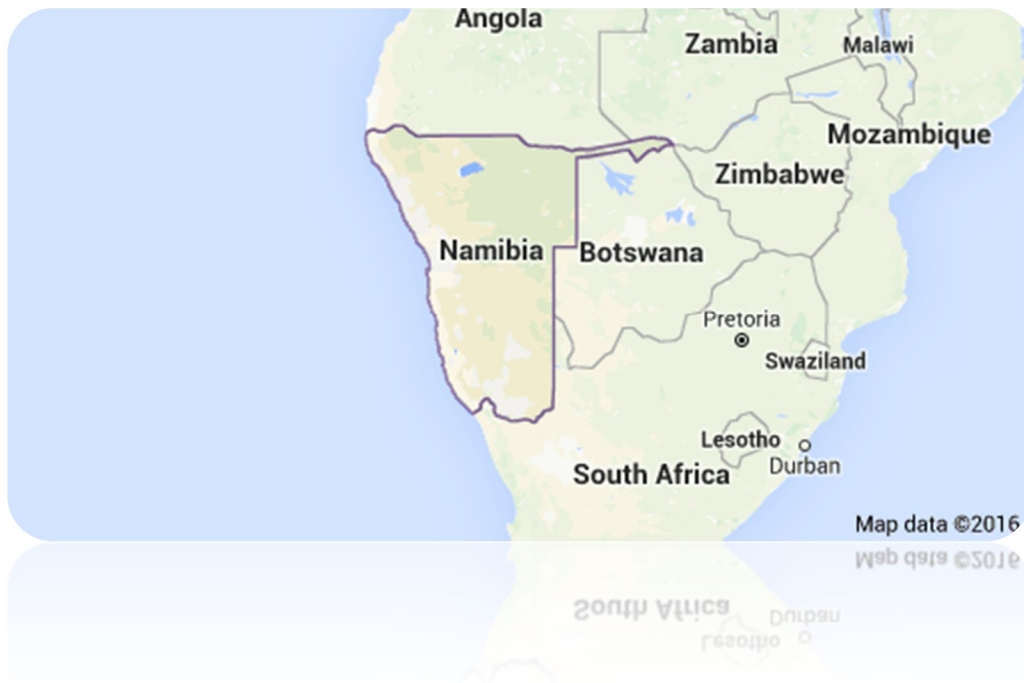


# SGP Country Programme Strategy for Utilisation of OP6 Funds

SGP Namibia 2015 -2018



## LIST OF ABBREVIATIONS AND ACRONYMS

ABS	Access and Benefits Sharing
ACR	Annual Country Report
AMR	Annual Monitoring Report
CBNRM	Community-Based Natural Resources Management
CBO	Community-Based Organisation
CCSAP	Country Climate Smart Agriculture Programme
COMDEKS	Community Development and Knowledge Management for Satoyama Initiative
CO	Country Office (UNDP)
CPS	Country Programme Strategy
CPMT	Central Programme Management Team
CSPTINAM	Concentrating Solar Power Technology Transfer for Electricity Generation Project
CSO	Civil Society Organisation
DEA	Department of Environmental Affairs
DRFN	Desert Research Foundation of Namibia
E&E	Energy and Environment Unit (of UNDP)
EIF	Environmental Investment Fund (of Namibia)
ESS	Environment and Social Safeguards
FAO	United Nations Food and Agriculture Organization
GEF	Global Environmental Facility
HWC	Human Wildlife Conflict
JPTC	Joint Permanent Technical Commission
JPWC	Joint Permanent Water Commission
MAWF	Ministry of Agriculture, Water and Forestry
MDGs	Millennium Development Goals
MET	Ministry of Environment and Tourism
MME	Ministry of Mines and Energy
NAMA	Nationally Appropriate Adaptation Actions
NAMPLACE	Namibia Protected Landscape Conservation Areas
NACSO	Namibian Association of CBNRM Support Organisations
NAFOLA	Sustainable Management of Namibia's Forested Lands
NAPA	National Adaptation Plan of Action
NAP	National Action Plan
NCCSAP	National Climate Change Strategy and Action Plan
NCSA	National Capacity Self-Assessment
NDP	National Development Plan
NGO	Non-Governmental Organisation
NIP	National Implementation Plan
NNSAP-PGRFA	Namibia's National Strategic Action Plan for the Protection of Plant and Genetic Resources for Food and Agriculture
NPC	National Planning Commission
NPFE	National Portfolio Formulation Exercise
NSA	National Statistics Agency

