activity at the local level is project-driven and is likely to sag when the project comes to an end. However, the intervention has targeted the women and the youth with training programmes that are geared to the solving of identified problems and to the provision of management skills for issues of concern such as water infrastructure, bush encroachment and poor grasses. CALLC implements CPP's approach of integrating environmental and economic benefits in an incentive-based approach to conservation which is likely to result in the commitment by local communities to SLM, and in the realisation of local and environmental benefits. In this context, the programme has encountered three challenges: how to put an end to the migration of the youth through designing a pack of incentives including assurances of a life comparable to that lived by their counterparts in the cities; how to increase the effectiveness of the participation of the women in decision-making; and how to support the incentive-based initiative by making products marketing a part of the overall planning, as opposed to the present practice of pushing production.

Further, the CPP programme (of which CALLC is an essential part), was designed against a background of precursor projects and programmes that have recognised the value of embedding such initiatives in the processes of national, regional and local institutions, and it responds to the new thrust of the National Development Planning processes. It involves a broad range of governmental and non-governmental institutions in its implementation, and it is implemented in a manner that will facilitate the full integration of SLM across the majority of sectors that deal with sustainable rural development in Namibia. This cross sectoral integration of sustainable land management into the development planning process will ensure the sustainability of the programme into the future.

The Project Management Unit has prepared a CALLC Sustainability plan whose overall objective is to guide the integration and institutionalization of key outputs of the CALLC project into the implementation structures of partner ministries and other stakeholders beyond the duration of the project. For these reasons and the fact that the project is well embedded in the regular works of partner ministries, the sustainability aspect of the programme is rated **Satisfactory (S)**. The elaboration of this rating is provided in Annex 1 at the end of this report.

4.4.5.1 Financial Sustainability

Various government entities and private sector entities have contributed co-financing to the implementation of CALLC's parent programme, the CPP-SLM, and resources have been leveraged from the private sector under their corporate social responsibility programmes. However, although the Namibian body politic recognises the importance of the CPP programme to national growth and development and may desire to invest in the initiative, there is little likelihood that the private sector will participate in the financing of CALLC/CPP activities in the north central regions in a substantive manner beyond the granting of scholarships. This leaves the burden for the continuation of the project largely in the lap of the government. Therefore, in terms of planning for the financial sustainability of the programme, this aspect is rated **Unsatisfactory (US)**. The elaboration of this rating is provided in Annex 1 at the end of this report.

4.5 Contribution to CPP's Objectives and Outcomes

The most relevant CPP ISLM concepts to CALLC are outputs 2.1.1, 2.1.2, and 2.1.3. These outputs underly the entire rationale of pushing the FIRM concept, and based on the enthusiasm exhibited by the members of the community when interviewed about the activities of the programme, the progress towards actualizing the contribution of CALLC to the CPP's objectives, this aspect is rated **Satisfactory (S)**. Besides, in the short time frame that the programme has been under implementation commendable progress has been made in the areas of grooming people to work together and seeking government support only as needed. The elaboration of this rating is provided in Annex 1 at the end of this report.

4.6 Contribution to Capacity Development

A key strategies of the CALLC project and indeed that of its parent programme, the CPP-SLM, is capacity development. In line with this strategy, a number of training programmes were undertaken under the CALLC initiative covering a wide area, including beekeeping, Mushroom production, conservancy capacity; Livestock management, financial management, vegetable gardening techniques, natural resource monitoring, Guinea fowl and Poultry farming, HIV/AIDS management, proposal writing, and work planning and budgeting. This aspect of the programme is rated **Satisfactory (S)**. The elaboration of this rating is provided in Annex 1 at the end of this report.

4.7 Project Benefits

At the local level, the benefits to communities from the CALLC project were expected to be in the form of enhanced rangeland for livestock feeding, greater turnover of livestock products, popular participation in decision-making and better coordination and less duplication of efforts, and eventually increased incomes and improved livelihoods for the communities. The benefits would also include a reduced need for service providers to supply drought relief, greater turnover of livestock products the creation of communities that are more self-sufficient, local level coordination and decision-making, identification of alternative livelihood options, improvement and in the productivity of the land needed to sustain livelihood activities, improvements in capacity

at all levels to plan, and adaptation of sustainable interventions to manage land and constituent resources. Due to the short time span of the project, it is not possible to observe these benefits on the ground, but judging from the way the project was appreciated by the stakeholders, it is clear that the project was steered in the right direction for generating benefits to the intended beneficiaries and to SLM. Therefore, progress on this concept is rated **Satisfactory (S)**. The elaboration of this rating is provided in Annex 1 at the end of this report.

4.8. The Capacity of the North Central Regions to Provide Lessons to Other Regions

At the background of the CPP pilot sites programme was the understanding that the demonstration activities that are selected to address land degradation problems and associated institutional circumstances and capacity constraints will generate lessons and good practices 'which will be distilled and progressively mainstreamed in sector investment activities throughout the country'. The rangelands throughout Namibia share the common problems of over exploitation, overgrazing, overstocking, and bush encroachment. They also share the root causes of degradation such as lack of alternative livelihood options, poverty, lack of knowledge and information on livestock and rangeland management, lack of livestock marketing infrastructure, and inappropriate social and cultural practices.

Given the above analysed scenario of common livestock and rangeland management problems and common root causes for land degradation throughout Namibia's drylands, it is almost a foregone conclusion that the lessons learnt through the CALLC project in the north central regions of Namibia can be mainstreamed into livestock and rangeland development planning and management in other regions of the country. This aspect of the programme is rated **Satisfactory (S)**. The elaboration of this rating is provided in Annex 1 at the end of this report.

4.9 Specific achievements as per Project Expectation

4.9.1 Establishing and/or promotion of Multi-sectoral resource management institutions in the North Central regional block

These institutions were supposed to be established through the FIRM approach and were supposed to focus on rangeland management, sustainable dryland cultivation, and integrated water resource management.

Due to challenges beyond project control, such as conflict and in-fighting in some pilot communities, pilot areas were reduced to 14, to leave out Ohepi in Oshikoto Region and Ehangano in Ohangwena Region and to include 5 in Omusati, 4 in Ohangwena, 2 Oshikoto and 2 Oshana. In addition, nine Farmer's Associations were established in nine constituencies across the North-Central Regions.

The CALLC intervention has also established 14 FIRMs all of which fall within the FA areas, whose implementation is integrated and coordinated at a Constituency Level. The intervention has also established LLMS for each FA carrying out protocol and data collection relevant to livestock marketing, and rangeland condition. The project also developed guidelines for establishing livestock kraal committees and established 43 kraal committees and facilitated their training to spearhead the LMC's and FA's fund raising, animal gathering protocol and data collection (LLMS) activities. This performance is summarised as follows:

- a) 14 pilot sites established;
- b) 14 FIRMs established;
- c) 9 Farmer's Associations (FA) nine constituencies across the North-Central Regions;
- d) LLMs for each FA
- e) Guidelines for establishing livestock kraal committees (prepared)
- f) 43 kraal committees to spearhead the LMC's and FA's fund raising, animal gathering protocol and data collection activities under the LLM concept.

Because of the large number of activities successfully undertaken, progress on this concept is rated **Highly Satisfactory (H)**. The elaboration of this rating is provided in Annex 1 at the end of this report.

4.9.2 Identifying feasible farming options

The purpose of this activity was to help to diversify the livelihoods of rural communities and thus relieve over reliance on land resources and undue pressure on land.

A number of alternative livelihood options were identified and support provided as of May 2010. Livelihood options supported includes; bee keeping, mushroom production, gardening, wildlife based project in Okongo, agro storehouse, horticulture marketing centre (Olushandja), grafted fruit trees etc.

These were implemented with financial support from the project and technical support from MAWF and partners as part of the on-going programmes under MAWF (DEES, DART, and DOF) and other partners; therefore sustainability is guaranteed although major challenges exist in areas such as water, draught, heat and logistical support, as well as 'after-harvest' waste in tomatoes.

However, a good start has been made towards diversification into exotic income generating options, and progress in this aspect of the project is rated **Satisfactory (S)**. The elaboration of this rating is provided in Annex 1 at the end of this report.

4.9.3 Promoting the planting of economically valuable trees

The focus of this activity was supposed to be on indigenous tree species that are suitable to the environmental conditions of each of the NCRs.

A number of indigenous tree seedlings were provided by MAWF (DOF) and planted as part of the Community Forest management plans in pilot communities. In addition, 1030 grafted fruit trees seedlings were provided by the project and planted to promote fruit production in pilot communities. The project also continues to create awareness on the importance of plant diversity and its roles to terrestrial ecosystems. The implementation of the LLMS specifically on vegetation and forest resources addresses this activity. A major problem in this regard is likely to be water, although the project is being steered in the right direction. This aspect of the project was

graded **Moderately Satisfactory (MS)**. The elaboration of this rating is provided in Annex 1 at the end of this report.

4.9.4 Drafting best practices guidelines for extension service providers

Although the project has not enacted any policies as this is beyond its mandate, it has contributed to best practices in extension service provision through among others, (a) Strengthening institutional environment for ISLM through Local Level Coordination; (b) facilitating identification of sustainable alternative livelihood diversification; (c) Enhancing the capacities of Livestock Marketing Committee (LMC) for livestock and rangeland management; d) providing of lessons learned from the project initiatives, innovations and good practice which can be used in future policy formulation; and e) facilitating the production of a training manual for facilitators and extension workers.

Further, the FIRM approach has promoted coordination and effective delivery of services, thus avoiding wasteful duplication and facilitating the participation of the beneficiaries in service delivery and planning. This aspect of the project is therefore graded **Satisfactory (S)**. The elaboration of this rating is provided in Annex 1 at the end of this report.

4.9.5 Facilitating identification and evaluation of best practices and models that combine sustainable agricultural practices and poverty reduction

These models were supposed to combine sustainable agricultural practices and poverty reduction. The project has supported water conservation through drip irrigation and conservation agriculture, and best practices in rangeland and livestock management through supporting establishment of livestock marketing infrastructure. It has also piloted farming with different technologies and concepts with a view to getting lessons that can be applied elsewhere in Namibia, and commissioned a livelihood diversification survey which produced a report with a broad range of recommendations. A number of the options touched on in the report have been piloted on some sites, with a focus on income creation. It was not clear however whether this implementation was related to the report, and what the PMU wanted to do with the report. On the other hand, the facilitation of LMCs is a clear example of a model that combines sustainable agricultural practices and poverty reduction. To some extent this also applies to horticultural production in the Olushandja area. It also still remains to be seen whether the management of the project is on the right course in terms of poverty reduction and in terms of releasing pressure on the land. However, progress on this aspect of the project management process is rated **Satisfactory (S)**. The elaboration of this rating is provided in Annex 1 at the end of this report.

4.9.6 Assisting with efforts to scale up conservancies across the country

The supporting of conservancies was one of the activities of the CALLC intervention and conservancies are part of the package of the alternative livelihood options facilitated by the intervention. However, attempts made to integrate FA and conservancies using King Nahale as a model faced problems at policy level as each government ministry or directorate insisted on sticking to its agenda and budget, and as the project Steering Committee itself refused to support the integration of the Farmer's Association within King Nehale Conservancy, contrary to the CALLC management unit's wish to have something on the ground as a basis for getting the agreement of the policy-makers on the new way of doing development. This aspect of the project's process was rated **Unsatisfactory (US)**. The elaboration of this rating is provided in Annex 1 at the end of this report.

4.9.7 Enhancing the capacity of regional and local authorities with respect to SLM thus supporting MRLGHRD to enhance the delivery capacity of these authorities.

Although the project did not incorporate a direct programme to enhance the functioning capacity of the regional and local authorities, the local authorities underwent a lot of exposure to SLM concepts and to information from volumes of propaganda material, with the result that things will never be the same again. Besides, local authorities as stakeholders attended and participated in all the CALLC facilitated training programmes and familiarisation visits. Besides, CALLC developed a comprehensive integrated work plan to form a model for the operations of the regional and local authorities, and tested the FIRM approach which sought to revolutionise service delivery by putting the beneficiaries in the driver's seat in decisions on services to be delivered. The excitement with local level coordination and collaboration among the officials of the MRLGHRD in the NCR testifies to the possibility that the project was steered in the right direction to enhance the capacity of regional and local authorities with respect to SLM and thereby support MRLGHRD to enhance the delivery capacity of the regional and local authorities. Unfortunately the regional planning authority is not a member of the Regional Steering Committee of the project, and as such it is difficult to see how SLM will be streamlined into the regional plans. This aspect of the management process of the project is rated **Highly Satisfactory (HS)**. Further elaboration of this rating is provided in Annex 1 at the end of this report.

4.9.8 Testing and adapting new ways of providing extension services to poor farmers by extending the FIRM approach

The FIRM approach enabled the intervention to test the new way of doing extension work by piloting local level coordination and decision-making under which concept the beneficiaries identify their needs and request for the necessary and appropriate services and solutions from the service providers. Further, the regional authorities have been made aware of regional stakeholder cooperation through the FIRMs/FSRE approaches and CALLC has supported the devolving of power to local level bodies as well as the strengthening of planning mechanisms at a constituency level using the Constituency Development Committees (CDCs) as a platform to monitor and evaluate progress. Although, the intended results could not be reached due to problems such as the short project lifespan and lack of human and financial resources, very good lessons were learned that can be used to streamline policy and shape implementation of community development initiatives in future. This aspect of project progress has been rated **Highly Satisfactory (HS)**. The elaboration of this rating is provided in Annex 1 at the end of this report.

4.9.9 Supporting partner Ministries to accelerate the pace of decentralization

According to the PMU, the Project Steering Committee, Composed of heads of Ministries, Directorates and Sub-Division across natural resource management sectors has proved to be a model platform, to coordinate and support implementation of integrated rural development approaches. Secondly, the FIRM approach has got partner ministries to taste beauty of local level decision-making and coordination as a sustainable way to do development. This has been reinforced by the experience gained from cooperation at the level of formulating the integrated work plan. Thus although the intervention did not directly preach decentralisation to partner ministries, it highlighted the way to go in terms of pursuit of sustainable rural development. This aspect of the project's process was rated **Satisfactory (S)**. The elaboration of this rating is provided in Annex 1 at the end of this report.

4.9.10 Attempting to improve relationships between all stakeholders horizontally and vertically through, among others, promotion of information flow and cooperation

This was supposed to be done through, among others, promotion of information flow and cooperation horizontally and vertically. 'The CALLC intervention-facilitated preparation' of comprehensive integrated work plans provided a good platform for the closer working together between stakeholders, while its FIRM approach attempted to improve information dissemination and local level coordination. To the extent that this aspect of the programme was highly appreciated by the stakeholders for bringing them to work together as a team on common problems, this concept was graded **Highly Satisfactory (HS)**. The elaboration of this rating is provided in Annex 1 at the end of this report.

4.9.11 Enhancing the capacity of partner Ministries and regional authorities to plan, take action, monitor, evaluate and adapt land management support activities

The CALLC intervention demonstrated that integrated work plans developed, owned and implemented by local Communities provide a more sustainable model and basis for financial support to community development initiatives while successful implementation of community initiatives using community driven approaches might be a key lesson for policy. Further, the technology and information dissemination aspects of the FIRM together with the information capturing LLM subscribed to the importance of data and information for planning, monitoring, evaluation and adaptation in land resources management. It becomes clear therefore that between the, integrated work-plans, LLM and FIRM placed the CALLC intervention into position to Enhance the capacity of partner Ministries and regional authorities to plan, monitor, evaluate and adapt land management support activities although some key support organizations still believe that project and support organization should come up with solutions to community problems.

This activity was supposed to include monitoring and evaluation, and caters for the increasing awareness that policy drawn without considering local situations does not always respond to issues on the ground and may ignore the concerns of the communities to take lead when in identifying problems and proposing solutions. In summary, integrated work plans (developed, owned and implemented by local Communities) provided a more sustainable model for financial support to community development initiatives while successful implementation of community initiatives using community driven approaches represented a key lesson for policy although some key support organizations still believe that project and support organization should come up with solutions to community problems, and there is a clear need to incorporate regional planning into the project's Regional Steering Committee. Progress on this concept was rated **Satisfactory (S)**. The elaboration of this rating is provided in Annex 1 at the end of this report.

4.9.12 Building skills within communities to establish alternative livelihoods and to monitor land use impacts;

The CALLC intervention has implemented two key activities in community capacity building: training and exchange of visits, while LLM and 'eventbook' systems were the tools for monitoring changes in land resources over time. Through these concepts, the intervention has exposed beneficiary communities to farming technology in various alternative livelihood options, including bee-keeping, guinea fowl and conservancy, livestock and horticulture, placing communities in position to establish alternative livelihoods and to monitor land use impacts

on their own. Unfortunately however, institutional capacity building at local level was constrained by disintegrated sector-based support, mushrooming sector-based committees within communities, and proliferation of management committees with the same goals within communities (conservancy committee, Community forest committee, Farmer's Association Committee) often represented by different members from the same community, and sharing the area of resource and with more or less the same goals. This is said to have led to weak institutional establishment at local level, while LLM and 'eventbook' systems have still to stabilise. At any rate, this aspect of the management process of the intervention was rated **Satisfactory (S)**. The elaboration of this rating is provided in Annex 1 at the end of this report.

4.9.13 Piloting and adapting measures to organize communities and strengthen appropriate institutions at community level to spearhead and sustain community-based SLM

The piloting and adapting of measures to organise and to strengthen institutions at community level to spearhead community-based SLM has been the main strategy of the CALLC intervention in its attempt to search for and test best practices in local level decision-making and development coordination. Indeed during the course of its operation, the intervention has facilitated the establishment of 14 pilot sites and 14 FIRMs 9 Farmer's Associations (FA) in nine constituencies across the North-Central Regions; 14 LLMs, and 43 kraal committees which were trained to spearhead the LMC's and FA's fund raising, animal gathering protocol and data collection (LLMS) activities.

Further, the CALLC intervention has facilitated the organising of communities into groups such as farmers' Associations, Livestock Marketing Associations, horticultural farmers associations, guinea fowl farmers' Associations and pilot committees. The strategy of the intervention has been to operate through these institutions as the springboard for promoting local level coordination and decision-making on issues of streamlining SLM into livelihood seeking activities. These associations have got management committees, and already they have adopted the required culture of discussing local problems and seeking assistance from service providers. The Livestock Marketing Associations have requested assistance with training, kraal construction, and electric weigh scales, the horticultural producers have received assistance with water tanks, piping, seeds, seedlings, and storage, while in places such as Okongo assistance communities have been supported with guinea fowls, water tanks, incubators, and carpentry equipment. All in all, it is clear that despite resource constraints and the long distances to sites, the PMU has done a good job in capacitating communities and piloting appropriate SLM concepts. On this count, project progress was rated **Satisfactory (S)**. The elaboration of this rating is provided in Annex 1 at the end of this report.

4.9.14 Advancing community-based monitoring mechanisms through the FIRM approach

These community-based monitoring mechanisms were supposed to create easy and comprehensible monitoring of natural resources at local level, and initially gravitated around LMC as fund raising strategies of such committees, the LLM package being integrated in the LMC fundraising strategy. This was because the fundraising opportunity of the LMCs is directly linked to the livestock marketing indicator (livestock) which is collected during marketing days where the funds are collected and recorded using the same LLMS tool or form.

The incentive for monitoring was based on collecting, and analysing information related to rangeland management including rangeland conditions, carrying capacity, available fodder and livestock conditions came from the marketing of livestock.

It was appreciated that monitoring of changes in land resources and rangelands at local level required easy and comprehensible monitoring of natural resources at that level, and was a prerequisite to planning and effective local level coordination and decision-making. A key challenge to the intervention therefore was how to implement an LLM that would be sustainable taking into account past failures in implementing the FIRM approach.

The project operated through FIRM and supported LLM as the fund raising strategy of Livestock Marketing Committees, the LLM package being integrated in the LMC fundraising strategy (this is because the fundraising opportunity is directly linked to the livestock marketing indicator (livestock) which is collected during marketing days where the funds are collected and recorded using the same LLM's tool or form.

In this case, the incentive for monitoring, i.e., collecting and analysing information on rangeland management including rangeland conditions, carrying capacity, available fodder and livestock conditions would come from the marketing of livestock. This aspect of project progress was rated **Moderately Satisfactory (MS)**. The elaboration of this rating is provided in Annex 1 at the end of this report.

4.9.15 Establishment of FIRMs in the project to act as platforms for service providers to contribute to the development needs of local resource users in a coordinated manner

The intervention has established a considerable number of FIRMs, which jointly with Integrated Work Plans provided the stakeholders with planning tools and an environment which played a critical role in Community Development by facilitating coordination. The plans were utilized at CDC level to facilitate coordination with relevant support organizations, while the FIRMs acted as platforms for service providers for effective service provision through capacitating the recipients of services (the local resource users) to be the determiners of the services to be provided.

It was anticipated that a high level decision making team at regional level would be involved through evaluation visits to specific sites, while the service providers would contribute more effectively to the development needs of the local resource users as coordination was rationalised and resource waste and duplication avoided. Project progress on this aspect was rated **Satisfactory (S)**. The elaboration of this rating is provided in Annex 1 at the end of this report.

4.9.16 Building capacity for community based organizations (CBOs)

The purpose of this activity was to enable local resource users to independently develop their own land management plans, and to solicit relevant support from external supporters to implement those plans in a sustainable manner and to use the integrated work plans to solicit funding as appropriate. Besides, CBOs have participated in all the capacity building activities of the project including training and familiarisation visits, they have been exposed to the project's SLM propaganda material. Thus although there was no programme for directly building the capacity of the CBOs, the organisations have benefited from the project. The intervention's tools in this regard comprised of training, exposure, visioning exercises, and integrated work-plans, and that the project assumed that through the use of integrated work plans, support organisation can provide relevant funding to implement community initiatives. The CALLC intervention also facilitated training in among others, project proposal preparation and financial management, and supported the preparation of guidelines for establishing

livestock marketing kraal committees. This aspect of project progress is therefore rated **Satisfactory (S)**. The elaboration of this rating is provided in Annex 1 at the end of this report.

4.9.17 Assisting FIRMs to perform planning functions such as reviewing national and local level policies and assessing the effect of such policies on local level natural resources management

The CALLC intervention in planning took the form of information and technology dissemination, local level monitoring, visioning exercises, formulation of integrated work-plans, and evaluation visits by high level decision making teams at regional level to specific sites where implementation through integrated approaches has led to good progress or has achieved results. In this framework, it was anticipated that the LLM system would facilitate the monitoring of natural resources at local level for changes that might affect local economic growth and equitable access to resources, while the general FIRM platform would enable people to review local policies and assess the impact of such policies on local natural resources management.