NSC	National Steering Committee
NUST	Namibia University of Science and Technology
OKACOM	Permanent Okavango River Basin Water Commission
OP	Operational Phase
ORASECOM	Orange-Senqu River Commission
PGRFA	Plant and Genetic Resources for Food and Agriculture
POPs	Persistent Organic Pollutants
PRA	Performance and Results Assessment
PRSP	Poverty Reduction Strategy Paper
PWC	Permanent Water Commission
SAPS	Strategic Action Programmes
SCORE	Scaling Up Community Resilience Project
SES	Social and Environmental Standards
SGP	Small Grants Programme
STAR	Transparent Allocation of Resources (GEF)
UN	United Nations
UNAM	University of Namibia
UNCBD	United Nations Convention on Biodiversity
UNCCD	United Nations Convention on Combating Desertification
UNDP	United Nations Development Programme
UNFCCC	United Nations Framework Convention on Climate Change
UNFPA	United Nations Development Partnership Framework

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## SGP COUNTRY PROGRAMME STRATEGY FOR OP6

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<b>Country:</b>	NAMIBIA
<b>OP6 resources (estimated):</b>	<b>US\$ 750,000.00</b>
	\$ 400,000 CORE
	\$ 300,000 ICCA
	\$ 50,000 COMDEKS

### Background:

As a GEF corporate programme, the SGP aligns its operational phase strategies to that of the GEF, and provides a series of demonstration projects for further scaling up, replication and mainstreaming. Action at the local level by civil society, indigenous peoples and local communities is deemed a vital component of the GEF 20/20 Strategy (i.e. convening multi-stakeholder alliances to deliver global environmental benefits and contribute to UNDP’s Strategic Plan and focus on sustainable development). At the global level, the SGP OP6 programme goal is to “effectively support the creation of global environmental benefits and the safeguarding of the global environment through community and local solutions that complement and add value to national and global level action.”

SGP’s 6<sup>th</sup> Operational Phase (OP6), which will run during the 2015 – 2018 period, will be implemented under the following objective: “to support the creation of global environmental benefits and the safeguarding of the global environment through community and local solutions that complement and add value to national and global level action”.

SGP implementation during OP6 will be marked by a key and significant departure from the past implementation approaches. This involves focussing on **landscapes or seascapes** within participating countries with the aim of achieving “greater impact and lead to synergies and opportunities for scaling up” (ToR, SGP CPS OP6). To this end, this country programme strategy, in chapter 3, identifies and recommends 3 landscapes SGP Namibia’s strategic focus during OP6 and beyond.

## **1. SGP Country Programme - Summary Background**

### **1.1. Most important national results and accomplishments achieved to OP5**

SGP Namibia was launched in 2002, awarded its first grants in 2003 and therefore operates in Namibia for over 12 years. At the end of OP5, GEF SGP awarded a cumulative total 157 grants in GEF focal areas of land degradations, climate change, biodiversity, persistent organic pollutants and international waters. The SGP received total funding of US\$1,390,000 during OP5 of which SGP core funding amounted to US\$700,000; COMDEKS received US\$250,000 and STAR was allocated US\$440,000. The cumulative total co-funding raised and leveraged since inception amounts to US\$5,295,412.90 of which US\$3,276,727.42 was in cash and US\$2,018,685.48 in-kind.

SGP Namibia funded 56 projects, worth US\$1,321,909.00 in total during OP5. These projects are disaggregated in number per GEF focal area as well as by spending per focal as follows:

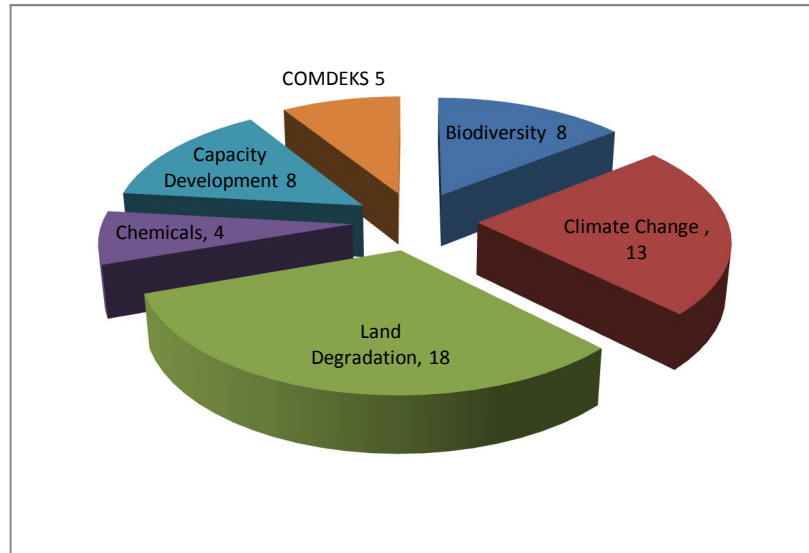


Figure 1: Number of Projects Funded by GEF Focal Area

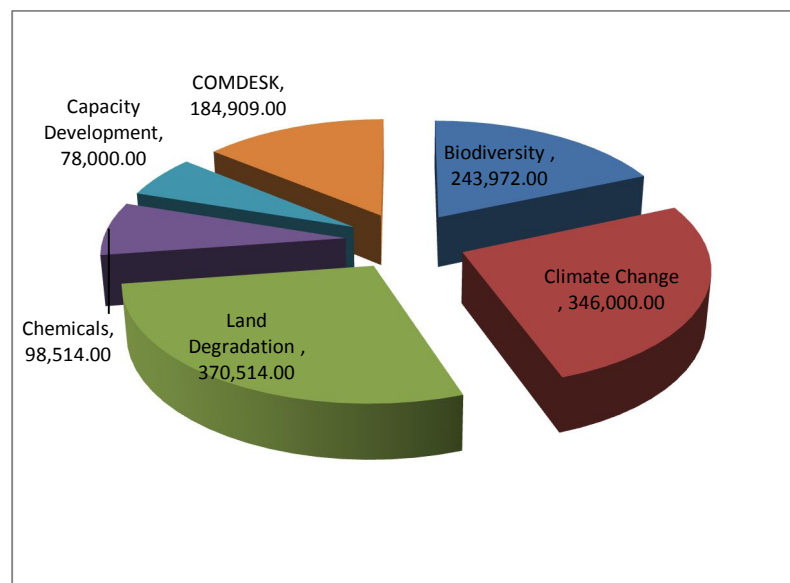


Figure 2: SGP Spending (US\$) by GEF Focal Area



SGP continues to provide its grant funding directly to communities, community-based organisations (CBOs) and NGOs who implement projects in GEF focal areas listed above. This direct support has its deep roots in the GEF professed ideal of securing global environmental benefits through local action and indeed plays a major role in the SGP’s decisions in project selection and implementation. To this end, all SGP-supported initiatives demonstrate a considerable contribution to global benefits by seeking to redress and even reverse land degradation, enabling communities to adapt to impacts of climate change or take measures aimed at mitigating climate change impacts, and sustainably managing and benefiting economically and socially from biological resources. SGP therefore gives real meaning to the very essence of sustainable development i.e. by "thinking globally acting locally". By providing financial and technical support to projects that conserve and restore the environment while enhancing people's well-being and livelihoods, SGP demonstrates that community action can maintain the fine balance between human needs and environmental imperatives.

SGP, in Namibia, prides itself that it made significant contributions to building capacity at grassroots level, especially among CBOs and nascent NGOs. This largely relates to the institutional capacity such entities receive, virtually inadvertently, by simply working with SGP in the implementation of SGP-funded projects. In this process, not less than 4,000 community members gained skills and abilities for a) identifying environmental and social problems afflicting them, b) seeking external support from government and SGP, amongst others, and c) successfully managing and accounting for resources (including financial) made available.

As for the impact, the SGP actively made inputs towards 2 national environmental policy development initiatives by actively participating in policy development dialogues under the leadership of the Ministry of Environment and Tourism. These are the policy on human and wildlife conflict reduction, and the climate change policy. The micro drip project and conservation tillage have been up-scaled to national level owing to their success in initial areas of implementation. In this instance, SGP can confidently claim credit for making an immense contribution towards scaling up of a strategy recommended in national climate change policy and related action plans and strategies. Lastly, more than 120 globally significant species have been placed under sustainable management (protected) while more than a million hectares of land is being managed sustainably. These include highly threatened species such the desert elephant, black rhino, cheetah, the African wild dog as well as Namibia’s sensitive succulent karoo, nama karoo and Namib desert biomes that are very high species diversity and endemism. On the social front SGP prides itself in the fact that in practically all projects women represent more than 80% of participants. For example during OP5, five successful female-led projects have been implemented as outlined in the table below:

<b>Project</b>	<b>No. of Female Beneficiaries</b>	<b>Female Leader</b>
Falkenhorst Microdrips	20 households 80% female-headed	Ms Sara Bock
Twahanga	All 26	Ms Sylvia
Luderitz Mushrooms	All 19	Ms Elizabeth Shiyagaya
Koisosi Oven	All 20	Ms Nelago Kasuto
Liyufa Komalomwelo	Mixed but majority women	Ms Anna Shomongula

**1.2. How past experience and resources can serve as a foundation in OP6.**



SGP Namibia, since its inception more than 12 years ago, implemented community projects in virtually every one of Namibia's 14 political regions. This enabled SGP staff members to build a very useful network of professional contacts and associates in all these regions. These contacts and associates include village-level community leaders/activists, traditional leaders, various professionals and practitioners, elected political office-bearers and government officials. This rapport continues to bear dividends for SGP as the programme benefits from the support by these contacts in many respects .e.g. project identification, referral of eligible project ideas, peer education, logistical cooperation, monitoring and evaluation, and technical inputs during project implementation.

Although SGP has solid partnerships with both NGOs and CBOs, it has learned that working with and through CBOs has been a little more beneficial because of the advantages associated with their permanent on-the-ground presence. This has helped enhance local ownership as well as community cohesion. Micro drip initiatives and the Ezy stoves, implemented in collaboration with CBOs, illustrate this perfectly.

### **1.3. An overall situation analysis for the SGP country programme in OP6**

This Country Programme Strategy (CPS) is rooted in the SGP principle that, through the grant support, Namibian communities can achieve sustainable livelihoods as well as environmental benefits. The CPS therefore prioritises the community and partners' capacity building, awareness creation and gender and youth empowerment as critical elements of the environmental conservation and livelihoods programme. Key partners of GEF-SGP will remain civil society organisations – including those closely associated with local communities), United Nations Development Programme (UNDP) Country Office, more specifically, the Environment and Energy Unit (EEG), the Ministry of Environment and Tourism (MET) through its Department of Environmental Affairs (DEA), the Ministry of Mines and Energy (MME), Ministry of Agriculture Water and Forestry (MAWF), the National Planning Commission (NPC) and academic institutions i.e. University of Namibia (UNAM) and Namibia University of Science and Technology (NUST). SGP will also collaborate with a number of other environmental programmes such as the Sustainable Management of Namibia's Forested Lands (NAFOLA) project and the Scaling up Community Resilience (SCORE) project.

SGP's partnership with the Environmental Investment Fund (EIF) of Namibia has been formalised during the OP5 period. A hosting agreement has been signed as a result of which SGP now physically operates from EIF's offices. Under this arrangement, SGP is embedded into the EIF Operations Department that oversees the latter's grants and loans. This enables the SGP to share in EIF's office infrastructure and resources (telephones, emails, meeting rooms, etc.), expertise and even undertaking joint monitoring and evaluation efforts. Most pertinently, EIF and SGP co-financed at least 4 projects during OP5 (i.e. Micro drips at farm Falkenhorst, [Edu Ventures](#) [Edu Ventures](#) Mobile Environmental Education, Caprivi Chili Production and Oshalande Community Development Project). In this co-financing arrangement, SGP's share amounted to US\$153,000 in total against EIF's estimated US\$100,000. This partnership will continue and further deepen during OP6. Opportunities for joint-funding and EIF up-scaling of SGP initiated projects will be deliberately pursued. Lastly, and very pertinent to OP6, EIF sponsored SGP National Coordinator (NC), in May 2015, to attend an accredited training course in environmental impacts assessment (EIA) at Rhodes University in South Africa. The sponsorship was worth US\$2,200. This training course is premised on International Finance Corporation's performance standards for Environmental and Social Safeguards (ESS) which also forms the basis for UNDP's Social and Environmental Standards (SES). The course prepared the NC to administer SES assessments on SGP projects during OP6.

At the civil society front, SGP has a long-standing relationship with the national Community-Based Natural Resources Management (CBNRM) fraternity which will be used in a mutually-beneficial manner in and outside envisaged landscapes. This partnership is harnessed through close collaboration with the Namibian

Association of CBNRM Support Organisation (NACSO). NACSO is a membership-based civil society organisation comprising nine NGOs and the University of Namibia. Under the national CBNRM initiative, SGP will continue to collaborate with the partnership between NACSO (civil society), communal area conservancies (CBOs) and the MET to contribute towards the three-pronged objective of placing more hectares of communal land under sustainable management, sustainable wildlife and forest management, and local level poverty reduction.