The planning functions were supposed to include among others, reviewing national and local level policies and assessing the effect of such policies on local level natural resources management, to which the local communities were introduced through visioning activities and through participation in the preparation of Integrated Work plans, while exposure to LLM enabled them to appreciate the importance of acquiring information of critical importance to planning, such as rangeland and livestock conditions. This was reinforced by training in project proposal writing and financial management.

It was observed that the PMU and the Regional Steering Committees are steering the project in the right direction for assisting FIRMs to perform planning functions, and the progress of the project on this concept was rated **Satisfactory (S)**. The elaboration of this rating is provided in Annex 1 at the end of this report.

4.9.18 Identifying recommendations that will improve the efficiency and viability of local level resources management for local economic growth and equitable access to benefits

It was anticipated that pilot site activities and local level monitoring (LLM) would yield data and information that would form a basis for recommendations for improving the efficiency and viability of local level resources management for local economic growth and equitable access to benefits. A livelihood diversification survey was conducted and a report with recommendations was produced and distributed to stakeholder's potentials donors as a basis for fund raising for specific initiatives, although the alternative options are not prioritized in terms of capacity to generate income and releasing pressure on land resources, and also in terms of practicality given the NCR's conditions. This aspect of the project's progress is rated **Moderately Satisfactory (MS)**. The elaboration of this rating is provided in Annex 1 at the end of this report.

4.9.19 Providing guidance to the communities to identify alternative land-uses and business opportunities that would support sustainable land management

The alternative land uses that would support sustainable land management were supposed to be efficient in terms of releasing pressure on land, assisting with poverty alleviation, suitability in terms of climate and soil conditions, availability of buyers, and price fetched on the market per unit compared to the anticipated costs per unit. The livelihood diversification survey which was supposed to provide guidelines and clear recommendations for identified alternative land uses is silent on a lot of these things. However, the project was steered in the right direction for providing guidance to the communities to identify alternative land-uses and business opportunities

that would support sustainable land management, as a lot of experience and lessons learnt was likely to result from LLM and the pilot sites. Success on this aspect of the intervention is therefore rated **Satisfactory (S)**. The elaboration of this rating is provided in Annex 1 at the end of this report.

5.0 Challenges

The evaluation consultant identified a number of challenges facing the planning and implementation of the CALLC programme. These are listed below:

- a) How to increase the capacity and sustainability of communities to spearhead the CALLC interventions on their own;
- b) How to speed-up the transition to complete self-reliance without disrupting daily life in the communities;
- c) How to facilitate the achievement of the objectives of collective livestock and rangeland management under the circumstances of communally owned land resources;
- d) How to mainstream ISLM into regional level planning;
- e) How to design and implement a package of incentives to stop the migration of the youth from the rural areas (this package must include rural living conditions including rural housing, water and sanitation);
- f) How to handle the egg-laying issue in guinea fowl farming;
- g) How to rationalize horticultural marketing and to mainstream it into production planning.

6.0 Replicability

The rangelands throughout Namibia communal tenure drylands share the common problems of over exploitation, overgrazing, overstocking, and bush encroachment. They also share the root causes of degradation such as lack of alternative livelihood options, poverty, lack of knowledge and information on livestock and rangeland management, lack of livestock marketing infrastructure, and inappropriate social and cultural practices. On that count, a lot of aspects of the experience gained in the north central can be made to come to bear on planning in other regions of the country where livelihoods are dryland ecosystem farming. However, when it comes to replication and repeating the CALLC intervention on a larger scale or in other areas such as South Namibia, a lot of work has to be done to aspects such as project design and plan in order to cause similar changes and to observe similar responses. This imperative is especially so because Namibia is typified by large diversities in terms of farming systems and culture. However, there are certain concepts that stand a chance of success if they should be subjected to replication, among them the Livestock Marketing Committees and associated infrastructure such as kraals.

7.0 Lessons Learnt

A number of lessons have been learnt which are useful for future policy formulation. Some of these are listed below:

- a) The changing climate makes it necessary that local-level decision-making processes should be adopted and more use be made of local knowledge

- b) Resource users have the greatest interest in and often know best how to use resources sustainably. This information should be used at high levels, in planning, policy design, and implementation by all support organisations.
- c) The Forum for Integrated Resource Management approach has greatly improved communication and information dissemination, while the Local Level Monitoring systems represent a scope for improved rangeland planning and management through providing information changes in rangelands
- d) The best practices piloted by the CALLC intervention requires ongoing support at varying levels, and the activities are likely to unravel when the project ends unless they are integrated into the regular activities of the partner ministries.
- e) The community-based approach that empowers local communities to take the lead in staying informed about changes in their environment and provides a simple early warning system that will enable communities to better adapt to changes in climate.

8.0 Conclusions

The programme has been under implementation for close to three years although the implementation of activities was delayed due to unpredictable circumstances such as delays in mobilisation of resources including staff. As a result, many of its activities have been under implementation for barely three years, and lots of them are still under construction or can be described as work-in-progress. This renders it challenging to make realistic pronouncements on the impact of the programme. However, the intervention has made considerable progress in laying a foundation for an eventual trend towards meeting the outcomes under its objectives and towards identifying and promoting best practices in livestock and rangeland management. The programme's strategy of promoting local level decision-making tools as a basis for combating land degradation and for empowering land resources users at local level to assess sustainable land use management options and to call upon service providers for support according to their particular land management needs signals the project's clear recognition of the 'poverty-environment-nexus' as indeed the communities will always or will be empowered to act in their best interest. Therefore, although it is too early to assess the extent to which the intervention has impacted on rangeland and livestock management practices in the drylands on North Central Namibia, the overall assessment of the evaluation consultant is that in the light of the activities that have been carried out in the short period of time, the programme has made satisfactory progress towards meeting its objectives and goals, and was steered in the right direction while its implementation was Satisfactory.

9.0 Recommendations for Follow-up Activities

Assuming that the activities of the CALLC intervention will continue beyond the end of the current and mandatory three year period, the evaluation consultant makes the following recommendations for follow-up activities:

- a) The government (national and regional level) should be more vocal about the successes of FIRMs and other bottom-up approaches and should encourage strengthening of community based decision-making platforms and tools.

- b) In light of climate change and in order for the FIRM and LLM initiative to continue as a locally-driven approach the government should to embark on an aggressive public education campaign about the effects of land degradation on future livelihoods for the younger generation.
- c) Efforts ought to be planned to procure finance to support FIRMs and Local Level Monitoring systems as they are being established.
- d) The weak link between CPP-CALLC and Regional Planning will need to be addressed to ensure that regional development plans include SLM plans.
- e) The problem of lack of project-level monitoring and evaluation framework needs to be addressed to assist adequately assessment of progress with project implementation.
- f) To facilitate the incorporation of sustainable land management and other project outputs into regional development planning processes, Regional Authorities should be effectively included in the management structures set up under the CALLC intervention, especially as the Regional Councils are the vehicle for development planning in the NCRs.
- g) In the case of vegetables, the marketing of the produce should be made an integral part of the planning as opposed to the current practice of pushing production and the looking for the market.
- h) The proactivity of the extension service ought to be promoted given the management intensiveness and sensitivity of the alternative livelihood options that are being piloted by the intervention.
- i) The after-harvest wastage in the case of vegetables ought to be attended
- j) In order to give credit to guinea fowl farming, the egg laying problems of the birds ought to be attended and the marketing of the birds confirmed.
- k) The availability of water should be mainstreamed in agricultural planning, especially horticultural and fruit tree planting
- l) More financial support ought to be given to LLM as an important tool for generating information on changes in rangeland condition.

Annex 1: Analysis and Summery of Evaluation

	Concept to be assessed	GEF Rating	Remarks
1.0	Programme Formulation	MS	<p>The programme has recognised a) the poverty-environment nexus b) the complex links between human well-being and ecosystems c) the disproportionate significance of these links to the poor, which makes it imperative that poverty alleviation should be an essential component of environment project goals and objectives.</p> <p>It has specifically targeted a) the dryland/rangeland ecosystem, b) the reality that the people rely on the ecosystem services provided by the rangelands for their survival</p> <p>Also, the programme wisely targets the dryland/rangeland ecosystem that are directly related to the constituents and determinants of wellbeing [security, basic material for good life, health, freedom of choice and action, good social relations], although the directorates of education, health and culture are not represented on the various regional and local committees.</p> <p>The participatory nature of the project and the embracing of the local level decision-making approach are an indication that the programme is being steered in the right direction in terms of subscribing to instrumental freedoms.</p> <p>The focus of the project on the building of capacity for local level decision-making for land management is one of the most effective ways to achieve the institutionalisation of ISLM -the approach involves a broad range of stakeholders in the CAALLC initiative.</p>

2.0	The design of programme	MS	<ul style="list-style-type: none"> a) The design of the CALLC programme was informed by the CPP-SLM logical framework; b) The CALLC's FIRM approach built on the experience of FIRM on the Grootberg (Grootberg Farmers' Association) and with many changes both to avoid the past mistakes that attended the approach, and to ensure the programme operated closely with service providers in promoting FIRMs in the NC Regions; c) It is based on networking with a broad range of stakeholders; d) It focuses on building capacity for land management at community and individual levels, e) facilitates the institutionalization of SLM through involvement of a broad range of stakeholders, f) targets efforts on a cluster of regions addressing specific aspects of land degradation from a thematic perspective; g) CALLC management unit works closely with stakeholders implementation
2.1	Whether the problem the project is addressing is clearly identified and the approach soundly conceived.	S	CALLC is rooted in the CPP where land degradation was identified as a problem to be tackled through capacity building at all levels and dissemination of Cost effective, innovative and appropriate SLM techniques which integrate environmental and economic benefits
2.2	Relevance of project design within the framework of GEF guidelines and global concern regarding climate change adaptation	S	<p>The project aims at removing barriers; project builds on previous experiences and incorporates linkages with other sectors; project incorporates clear and effective strategies for ensuring sustainability and replicability ; LLM and event book system contribute to M&E plans.</p> <p>Climate change is written in the vision of the integrated plans of the LMCs (The goal</p>

			is to identify the impact of climate change and to ensure that the activities of the LMCs mitigate the impacts of climate change.
2.3	Whether the target beneficiaries and end-users of the results of the project are clearly identified.	S	The project targets the pastoral and arable farming communities who are residents of the NCR drylands. However closer working together, mobilisation and supervision is needed to get the farmers produce quality livestock and to convince them to sell. More training is also needed in the case of horticulture.
2.4	Whether the objectives and outputs of the project were stated explicitly and precisely in verifiable terms with observable success indicators	MS	The objectives and outputs of the project are explicitly stated, success indicators fairly observable and incorporated in the project logframe. However, they are over enthusiastic given the time frame of the project and the requirements for enacting policies for SLM.
2.5	Appropriateness of the project's concept and design to the current economic, institutional and environmental situation in the target regions – Omusati, Ohangwena, Oshana and Oshikoto	S	Project addresses land degradation, but also poverty and gaps in capacity, information and technology
2.6	Whether the relationship between objectives, outputs, activities and inputs of the project are logically articulated.	S	The project incorporates a logframe as a basis for analysing the objectives, outputs, activities and inputs
2.7	Contribution of the project's concept to the overall development objective as declared in the Project Document	S	Local communities were supported to use and manage their land in a pro-active and sustainable manner with a view that lessons learnt on the project sites will be used in planning in other areas. This was in line with the overall development objective of the Project to improve natural resources based livelihoods and ecosystem stability (and functions and services in the NCR).
2.8	Whether the project started with a well-prepared work-plan and reasons, if any, for deviations.		The project started with a well-prepared work-plan with a few changes made to adapt to the circumstances and realities on the ground; for example the project carried out

			demonstrations in conservation agriculture; and procured materials and equipment for such demonstrations
2.9	The likely impact of project interventions and sustainability of project outputs	S	Increased numbers in marketed livestock; improved grazing lands/rangelands due to destocking; improved livestock quality; and increased activity in horticultural production
3.0	Programme Planning	S	<p>The CPP on which CALLC is based adopted the Logical Framework Approach:</p> <ul style="list-style-type: none"> a) as the basis for project planning, implementation, monitoring and evaluation, b) as a way of restructuring the main elements in the project highlighting logical linkages between intended inputs, planned activities and expected results. c) CALLC is aligned against CPP's set of goals, objectives and outcomes, and was planned to be monitored against indicators established at the CPP Programme Level, d) Was also planned to be managed under a coordination framework involving five Ministries, NGOs, academia and donors (these would give policy direction, but also monitor and take steps to improve the impacts of projects based on the Goals, Objectives, Outcomes and Outputs that are elaborated in the CPP document for Phase 1).
4.0	Programme Ownership	HS	<ul style="list-style-type: none"> a) CPP is coordinated by committees of relevant ministers and permanent secretaries [This ensures the highest level of input into the programme and targets issues of land management which are considered critical for addressing the enhancement of community livelihoods]. b) The visioning activities enable the participation of the communities and service providers the intervention targeted the issues of real interest to the

			<p>communities [tackled them satisfactorily].</p> <p>c) Most activities supported belong to different ministries,</p> <p>d) The project Steering Committee's multi-stakeholder approach enhances popular ownership as major division heads become involved in project implementation</p>
5.0	Stakeholder participation at the Programme Formulation Stage	MS	<p>a) A broad spectrum of stakeholders including international development agencies was involved in the formulation and development of the CPP-SLM programme and its associated CALLC and CCA projects;</p> <p>b) A fully participatory process developed the CPP programme (traditional authorities, local politicians, and land management entities, etc.);</p> <p>c) community level involvement came in form of visioning exercises;</p> <p>d) Participation of government agencies at local level is low although project formulation was a multi-stakeholder exercise.</p>
6.0	Linkages between the Programme and other Interventions	HS	<p>a) CALLC is one of the main components the CPP-SLM and its intervention is in line with, and in support of, the objectives of the CPP-SLM programmes to address land degradation;</p> <p>b) It is also in line with governments policy to remove the barriers that obstruct official efforts to combat land degradation,</p> <p>c) CALLC is also linked through the CPP programme to programmes that were already on-going at the time of its development. [These programmes included UNEP's Kalahari Namib Project and funding the Desert Margins Programme, UNDP's Small Grants Programme and the Strengthening the Protected Area Network (SPAN) Project, and the World Bank's national level</p>

			<p>initiatives such as NACOMA and Integrated Community Based Ecosystem Management (ICEMA)];</p> <p>d) CALLC through the CPP shares experience with other initiatives which focus on partnerships between stakeholders in both the communal and private lands of Namibia LIFE, NAPCOD, CBNRM, NNFU and LMC. This enhances sustainability chances.</p>
7.0	Programme Implementation /Governance	MS	<p>The CALLC management unit at Ongwediva works through a pack of organisations, among them, the Regional Steering Committee, Regional Stakeholders Forum, Constituency Development committees, and the pilot site committee. This ensures that all stakeholders are on board and are able to fully participate in the project's activities and decisions.</p> <p>Communities send representatives to all committees to ensure vertical and horizontal communication;</p> <p>Regional Steering Committee is attended by directors come from all ministries directorates (This ensures cross-sectoral collaboration and planning and is in line with objective 1 of the CPP-ISLM Logical Framework)</p>
7.1	The delivery of inputs (quality & quantity) specified in the project document,	S	Inputs in the project included kraals(constructed by Meatco with EU funding), finances and partner ministries' counterpart support (technical, transport, extension)
7.2	Adherence to work plans, budgets, institutional arrangements and scheduling		<p>Project operates under the strict frameworks of the UNDP and GEF, and</p> <p>some things were dropped due to GEF restrictions – sometimes over</p> <p>adherence to GEF inconvenienced project implementation and inhibited innovation and flexibility</p>
7.3	Awareness of and interest of beneficiaries of the project	HS	There is a high involvement of the beneficiaries in the seeking of support

			from support organisations; and lots of suggestions and proposals come up.
7.4	The fulfilment of the <u>success criteria</u> as outlined in the project document/ Logframe.	MS	This was not easy to assess, but there were indications that the project was beginning to impact on issues of interest to livelihoods - livestock marketing behaviour through activities such as kraals establishment, activation or establishment of LMCs and FA's and horticultural gardening in places such as Onyulaye and Ekoka; and there was excitement about guinea fowl farming
7.5	The responsiveness of the project management to significant changes in the environment in which the project functions	S	a) Weather variability; staff turnover; ministries' budgets b) Project started in 2008 instead of 2006; pilot sites were reduced from 20 to 14; c) only 2 pilot areas have LLM (although all FAs have the activity); d) the technical advisor position was taken out (considered unnecessary); e) the implementation/roll-out of the pilot sites was in stages due to considerations of sustainability and lessons learnt.
7.6	Effectiveness of the steering committee		Since the beginning of 2011 the Committee meets regularly as scheduled, reviews progress and makes recommendations, and things move fast due to the good connections of the members.
7.7	Effectiveness of the management committee		Membership is multi-sectoral, Members attend meetings regularly; urgently attended to critical issues brought before them (that could not be resolved at the Steering Committee level), generally provided good guidance to the project, meetings were always full house.
7.8	Effectiveness of the pilot/local level committees		Pilot committees faced many problems: non-operational committee in some areas (Wildlife and Onamatanga committees); poor commitment and rampant absenteeism on the part of committee members (Livestock Marketing Committees); Difficulties in implementing LLC mechanisms within some proposed pilot areas, specifically regional operating CBOs (Eudafano, Wildlife Council, Livestock Marketing Committee and Onghushu); distances travelled by committee members to attend meetings; some pilot committees have dropped out due to leadership problems, while others have been very effective such as those in Olushanja and King Nehale.

	The role and effectiveness of UNDP, MAWF, and other stakeholders who were involved in the project	S	The DEE (MAWF) has been very active and supportive, the participation of other GRN ministries were constrained by their budgets;
7.9	Lessons from other relevant projects if incorporated in the project implementation.	S	CALLC shares experience with other initiatives such as the LIFE programme, NAPCOD, and the CBNRM which focus on partnerships between stakeholders and which devolved rights to the resources that they manage, putting local communities at the center of natural resource management. The project has built on the experience of kraals in Onyulaye and Omauni, and has supported refurbishment, improvement and extension.
7.10	The adequacy of management arrangements like Monitoring and backstopping of the project as expected by the Government and UNDP.	MS	Mainly through field visits and progress reports including UNDP and Steering Committee visits; the CPP monitoring plan was yet to be launched by the M&E expert.
7.11	The delivery of Government counterpart inputs in terms of personnel, premises and indigenous equipment.	MS	Government provided office space for Project Management Unit; and houses the project under the DEE (MAWF) –it is fully integrated in the work of the Ministry of Agriculture, Water and Forestry.
7.12	The project's collaboration with industry associations, private sector And civil society (NGOs, CBOs).	S	This comes in the form of representation on the Steering Committee (NNFU, Meatco, Meat Board, etc.), and participation in the preparation of integrated management plans.
7.13	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.	HS	Several tools have been used encourage full involvement of the intended beneficiaries in the project, among them posters, livestock calendars, integrated workplans, and multi-stakeholder workshops.
7.14	Institutional challenges	S	The harbour an interest in the CPP pack of projects. However, a) More effort is needed to intensify the involvement of the Department of

			<p>Water Affairs, the Ministry of Lands and Resettlement, and the Ministry of Regional and Local Government and Housing</p> <p>b) Except for the Directorate of Extension Services of the Ministry of Agriculture, Water and Forestry (MAWF), other government agencies in the field lack the necessary budgets to fully participate in the CALLC programme.</p> <p>c) Extension staff need to be more proactive in order for the work of the project to stall; currently they are busy with their regular work and they take minimal initiative</p>
8.0	Project Performance		
8.1	Whether the project resources (financial, physical and manpower) were adequate in terms of both quantity and quality.	MS	Project suffers from a) vehicle shortage (one vehicle to cover 4 regions); b) staff shortage (only 2 field coordinators to cover 4 regions); c) high staff turnover; d) long and slow procurement process
8.2	Whether the Project resources were used effectively to produce planned results.	S	There have been no complaints, UNDP/GEF guidelines were closely followed; the level of implementation was very high and a lot of work was initiated.
8.3	Whether the project was cost-effective compared to similar interventions elsewhere.	MS	Project was relevant to the problems of the area, a lot of activities were undertaken to guard against land degradation; project was most welcome in areas of water, livestock marketing, training (technology transfer), horticulture and local level coordination;
8.4	Whether the technologies selected (any innovations adopted, if any) were suitable.	S	Support to development concepts (such as the FIRM approach, the LLM system, production of the sustainability plan for the LMCs, establishment of LMCs and a marketing centre for the horticultural Marketing Association in Olushanja), was most appropriate
8.9	The role of UNDP Country Office and its impact (positive and negativ		The UNDP Country Office prepared contracts for consultancies, managed procurement procedures, provided technical support to the project and disbursed

	on the functioning of the project.		funds ably although there were occasional delays.
9.0	Programme Contribution to CPP's Objectives	MS	<ul style="list-style-type: none"> a) The intervention is in line with Objective 2 of the CPP-SLM "Cost effective, innovative and appropriate SLM techniques which integrate environmental and economic benefits are identified and disseminated". b) CALLC piloted 'best practices in rangeland and livestock management as well as technology and information dissemination; c) Contributed to capacity building and promotion of local level decision-making d) Piloted alternative livelihood options – furniture manufacture, horticulture and farming with guinea fowls and bees.
10.0	Monitoring and Evaluation	MS	<p>The baseline data which was collected by a consultant based on the CPP Log-frame provided an elaboration of the baseline situation covering all issues of interest to the CALLC; and an M&E framework was developed for the whole CPP programme.</p> <p>Also, the promotion of local level monitoring (LLM) and Event Book System, has been in the right direction for facilitating the generation of data on changes in issues of interest to livestock, wildlife and rangeland management.</p>
10.1	M & E: GEF Requirements	MS	The CPP programme of which CALLC is an offspring and has operated under GEF/UNDP auspices, and closely followed the requirements of the GEF. However, as the inability of the CPP to develop an M & E plan (as required by GEF) meant that the PMUs of the field level sub-projects (CALLC and CCA) did not have M & E guidelines.
10.2	M & E Financial Management	S	The finances of the CALLC sub-programme are governed by the regulations that apply to the finances of the CPP programme as a whole. The CPP project finances

			have been reported upon on a quarterly basis and annual audits on the financials of the project conducted by reputable audit firms. Interest has also been taken into project finances by the Steering and Management Committees, and they have been reported on in progress reports.
10.3	Budget and Financial Planning	S	Audited financial reports indicate that there were no substantive issues with programme finances to warrant major changes.
10.4	Disbursement Process	MU	The process is reported to be cumbersome and with lengthy delays that have stalled programme implementation in a number of cases.
10.5	Contribution to CPP's Outcomes	S	<p>a) The most relevant CPP ISLM concepts to CALLC are outputs 2.1.1, 2.1.2, and 2.1.3. These outputs underlie the entire rationale of pushing or operating via the FIRM concept.</p> <p>Thus the CALLC intervention is in line with CPP-SLM's outcome: 'Enhancing the adaptive capacities of farmers, pastoralists and natural resource managers to climate change in agricultural and pastoral systems.'</p> <p>b) Fair attempts have been made at creating an environment that enables communities to identify best practices and promoting the testing of new technologies for SLM at the pilot sites (drip irrigation, conservation agriculture);</p> <p>c) there has been commendable progress in the areas of building of capacity and development of technologies for SLM, and commendable progress has been made in the areas of grooming people to work together and seeking government support only as needed.</p>
11.0	Results and Impacts		
11.1	Regional and National Level Impacts		a) The Intervention has laid a foundation for tackling the causes and compounding factors of land degradation and unsustainable land resources