SGP continues to rely on both GEF SGP Core funding as well as GEF STAR funds, with co-financing received mostly through project partnerships.

## 2. SGP Country Programme Niche

### 2.1. Alignment with national priorities.

**Table 1. List of relevant conventions and national/regional plans or programmes**

<b>Rio Conventions + national planning frameworks</b>	<b>Date of ratification / completion</b>
UN Convention on Biological Diversity (CBD)	14 August 1997
CBD National Biodiversity Strategy and Action Plan (NBSAP 2) 2 for 2013 -2022	November 2014
Nagoya Protocol on Access and Benefit-Sharing (ABS)	15 May 2014
UN Framework Convention on Climate Change (UNFCCC)	16 May 1995
UNFCCC National Communications (1 <sup>st</sup> , 2 <sup>nd</sup> , 3 <sup>rd</sup> )	07 October 2002; 04 October 2011& 02 December 2015
UNFCCC Nationally Appropriate Mitigation Actions (NAMA)	June 2015
UNFCCC National Adaptation Plans of Action (NAPA)	
UN Convention to Combat Desertification (UNCCD)	16 May 1997
UNCCD National Action Programmes (NAP)	October 2014 for 2014 – 2024
Stockholm Convention on Persistent Organic Pollutants (POPs)	26 June 2005 (22 September 2005)
SC National Implementation Plan (NIP)	December 2014
Poverty Reduction Strategy Paper (PRSP)	December 2002
GEF National Capacity Self-Assessment (NCSA)	March 2005
GEF-6 National Portfolio Formulation Exercise (NPFE)	Workshop 17&18 February 2015. Project formulation at an advanced stage.
Strategic Action Programmes (SAPs) for shared international water-bodies	<p>Currently, there are good water sharing arrangements in place between Namibia and other shared watercourse states i.e.</p> <ul style="list-style-type: none"> <li>• The Permanent Joint Technical Commission (JPTC) between Angola and Namibia on the Kunene River (1990).</li> <li>• The Permanent Water Commission (PWC) between South Africa and Namibia on the lower Orange River (1992).</li> <li>• The Agreement on the Establishment of the Violsdrift and Noordoewer Joint Irrigation Scheme on the lower Orange River (1992).</li> <li>• The Permanent Okavango River Basin Water Commission (OKACOM)</li> </ul>

	<p>between Angola, Botswana and Namibia (1994).</p> <ul style="list-style-type: none"> <li>• The Joint Permanent Water Commission (JPWC) between Botswana and Namibia (1990).</li> <li>• The Orange-Senqu River Commission (ORASECOM) between Botswana, Lesotho, Namibia and South Africa (2000).</li> </ul>
Minamata Convention on Mercury	
Others (list) as relevant	

**2.2. How the SGP country programme will support the implementation of national priorities in relation to the selected OP6 grant-making, as well as grant-makers + strategic initiatives.**

There are two key national development strategies in Namibia: Vision 2030 and the fourth National Development Plan (NDP4). Vision 2030 outlines Namibia’s long-term development vision and strategies for achieving its long-term national development objectives. NDP4 (being the 4<sup>th</sup> in the series of 5-year national development plans) defines Namibia’s national priorities, desired outcomes and strategic initiatives for the 2013-2017 5-year planning cycle. NDPs generally are incremental development planning tools for achieving Vision 2030 goals. NDP4 prioritises 4 key economic sectors of logistics, tourism, manufacturing and agriculture. It is therefore pertinent to point out that NDP4 priority sectors of tourism (which encompasses broader environmental management aspirations) and agriculture are of cardinal importance to SGP, including during OP6. Additionally, and while the timeframe for the Millennium Development Goals(MDGS) came to an end during OP5, it is very instructive to point out that the MDGs also played an immensely pivotal role in Namibia’s development planning. For this reason, the MDG Interim Report (NPC 2013) is worth mentioning. This report reviews progress in achieving the Millennium Development Goals, of which Goal 1 (on poverty and hunger), Goal 7 (on environmental sustainability) and Goal 8 (on global partnership for development) are of special importance.