			<p>use:</p> <ul style="list-style-type: none"> b) As a result of monitoring and subsequent information exchange promoted by CALLC's FIRM/FSRE and LLM subcomponents, communities have been able to provide good supplementary feeds to prevent declines in livestock condition during the dry season, and to sell livestock to prevent overgrazing during dry periods; c) Opportunities for participatory monitoring, evaluation and adjustment of planned activities have been actualised; d) A variety of stakeholders with interest in the same issues have been involved in dialogue and information sharing; e) The FIRMs have served as platforms for sharing of information and knowledge and for integrated planning, involving a variety of stakeholders;
11.2	The major achievements of the project vis-à-vis its objectives, outcomes and outputs.		Communities and stakeholders have come to know each other and have learnt to work together on common problems; communities have learnt to request for assistance from service providers in the resolving of identified problems;
11.3	Disaster prevention and recovery		It is anticipated that climate change and land degradation will be mitigated by the sustainable utilisation of land resources in the NRC
11.4	Diversification of/alternative livelihoods		The project inaugurated experimentation of farming with bees and guinea fowls. However a lot of training and facilitation for the effort to become viable.
11.5	Rangeland and livestock management		The project supported livestock marketing infrastructure, LMCs, livestock marketing, production of calendar, and training programmes
11.6	What were the potential areas for project success? in terms of impact, sustainability of results and contribution to capacity development.		the potential areas for project success in terms of impact and sustainability of

			of results lies in livestock marketing and vegetable production. However a lot of effort is needed in training in the case of horticulture, and getting communities to produce quality animals and to sell in the case of livestock production.
11.7	Given an opportunity, what actions the evaluation consultant would recommend to ensure that this potential for success translates into actual success.		To ensure that the potential for success in livestock and vegetable production translate into actual success, the evaluation consultant recommends more direct marketing of livestock, a processing component to horticultural production; training and incentives to get farmers to sell livestock before the onset of the dry periods
11.7	What major issues and problems affected the implementation of the project, and what factors could have resolved them.		The major issues and problems affecting the implementation of the project include staffing; Scanty transportation; Staff turnover; Ministries struggling to stick to the individual schedules
11.8	Level of institutional networking achieved and capacity development of key partners, if being done in a structured manner at different stages – from inception to implementation.		The project facilitated fund raising and proposal writing training for supporting organisations; it also facilitated mass media training and exchange trips to Omaheke.
14.9	Environmental impacts (positive and negative) and remedial action taken, if relevant.		The project was steered in the right direction for great future impacts, creating a suitable environment for SLM, etc.
11.10	Social impacts, including impact on the lives of women at each project sites.		It is anticipated that the activities of the project such as training, marketing infrastructure establishment for vegetable and livestock products, promotion of LMCs, water resources management etc. will have will result in relative improvement in the lives of the people, especially as the women and youth are strongly involved in the planning meetings and other and activities

11.11	Underlying factors, beyond control, that are influenced the outcome(s) of the project.		<p>Many factors, beyond control, are likely to influence the outcomes of the Project among the peasant culture of self-preservation, the keeping of animals for prestige which governs the non-willingness to sell, the rampant poverty, the small number of buyers for animals, the prices of animals, and the long distance travelled by beneficiaries to scheduled meetings.</p>
11.12	Global Environmental Impacts/ Achievement of Global Environmental Goals	MS	<ul style="list-style-type: none"> a) Programme was designed to provide support to projects for [the purpose of] realising global environmental benefits; b) The harmonization of national environmental and development planning policies aimed to phase out unsustainable development practices and allow conservation of the functional integrity of Namibia's internationally significant dryland ecosystems (the Cuvelai); c) The creation of cross-sectoral programme management bodies aimed to ensure the preservation of the various ecosystems that are represented in Namibia. d) LLM project subcomponent subscribed to availability of comprehensive monitoring and evaluation systems that are needed for the generation of improved information on ecological sustainability while the pilot sites concept aimed to test identified SLM approaches (which were aimed at preserving and enhancing the integrity of globally significant ecosystems that are endemic to Namibia)
12.0	Activity Relevance	S	<p>Addressed issues related to land degradation; established appropriate responses to problems; promoted best practices in livestock and rangeland management; focused on building capacity for local level decision-making for land management as a way to achieve the institutionalisation of ISLM; involved of a broad range of stakeholders:</p> <ul style="list-style-type: none"> a) Promoted tools for local level decision-making;

			<ul style="list-style-type: none"> b) Piloted best practices in livestock and rangeland management and in combating land degradation; c) Contributed to the building of capacity to create self-reliant communities; d) Promoted more timely reduction of livestock numbers and selling of livestock as dry periods developed, rotational grazing and appropriate resting of the grazing lands, and cooperative purchases of required livestock medications.
12.1	Relevance of the Programme to the needs of North Central Namibia	S	CALLC targeted the land degradation problems of the north central with tools for best practices in livestock and rangeland management. These tools included training, demonstration, livestock marketing, water conservation -drip irrigation, conservation agriculture, water harvesting) and promotion of local level decision-making. The programme was therefore developed to address real local needs (overstocking, overgrazing, trampling near water points, bush encroachment, gaps in knowledge, information and technology, social/cultural encumbrances, etc.) and is therefore relevant to the situation that obtained in north central Namibia at the time.
12.2	Whether the project is relevant to the development Priorities of the country and the region.	S	Project deals with protective and sustainable utilisation issues of land resources and related livelihoods, ecosystem stability, functions and services in the NCR
12.3	The link between the project and UNDP priorities and that with the UNDAF and UNDP CPD for Namibia.	HS	Project is a part of the multi-donor funded and multi-stakeholder supported CPP and is therefore sufficiently linked to the UNDAF and UNDP CPD for Namibia.
12.4	Given the objective of the project whether appropriate institutions have been assisted.		The FIRM aimed at the establishing and strengthening of local-level institutions for enhanced livestock and rangeland management and at avoiding confusion and duplication of efforts in service provision. The integrated work plan streamlined development project implementation at community level.
13.0	Effectiveness	S	<ul style="list-style-type: none"> a) Knowledge has been imparted in various spheres through training;

			<ul style="list-style-type: none"> b) Sustainable land-use options and approaches (that reduce pressure on land resources) have been demonstrated; c) Communities are getting familiarised with Local Level Monitoring and local level decision-making; d) LLM and FIRM have potentially contributed to planning, information and technology dissemination and M&E e) A comprehensive integrated plan has been developed to promote working-together among stakeholders
13.1	Effectiveness of programme execution	S	<ul style="list-style-type: none"> a) The participatory nature of the programme (involving civil society entities, community groups and private sector entities all working in a collaborative manner to address the challenges that had been identified), b) Incentive-based approach to conservation resulted in the commitment by local populations,
13.2	Contribution to Capacity Development	S	In line with CPP-SLM's capacity development strategy, a number of training programmes were undertaken under the CALLC initiative covering a wide area, including beekeeping, Mushroom production, conservancy capacity; Livestock management, financial management, vegetable gardening techniques, natural resource monitoring, Guinea fowl and Poultry farming, HIV/AIDS management, proposal writing, and work planning and budgeting. Men, women and youth attended them; Visits were arranged for farmers to see how things are done elsewhere (for example to Omahake); conducted training for wildlife guards; assisted LMCs with infrastructure.
14.0	Programme Benefits	S	The activities of the CALLC project include training in livestock and rangeland management, promotion of improvements in livestock marketing, training for local level monitoring and facilitation of local level decision-making. The package indicates that things are moving in the right direction for SLM in the north central drylands i.e.

			that a foundation is laid for enhanced rangeland for livestock feeding, greater turnover of livestock products, popular participation in decision-making and better coordination and less duplication of efforts, and eventually increased incomes and improved livelihoods for the communities.
14.1	The Capacity of the programme to provide lessons to other regions	MS	The rangelands throughout Namibia share the common problems of over exploitation, overgrazing, overstocking, and bush encroachment. They also share the root causes of degradation such as lack of alternative livelihood options, poverty, lack of knowledge and information on livestock and rangeland management, lack of livestock marketing infrastructure, inappropriate social and cultural practices and climate hazards such as variability.
14.2	Contribution to CPP's Objectives and Outcomes		<ul style="list-style-type: none"> a) The relevant CPP ISLM concepts to CALLC are outputs 2.1.1, 2.1.2, and 2.1.3. These outputs underly the entire rationale of pushing the FIRM concept. b) Great enthusiasm was exhibited by the members of the community when interviewed about the activities of the programme. c) Commendable progress has been made in the areas of grooming people to work together and to seek support only as needed.
15.0	Programme Impacts	MS	<p>The intervention has been under implementation for about three years. It would therefore be unrealistic to expect that it will have yielded any measurable results and impacts at local level. However, the project was steered in the right direction and good foundation were laid for:</p> <ul style="list-style-type: none"> a) positive changes in land use/land cover; increases in rangeland productivity; b) changes in water hassle scenarios for human consumption and agricultural uses; c) improvements in human well-being (measured as percentage of rural population below a poverty line; percentage of chronically undernourished children and maternal mortality ratio) (thanks to capacity building and 'FIRM and LLM' activities); d) Also,

			<ul style="list-style-type: none"> • Stakeholder government divisions and directorates in the regions have appreciated the importance of collaboration and togetherness in problem solving; and • LMC facilities supported by the intervention are beginning to pay off. • There have been trials with furniture production, and horticultural farming is a high prospect in poverty reduction.
15.1	Measuring progress and success	S	Baseline data existed at the start of the evaluation (collected by a previous consultant) which included data from the CALLC's North-Central sites. This data indicated that programme management was moving in the right direction. The Mid-term evaluation report of November 2010 made the same observation.
15.2	Progress at objective level	MS	<p>a) The activities of the local level initiatives have focused on community capacity enhancement for local level monitoring, tools for local level decision-making, and the development of new production and natural resources management technologies that have direct implications on livestock and range management.</p> <p>b) Management structures for driving the CALLC agenda at the local level have been established, and achievements have been made in mobilizing community groups and conducting visioning exercises.</p> <p>c) The visioning exercises have helped define community priorities at local level, and facilitated the implementation of CALLC programmes at various sites across the four regions, focusing on capacity needs and targeting livestock and rangeland management problems.</p> <p>d) Overall therefore, commendable progress has been recorded towards achieving Objective 1 of the programme while making initial progress towards achieving Objective 2.</p>
15.3	Regional and National level impacts	S	CALLC was designed to empower the local communities of the North-Central regions of Namibia to manage their rangeland resources for themselves in a sustainable

			<p>manner and to equip community groups and other resource users with adaptive management skills to enable them to respond to changing circumstances, as well as to develop the new technological tools and skills needed for the adaptation.</p> <p>A major outcome the intervention was supposed to comprise of enhanced communication and information exchange at all levels, and stakeholders' working together to see that livestock and rangeland management improved. It is reported that as a result of monitoring and subsequent information exchange, communities have been able to provide good supplementary feeds to prevent declines in livestock condition during the dry season, and to sell livestock to prevent overgrazing during dry periods.</p>
15.4	Global Environmental impacts	S	<p>In its relation to CPP-SLM, CALLC was designed to promote the protection of ecosystem integrity over large areas of the country, especially to reduce unsustainable development practices as well as to encourage the conservation of the functional integrity of Namibia's dryland ecosystems which are home to critical biomes and habitats.</p> <p>The North Central Regions are based in the tranboundary Cuvelai wetland of international importance.</p> <p>The CPP project through the CALLC and CCA is believed to have successfully promoted movement towards the establishment of processes that will result in the creation of the enabling environment for the conservation of ecosystems, and despite the short time in which the CALLC programme has operated, considerable progress has been made towards steering the programme in the right direction. FIRM has promoted participatory monitoring, evaluation and adjustment of planned activities; Served as a platform for sharing of information and knowledge; and Provided a platform for integrated planning, involving a variety of stakeholders.</p>

16.0	Sustainability	S	<p>a) The FIRM approach which CALLC is promoting requires on-going support at varying levels, and it is likely to unravel when donor funding “dries up”. Besides, virtually the entire CALLC activity at the local level is project-driven and is likely to sag when the project comes to an end. However, the intervention has targeted the women and the youth with training programmes that are geared to the solving of identified problems and to the provision of management skills for issues of concern such as water infrastructure, bush encroachment and poor grasses.</p> <p>b) CALLC implements CPP’s approach of integrating environmental and economic benefits in an incentive-based approach to conservation. This is likely result in the commitment by local communities to SLM.</p> <p>c) The CPP programme of which CALLC is a part, involves a broad range of governmental and non-governmental institutions its implementation, and it is implemented in a manner that will facilitate the full integration of SLM across the majority of sectors that deal with sustainable rural development in Namibia.</p> <p>d) The project was implemented within the framework of the mother institutios/ministries, which in any case are targeting/implementing CALLC activities as their own;</p> <p>e) Also, the PMU had drawn up a sustainability plan to guide the integration and institutionalization of key outputs of the CALLC project into the implementation structures of partner ministries and other stakeholders beyond the duration of the project.</p>
16.1	Financial Sustainability	US	<p>Various government entities and private sector entities have contributed co-financing to the implementation of CALLC’s parent the programme, the CPP-SLM, and the private sector recognises the importance of the CPP programme to national growth and development. However, there is little likelihood that the private sector will</p>

			participate in the financing of CALLC/CPP activities in the north central regions in a substantive manner. This leaves the burden for the continuation of the project largely in the lap of the government.
17.0	Outcome	S	As anticipated, the project has yielded/caused/resulted in: <ul style="list-style-type: none"> a) enhanced communication and information exchange b) facilitation of stakeholders' working together c) Strengthened LMCs, d) Establishment of Kraals e) Promotion of establishment of FAs f) Formulation of integrated plan g) Demonstration of best practices on pilot sites h) Capacity creation through training and visits i) Water harvesting systems j) Drilling of bore holes k) Introduction of Wildlife (Okongo) l) Marketing Centre for Horticulture m) Alternative livelihood options n) Drip irrigation system
17.1	Reduced carbon emissions, Improved carbon sinking capacities		*
17.2	Improved watershed regulation services within transboundary waterways, [Cuvelai basin, a transboundary ephemeral basin shared between Angola and Namibia].		*
17.3	Reduced stress on biodiversity of global significance		*
17.4	Improved air quality and micro-climatic functioning from the maintenance of land cover		*
17.5	Identification of feasible farming options [to diversify the livelihoods of rural communities]		In collaboration with the Directorate of Forestry (MAWF/DoF), started a trend towards the planting of economically valuable trees, and ensuring that indigenous tree

			species are chosen that are suitable to the respective environmental conditions, and commissioned a consultancy to produce a report on alternative livelihoods (the report has been delivered). (DOF provided the seedlings)
17.6	Testing and adapting new ways of providing extension services to poor farmers		In this regard, the project has achieved the following: a) Extended the FIRM approach b) Drafted best practice guidelines for extension service providers
17.7	Local Level Support		Promoted identification and evaluation of best practices and models that combine sustainable agricultural practices and poverty reduction; promoted LMCs and established FAs
18.0	Performance on Specific Issues		
18.1	Establishing and/or promotion of Multi-sectoral resource management institutions in the North Central regional block through the FIRM approach	S	<ul style="list-style-type: none"> a) 14 pilot sites were established; b) 14 FIRMs established; c) 9 Farmer's Associations (FA) were established in nine constituencies across the North-Central Regions; d) LLMs have been established for each FA and data collection relevant to livestock marketing, rangeland condition is underway. e) Guidelines for establishing livestock kraal committees were developed and 43 kraal committees were established and trained to spearhead the LMC's and FA's fund raising, animal gathering protocol and data collection (LLMS) activities.
18.2	Identifying feasible farming options [that will help to diversify the livelihoods of rural communities and thus relieve over reliance on land resources and undue pressure on land];	S	a) A number of alternative livelihood options were identified and provided with support. These included bee-keeping, mushroom production, vegetable gardening, wildlife based project in Okongo, agro storehouse, horticulture marketing centre (Olushandja), and grafted fruit trees;

			b) Water and draught remain major problems
18.3	Promoting the planting of economically valuable trees [especially indigenous tree species that are suitable to the respective environmental conditions];	MS	<p>a) A number of indigenous tree seedlings were provided by MAWF (DOF) and planted;</p> <p>b) 1030 grafted fruit trees seedlings were provided by the project and planted to promote fruit production in pilot communities;</p> <p>c) The project promoted awareness on the importance of plant diversity and its roles to terrestrial ecosystems;</p> <p>d) A major problem in this regard is likely to be water</p>
18.4	Drafting best practices guidelines for extension service providers;	S	<p>The project facilitated processes that have contributed to best practices in extension service provision; The FIRM approach has promoted coordination and effective delivery of services, and laid foundation for avoiding wasteful duplication and facilitating the participation of the beneficiaries in service delivery and planning. The project has also contributed in terms of policy recommendations through:</p> <p>(a) Strengthening institutional environment for ISLM through Local Level Coordination; (b) Sustainable Alternative Livelihood diversification; (c) Enhancing the capacities of Livestock Marketing Committee (LMC) for livestock and rangeland management; d) Providing lessons learned from the project initiatives, innovations and good practice which can be used in future policy formulation.</p> <p>However, the project has not enacted policies as this is beyond project's mandate.</p>
18.5	Facilitating identification and evaluation of best practices and models that combine sustainable agricultural practices and poverty reduction;	S	<p>The project has supported water conservation through drip irrigation and conservation agriculture, and best practices in rangeland and livestock management;</p> <p>Supported establishment of livestock marketing infrastructure; piloted faming with different technologies and concepts with view to getting lessons that can be applied elsewhere in Namibia; Commissioned a livelihood diversification survey; The facilitation of LMCs is a clear example of a model that combines sustainable agricultural practices and poverty reduction. (To some extent this also applies to horticultural production in the Olushandja area). A livelihood diversification survey</p>

			<p>was conducted;</p> <p>A number of the options touched on in the report have been piloted on some sites, with a focus on income creation;</p> <p>The report fell short on issues of poverty alleviation and releasing pressure on land resources</p>
18.6	Assisting with efforts to scale up conservancies across the country;	US	Supported conservancies as one of activities of the CALLC intervention - conservancies are a constituent part of the package of the alternative livelihood options facilitated by the intervention, although attempts made to integrate FA and conservancies using King Nahale as a model faced problems at policy level
18.7	Enhancing the capacity of regional and local authorities with respect to SLM thus supporting MRLGHRD to enhance the delivery capacity of these authorities.		Local authorities underwent a lot of exposure to SLM concepts and to information from volumes of propaganda material; Local authorities as stakeholders attended and participated in all the CALLC facilitated training programmes and familiarisation visits; Also in the CALLC-supported development of the comprehensive integrated work plan which forms a model for the operations of the regional and local authorities; The intervention also tested the FIRM approach to revolutionise service delivery by putting the beneficiaries of development services in the driver's seat in decisions on services to be delivered. CALLC supported the development of a comprehensive integrated work plan which forms a model for the operations of the regional and local authorities;
18.8	Testing and adapting new ways of providing extension services to poor farmers by extending the FIRM approach;	S	Regional authorities have been made aware of regional stakeholder cooperation through the FIRMs/FSRE approaches; CALLC has supported the devolving of power to local level bodies and the strengthening of planning mechanisms at a Constituency level using the Constituency Development Committees (CDCs) as a platform to monitor and evaluate progress; lessons were learned that can be used to streamline policy and shape implementation of community development initiatives in future; the

			<p>intervention has piloted local level coordination and decision-making;</p> <p>The intended results could not be reached fully due to problems such as the short project lifespan and lack of human and financial resources;</p>
18.9	Supporting partner Ministries to accelerate the pace of decentralization;	S	<p>The composition of the Project Steering Committee provides a model platform to coordinate and support implementation of integrated rural development approaches;</p> <p>The FIRM approach has enabled the partner ministries to taste the beauty of local level decision-making and coordination as a sustainable way to do development.</p> <p>The intervention highlighted the way to go in terms of pursuit of sustainable rural development. The composition of the Project Steering Committee proved to be a model platform for coordinating and supporting implementation of integrated rural development approaches; the FIRM approach has demonstrated the benefits and practicality of local level coordination and decision-making;</p> <p>Experience was gained from cooperation at the level of formulating integrated work plans.</p>
18.10	Attempting to improve relationships between all stakeholders horizontally and vertically through, among others, promotion of information flow and cooperation		<p>The comprehensive integrated work plans provided a good platform for closer working together between stakeholders; The FIRM approach together with the concept of the Regional Steering Committee facilitated information flow by bringing people of diverse backgrounds to work together on common problems. The CALLC intervention-facilitated preparation of comprehensive integrated work plans provides a good platform for the closer working together between stakeholders;</p> <p>Tested the FIRM approach which improved information dissemination and local level coordination.</p>
18.11	Enhancing the capacity of partner Ministries and regional authorities to plan, take action, monitor, evaluate and adapt land management support activities;	S	<p>The CALLC intervention demonstrated that: a) integrated work plans developed, owned and implemented by local Communities provide a more sustainable model and basis for financial support to community development initiatives; b) successful</p>

			<p>implementation of community initiatives using community driven approaches might be a key lesson for policy.</p> <p>c) The technology and information dissemination aspects of the FIRM together with the information capturing LLM subscribed to the importance of data and information for planning, monitoring, evaluation and adaptation in land resources management.</p> <p>d) Supported developing of Integrated work plans; the plans provided a sustainable model and basis for financial support to community development initiatives; Demonstrated that successful implementation of community initiatives using community driven approaches might be a key lesson for policy;</p> <p>Some key support organizations still believe that project and support organization should come up with solutions to community problems,</p> <p>There is a clear need to incorporate regional planning into the project's Regional Steering Committee.</p>
18.12	Building skills within communities to establish alternative livelihoods and to monitor land use impacts;	MS	<p>The key activities used by CALLC in community capacity building were training and exchange of visits, while LLM and 'eventbook' systems were the tools for monitoring land resources over time;</p> <p>Institutional capacity building at local level was constrained by disintegrated sector-based support, mushrooming sector-based committees within communities;</p> <p>The LLM and eventbook systems as monitoring tools have still to stabilise. Facilitated training and exchange of visits; Supported LLM and 'eventbook' systems as tools for monitoring changes in land resources over time; Exposed beneficiary communities to farming technology in various alternative livelihood options placing such communities in position to establish alternative livelihoods and to monitor land use impacts on their own; Institutional capacity building at local level was constrained</p>

			by disintegrated sector-based support, and mushrooming sector-based committees within communities, which led to weak institutional establishment at local level; the LLM and 'eventbook' systems have still to stabilise.
18.13	Piloting and adapting measures to organize communities and strengthen appropriate institutions at community level [to spearhead and sustain community-based SLM]	S	<p>The piloting and adapting of measures to organise and to strengthen institutions at community level has been the main strategy of the CALLC intervention;</p> <p>During the course of its operation, the intervention has a) facilitated the establishment of 14 pilot sites and 14 FIRMs 9 Farmer's Associations (FA) in nine constituencies across the North-Central Regions; 14 LLMs, and 43 kraal committees to spearhead the LMC's and FA's fund raising, animal gathering protocol and data collection (LLMS) activities.</p> <p>b) facilitated the organising of communities into groups such as farmers' Associations, Livestock Marketing Associations, horticultural farmers associations, guinea fowl farmers' Associations and pilot committees;</p> <p>operated through community group institutions as the springboard for promoting local level coordination and decision-making;</p> <p>laid a foundation for enabling the local level institutions to adopt the required culture of discussing local problems and seeking assistance from service providers.</p> <p>Operated through community groups as the springboard for promoting local level coordination and decision-making on issues of streamlining SLM into livelihood seeking activities.</p>
18.14	Advancing community-based monitoring mechanisms through the FIRM approach that allows easy and comprehensible monitoring of natural resources at local level.	S	Supported the concept that monitoring of changes in land resources and rangelands at local level required easy and comprehensible monitoring of natural resources at that level, and was a prerequisite to planning and effective local level coordination

			<p>and decision-making.</p> <p>A key challenge to the intervention therefore was how to implement an LLM that would be sustainable taking into account past failures in implementing the FIRM approach.</p> <p>supported supported LLM as the fund raising strategy of Livestock Marketing Committees, It was appreciated that monitoring of changes in land resources and rangelands at local level required easy and comprehensible monitoring of natural resources at that level, and was a prerequisite to planning and effective local level coordination and decision-making. A key challenge to the intervention therefore was how to implement an LLM that would be sustainable taking into account past failures in implementing the FIRM approach.</p> <p>Supported LLM as the fund raising strategy of Livestock Marketing Committees, (In this case, the incentive for monitoring, i.e., collecting and analysing information on rangeland management including rangeland conditions, carrying capacity, available fodder and livestock conditions would come from the marketing of livestock)</p>
18.15	Establishment of FIRMs in the project to act as platforms for service providers to contribute to the development needs of local resource users in a coordinated manner;	S	<p>The intervention has established a considerable number of FIRMs, which jointly with Integrated Work Plans provided the stakeholders with planning tools and an environment which played a critical role in Community Development by facilitating coordination. Established FIRMs to enable local communities to be at the centre of their own development process, and to act as platforms where relevant service providers would be able to contribute to the development needs of local resource users in a coordinated manner;</p> <p>Promoted the view that Long term plans 'Integrated Work-Plans' are very important planning tools which can play a critical role in community development by facilitating coordination;</p>

18.16	Building capacity for community based organizations (CBOs)	S	<p>CBOs have participated in all the capacity building activities of the project including training and familiarisation visits, they have been exposed to the project's SLM propaganda material. The purpose of this activity was to enable local resource users to independently develop their own land management plans, and to solicit relevant support from external supporters to implement those plans in a sustainable manner.</p> <p>The intervention's tools in this regard comprised of training, exposure, visioning exercises, and integrated work-plans targeting all the stakeholders; facilitated training in among others, project proposal preparation and financial management; Supported the preparation the of guidelines for establishing livestock marketing kraal committees.</p>
18.17	Assisting FIRMs to perform planning functions such as reviewing national and local level policies and assessing the effect of such policies on local level natural resources management;	S	<p>Apart from direct exposure to planning via participation in preparation of integrated work-plans and visioning exercises, the communities have been exposed to monitoring concepts for rangeland and livestock condition as well as to local level monitoring tools such as LLM and 'eventbook' systems. Promoted the FIRM approach as a tool for information and technology dissemination; Supported local level monitoring, visioning exercises, formulation of integrated work-plans, and evaluation visits by high level decision making teams at regional level to specific sites as planning tools; Promoted the LLM system as a tool to facilitate the monitoring of natural resources at local level for changes that might affect local economic growth and equitable access to resources,</p> <p>The FIRM platform to lay a foundation for enabling beneficiaries to review local policies and assess the impact of such policies on local natural resources management.</p> <p>Exposure to LLM enabled communities to appreciate the importance of acquiring information of critical importance to planning, such as rangeland and livestock conditions; All these activities were reinforced by training in project proposal writing and financial management.</p>

18.18	Identifying recommendations that will improve the efficiency and viability of local level resources management for local economic growth and equitable access to benefits;	S	<p>The implementing of pilot site activities and local level monitoring laid a foundation for gathering data and information that would form a basis for recommendations for improving the efficiency and viability of local level resources management;</p> <p>A livelihood diversification survey was conducted and a report was distributed to stakeholder's and potentials donors as a basis for fund raising for specific initiatives,</p>
18.19	Providing guidance to the communities to identify alternative land-uses and business opportunities that would support sustainable land management	S	<p><u>A livelihood diversification survey</u> was supposed to provides guidelines and recommendations for identified alternative land uses; the project supported: a) livestock marketing to enable farmers to avoid overstocking and overgrazing; b) horticultural production and marketing, and c) piloted farming with bees and guinea fowls. The livelihood diversification survey which was supposed to provide guidelines and clear recommendations for identified alternative land uses is silent on a lot of things such as the releasing pressure on land, assisting with poverty alleviation, suitability of various options in terms of climate and soil conditions, availability of buyers, and price fetched on the market per unit compared to the anticipated costs per unit.</p>

Annex 2: Analysis of Achievements

Table 1: Accomplishments of Pilot Sites (Omusati)

Omusati	Site	Accomplishment
	Omusati Livestock Marketing (2,657,300ha)	<ul style="list-style-type: none"> Developed Intergraded work plans Established Farmer's Association (Onesi, Ruacana, Okahao and Otamanzi constituencies) Onesi FA, Ruacana FA, Ekango FA and Kuugongelwa FA Negotiated with Meatco to contribute a fee for sustainability of FAs in the NCRs Coordinated with Meatco in order to draw up contract and handover the ownership of multipurpose marketing kraals to FAs Conducted an exchange trip to Omaheke for established FAs Coordinate and supported marketing of livestock Developed the guidelines for establishing the kraal committees TV programme on land degradation Supported the establishment of the Omusati Regional Farmer's Union Supported the radio talks on livestock management and land degradation Supported a workshop on livestock marketing in communal land Procured filling cabinets and established the filling system for OHPA Constructed the multi-purpose livestock marketing kraal at Epalela Constructed the small stock livestock handling and marketing kraals at Epalela, Okahao and Omakange Implemented the LLMS Supported the Small stock breeding improvement by procuring Boers goats for Onamatanga Developed the integrated work plan Supported proposal drafting workshop Assisted OHPA to draw up proposals for funding Coordinated the funding for the construction of the Horticulture Marketing Centre Contributed funding for the construction of the marketing centre Procured grafted fruit tree seedlings and distributed to 26 farmers at Olushandja Procured filling cabinets and established the filling system for OHPA Fenced off field to cultivate Mahangu, sorghum and other rain-fed crops' registered with Namibia Seed Growers Association to market their produce, especially the Mahangu Purchased 10 cultivators and 3 rolls of fencing material through CPP Supported the Conservation Agriculture Demonstration
	Olushandja Horticultural Producers Assoc. (OHPA)	
	Onamatanga Small Scale Farming	

		<ul style="list-style-type: none"> • Procured filling cabinets and established the filling system for OHPA • Supported a guinea fowl management training • Supported guinea fowl distribution to communities as a livelihood option • Supported the Small stock breeding improvement by procuring 5 Boers goats
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Table 2: Accomplishments of Pilot Sites (Oshikoto)

Oshikoto	Site	Accomplishments
	Oshikoto Livestock Marketing Committee (2,660,700ha)	<ul style="list-style-type: none"> • Developed Intergraded work plans • Reviewed the Onyuulaye Cooperative Constitution and supported the establishment of the Onyuulaye FA • Established Farmer's Association (Okankolo, Omuthiyawipundi, constituencies) • Upgrading of the Onyuulaye Auction kraals • Constructed the small stock marketing and handling facilities at Omutsewondjamba and Onyuulaye • Negotiated with Meatco to contribute a fee for sustainability of FAs in the NCRs • Coordinated with Meatco in order to draw up contract and handover the ownership of multipurpose marketing kraals to FAs • Conducted an exchange trip to Omaheke for established FAs • Coordinate and supported marketing of livestock • Developed the guidelines for establishing the kraal committees • TV programme on land degradation • Supported the radio talks on livestock management and land degradation • Supported a workshop on livestock marketing in communal land • Procured filling cabinets and established the filling system for Onyuulaye and King Nehale • Implemented the LLMS <p>Supported the Small stock breeding improvement by procuring Boers goats for King Nehale</p>
	King Nehale Conservancy (4,300ha)	<ul style="list-style-type: none"> • Facilitated the integration of FA into conservancy with challenges • Procured filling cabinets and established the filling system for OHPA • Supported mushroom training • Procured materials for mushroom production • Coordinate and supported marketing of livestock • Supported exchange visit to Caprivi on Bee Keeping • Supported the financial management training • Supported the proposal writing training • Supported the Small stock breeding improvement by procuring 5 Boers goats • Constructed the small stock marketing and handling facilities at Omutsewondjamba •

	Onyuulaye FIRM	<ul style="list-style-type: none"> • Developed Intergraded work plans • Reviewed the Onyuulaye Cooperative Constitution • Negotiated with Meatco to contribute a fee for sustainability of FAs or Cooperatives in the NCRs • Upgrading of the Onyuulaye Auction kraals • Conducted the exchange visit to Farmer's Associations in Omaheke • Supported the establishment of a gardening project in Onyuulaye including fencing, drip system, store house, seeds, fertilizer, pesticides watering cans, pesticides and spraying containers • Constructed the store house and water harvesting system • Procured grafted fruit tree seedlings for the garden at Onyuulaye • Supported the fencing of the livestock holding pen • Conducted exchange visit on gardening to Olushandja and Epya-eshona • Supported the financial management training • Supported the proposal writing training • Supported mushroom training • Procured materials for mushroom production • Procured grafted seedling for the Orchard • Supported a guinea fowl management training • Supported guinea fowl distribution to communities as a livelihood option • Constructed the small stock marketing and handling facilities at Onyuulaye • Constructed the two flash toilets at Onyuulaye auction kraals

Table 3: Accomplishments of Pilot Sites (Oshana)

Oshana	Site	Accomplishments
	Oshana Livestock Marketing Committee (529,000ha)	<ul style="list-style-type: none"> • Developed Intergraded work plans • Established Farmer's Association (Uuvuthiya and Okatyali constituencies) • Constructed the small stock marketing and handling facilities at Okatyali • Negotiated with Meatco to contribute a fee for sustainability of FAs in the NCRs • Coordinated with Meatco in order to draw up contract and handover the ownership of multipurpose marketing kraals to FAs • Conducted an exchange trip to Omaheke for established FAs • Coordinate and supported marketing of livestock • Developed the guidelines for establishing the kraal committees • TV programme on land degradation • Supported the radio talks on livestock management and land degradation • Supported a workshop on livestock marketing in communal land • Procured filling cabinets and established the filling system for Uuvuthiya and Okatyali • Implemented the LLMS

Table 4: Accomplishments of Pilot Sites (Ohangwena)

Ohangwena	Site	Accomplishments
	Ohangwena Livestock Marketing Committee	<ul style="list-style-type: none"> • Developed Intergraded work plans • Established Farmer's Association (Okongo constituency) • Upgrading of the Omauni Auction kraals • Constructed the small stock marketing and handling facilities at Okongo • Negotiated with Meatco to contribute a fee for sustainability of FAs in the NCRs • Coordinated with Meatco in order to draw up contract and handover the ownership of multipurpose marketing kraals to FAs • Conducted an exchange trip to Omaheke for established FAs • Coordinate and supported marketing of livestock

		<ul style="list-style-type: none"> • Developed the guidelines for establishing the kraal committees • TV programme on land degradation • Supported the radio talks on livestock management and land degradation • Supported a workshop on livestock marketing in communal land • Procured filling cabinets and established the filling system for Okongo FA • Implemented the LLMS • Supported the Small stock breeding improvement by procuring Boers goats for Oshushu OIKE
	Okongo Community forest/Conservancy	<ul style="list-style-type: none"> • Integrated work plan the conservancy, community forest and guinea fowl • Rangeland and livestock marketing (LMC activities) • Conservation agriculture • Carpentry project • Supported beekeeping training and honey production materials • Conducted exchange visit on bee keeping to Caprivi • Supported the establishment of a guinea fowl Association • Procured materials and supported the construction of toilets at Omauni in collaboration with other partners • Coordinated the drilling of a borehole for Community Forest office at Omauni • Procured water provision materials for Community Forest office at Omauni (including 10 000 liters & 5000 liters tanks) • Coordinated the establishment of a wildlife Core area for Okongo conservancy with MAWF(land) and MET fencing and wildlife • Procured fencing and water provision materials for the wildlife core area at Okongo Conservancy • Supported the financial management training • Supported the establishment of the catering service for Okongo Community Forest • Supported the proposal writing training
	Omufituwekuta Community Forest	<ul style="list-style-type: none"> • Intergraded work plan • Rangeland and livestock marketing (LMC activity) • Supported the fencing of a support group fence for Conservation Agriculture • Supported beekeeping training and honey production materials • Conducted exchange visit on bee keeping to Caprivi • Supported the financial management training • Supported the proposal writing training

	Oshushu OIKE	<ul style="list-style-type: none"> • Intergraded work plan • Rangeland and livestock marketing (LMC activity) • Conservation Agriculture • Supported beekeeping training and honey production materials • Conducted exchange visit on bee keeping to Caprivi • Procured the fencing materials and supported the establishment of the Grass testing area • Gardening including drip irrigation system, water tanks, seeds, fertilizer, watering cans, pesticides and spraying containers • Procured grafted seedling for the Orchard • Constructed the store house and water harvesting system • Conducted exchange visit on gardening to Olushandja and Epya-eshona • Supported a guinea fowl management training • Supported guinea fowl distribution to communities as a livelihood option • Supported the financial management training • Supported the proposal writing training • Supported the Small stock breeding improvement by procuring 5 Boers goats
	Ekoka San resettlement Farms	<ul style="list-style-type: none"> • Intergraded work plan • Rangeland and livestock marketing (LMC activity) • Conservation Agriculture • Supported beekeeping training and honey production materials • Conducted exchange visit on bee keeping to Caprivi • Supported a guinea fowl management training • Supported guinea fowl distribution to communities as a livelihood option • Gardening including drip irrigation system, water tanks, seeds, fertilizer, watering cans, pesticides and spraying containers (Ekoka school) • Procured grafted seedling for the Orchard (Ekoka school) <p>Conducted exchange visit on gardening to Olushandja and Epya-eshona</p>

1. BACKGROUND

* The government of Namibia has identified land degradation as a serious problem which demands remedial intervention. It has recognised that integrated sustainable land 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. **Enhancing Institutional and Human Resource Capacity through Local Level Coordination of Integrated Rangeland Management and Support (CALLC)** is one of the suites of projects under the Namibia CPP Programme. The CALLC project intervention will be implemented in North Central Namibia (NCRs) (Ohangwena, Omusati, Oshana and Oshikoto Regions). These regions represent four of Namibia's five most densely populated regions with more than 13 people/ sq km. 83% of the area in the four regions is at moderate to high risk of degradation.

* Factors causing this situation include deforestation, overstocking, overgrazing, naturally high rainfall variability, and limited awareness of carrying capacities of the land and high levels of poverty, which place heavy dependence on natural resources. On top of these factors, is an absence of strong community-based institutions; the presence of strong cultural values placed on livestock; and the absence of alternatives for capital accumulation.

Although the government has been, and remains fully committed to combating land degradation, insufficient capacity at systematic, institutional and individual levels, and inadequate knowledge and technology dissemination are constraining the effectiveness of interventions and sustainability of the outcomes. **CALLC** is building and strengthening institutional environment for SLM and test ways and means for organizing communities to spearhead community-based SLM activities. CALLC will help to demonstrate that strengthened institutional capacity at local level is necessary for sustainable land management. CALLC will also seek to identify opportunities for local economic development compatible with SLM objectives.

2. SCOPE OF WORK, RESPONSIBILITIES AND DESCRIPTION OF THE PROPOSED ANALYTICAL WORK

While the specific issues of concern are listed in the following paragraphs, a reference to the UND programming manual and UNDP/GEF guidelines to conduct final evaluations should be made for addressing the issues not covered below.

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

Highly Unsatisfactory. In some instances it could include N/A.

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

4.2.2) Project Relevance:

- a) Whether the project is relevant to the development priorities of the country and the region.
- b) The link between the project and UNDP priorities and that with the UDAF and UNDP CPD for Namibia.
- c) 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 fulfillment of the success criteria as outlined in the project document.
- c) The responsiveness of the project management to significant changes in the environment in which the project functions (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 like monitoring and backstopping of the project expected by the Government and UNDP.
- g) The delivery of Government counterpart inputs in terms of personnel, premises and indigenous 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 in terms of both quantity and quality.
- b) Whether the Project resources were used effectively to produce planned results.
- c) Whether the project was cost-effective compared to similar interventions elsewhere.
- d) Whether the technologies selected (any innovations adopted, if any) were suitable.
- e) The role of UNDP Country Office and its impact (positive and negative) on the functioning of the project.

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

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

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

Annex 4: Financial Information for the CALLC Project 2007 - 2012

PIMS 3886 LD/SLM - CALLC

Description			
Project starting date (ProDoc signed date)	10/18/2007		
Project ending date (Operationally closure)	12/31/2011		
Projected financial closure date	12/30/2012		
	GEF Budget Contribution	UNDP Budget Contribution	Total project Budget
Project expenditure (Actual as per CDR) - 2007	26,450.90	-	26,450.90
Project expenditure (Actual as per CDR) - 2008	85,378.54	-	85,378.54
Project expenditure (Actual as per CDR) - 2009	212,444.28	-	212,444.28
Project expenditure (Actual as per CDR) - 2010	343,634.11	-	343,634.11
Atlas approved budget (kk'd) - 2011	292,896.00	-	332,092.17
Total cumulative expenditure and Atlas kk'd budgets	960,803.83	-	1,000,000
Project fund balances ("un-programmed" or "over-budgeting")	39,196.17		

Annex 5: List of Stakeholders Contacted

Ministry of Environment and Tourism

Mr. Teo Nghitila Director Department of Environmental Affairs

Ms. Birga Ndombo Assistant CPP Project Coordinator

MAWF DEE

Ms. Kasheeta

UNDP

Ms Martha Mwandingi Assistant Resident Representative

Ms. Romie Nghiulikwa

Mkwetu Mweutota

Nellius Philipus

Ms. Veronica Muthui

GEF Regional Coordinator

MEETINGS IN OSHIKOTO

Oshikoto Regional Council

1. Mr Ismael Namgongo
2. Melvin Lisao
3. Ester Namushinga

Onyuulaye

1. Aili Ilyambo
2. Ester Ndinda
3. Lea Thomas
4. Helena UUtsi
5. Petrus Indongo
6. Eino Kanime
7. Fiina Aukus
8. Gerhard Shaanyenenge
9. Gideon Nandago
10. Ester Namushinga
11. Melvin Lisao

MEETINGS IN OMUSATI

Omusati Regional Council

- Teopolina Mbambula
- Melvin Lisao
- Ester Namushinga

Olushandja Horticulture Producer Association

- Paulus Amutenya
- Shetuuka Shetuuka
- Andreas shimbanga
- Tarcus shingundu
- Epafra Nhilengwa
- Shikonda (Sister)
- Ester Namushinga
- Melvin Lisao

MEETINGS IN OHANGWENA

Ekoka

1. Akawa Amufufu
2. Aili Shikongo
3. Petrus David

4. Festus shikongo
5. Moses Neshingo
6. Eliaser Nambinga
7. Melvin Lisao
8. Festus Hailonga

Okongo Community Forest

1. Festus Hailonga
2. Shikongo Naeman
3. Martha Kapembe
4. Shimhulu Martha
5. Shimwetheleni Thomas
6. Veronica Mulundu
7. Ruben Shilongo
8. Justa Shipena
9. Nestor Sipora
10. Nambinga Eliaser
11. Melvin Lisao
12. Akawa Amufufu

MEETING IN OSHANA

Oshana LMC

1. Vicky Naudili
2. Veiko Imalwa
3. Thomas Nambambi
4. Embula Tobias
5. Nambinga Eliaser
6. Melvin Lisao

BRIEFING MEETING WITH THE STEERING COMMITTEE

Name	Organisation
Ester Namushinga	CPP NAM CALLC
Melvi Lisao	CPP NAM CALLC
Eliaser Nambinga	CPP NAM CALLC
Aina Andreas	NDT
T. Mbangula	Omusati RC
Neil Boyer	UNDP
Veronica Muthui	UNDP-GEG
C. Nkonkwen	MET
SK UUsiku	MAWF-DEES Ohangwena
Nelson Zakaapi	UNDP
Andreas Ngulu	MFMR-DDA
Birga Ndombo	MET-CPP
Andreas Shilomboleni	CCA
Mathew Shitalatala	MAWF-DWSSC
Vicky N Ilpinge	MAWF-DEES
Andrew Muwonge	Southern Consultants cc
Anna shivute	MAWF DEES
Monika Shidute	MAWF DWSSC
Veikko Imalwa	DEES
Mkwetu Mweutota	UNDP