The SGP OP6 programme under consideration is in conformity with the national priorities and development plans of Namibia both in a short and long term. It will seek to lean on both the National Climate Change Policy of 2011 - that outlines the importance of responding to climate change – and the National Climate Change Strategy and Action Plan (NCCSAP) for the period 2013-2020 that creates a framework for implementation of the policy, listing activities and implementing agencies. Another key instrument SGP OP 6 will make a contribution to, is the national strategic document on the Comprehensive Conservation Agriculture Programme (CCAP 2015 – 2025) that was developed and adopted by stakeholders in July 2015. The respective Ministries of Environment and Tourism (MET), and Agriculture, Water and Forestry (MAWF) pursued the development of this document in a consultative manner with active participation of a multi-stakeholder/multi-disciplinary National Technical Expert Team. This team drew representation from relevant ministries and departments, parastatals, civil society organisations (CSOs), non-governmental organisations (NGOs), community-based organisations (CBOs), the private sector, researchers, academia and individuals. SGP played a central role in this process through the participation of the National Coordinator who also moderated many national consultative meetings. SGP attaches a high premium to this consultative and integrated approach because it has produced immense dividends for SGP in the past 13 years. As a result, SGP, during OP6, will continue with this trend. Namibia also conducted a climate change vulnerability and adaptation assessment (MET 2012) which measured the vulnerability of Namibia’s different regions by virtue of their physical environments, levels of rural poverty, demography, land management practices and the

threats of climate change. Findings contained in this report will inform SGP's project selection criteria and procedures during OP6.

Also directly relevant to SGP OP6 is Namibia's recognition of the Integrated Sustainable Land Management (ISLM) project as central to sustainable development. Namibia developed the Third National Action Programme to Implement the UN Convention on Desertification in 2014. This is essentially the Third National Action Programme (NAP3) that outlines Namibia's objectives and interventions to address these root causes and manifestations of land degradation and the desired outcomes for the 10 year period 2014 – 2024. The aspirations expressed in NAP4 are closely aligned with the strategic and operational objectives of the United Nations Convention to Combat Desertification (UNCCD). SGP will therefore be cognisant of the progress made by the Government of Namibia and its people towards UNCCD obligations; the outcomes of Rio+20 as well as the UNCCDs 10-year Strategy and Framework; and also the Namib Declaration on Degradation Neutrality to enhance the implementation of the Convention. For these reasons deliberate efforts will be made during OP 6 towards incorporating relevant aspects of these instruments into project development, project selection and project monitoring and evaluation with the view to support local and community-level efforts to combat desertification and promote climate change adaptation. Namibia's National Strategic Action Plan for the Protection of Plant and Genetic Resources for Food and Agriculture (NNSAP-PGRFA, 2015) is also relevant to SGP's objectives under OP6. This instrument emanates from the International Treaty on Plant Genetic Resources for Food and Agriculture, under the UN Food and Agriculture Organization (FAO), which Namibia ratified in 2004. Strong prospects exist under this instrument for MAWF to support farmers in growing climate-resilient seeds which the ~~said the~~ ministry and other farmers could purchase. NNSAP-PGRFA represents an example of a climate change adaptation and resilience strategy under NCCPSAP and UNCDB.

Another major development sector SGP will seek to make a contribution to, is access to electricity, especially renewable and energy-efficient sources of energy at community level. The opportunity to develop renewable and energy-efficiency driven projects is formally embedded in the Namibian government's current efforts to transform the sector. Firstly, the current Electricity Act of 2007 (Act No. 4 of 2007) is being transformed into an Energy Act to ensure that sectors such as gas and renewable energy are addressed. Secondly, there is currently specific work ongoing in drafting a National Renewable Energy Policy. This enabling environment provides a much-needed avenue for the development and implementation of solar projects. Namibia is able to meet only about 41% of the national electricity demand from domestic generation. The rest is met through imports from neighbouring countries such as South Africa, Zambia, and Zimbabwe. Many of these countries have also begun to experience their domestic challenges resulting in looming terminations of supply agreements in 2016. This notwithstanding, a large number of rural area residents had no prospects for getting connected to the national grid due to factors such as sparse population distribution and isolated locations which made building power lines economically unviable. As a result, it is estimated that in rural areas, only 16% of rural households, 54% of rural schools, and 59% of rural government buildings have access to energy. Under these conditions, solar energy is the most abundant renewable energy source in Namibia. The cost of renewable energy technologies, however, remains a major impediment to poor rural communities. Currently, these technologies are imported making them not only costly but also subject to foreign currency fluctuations. They are therefore beyond the reach of an average rural household. SGP, under OP6, will therefore seek to support community-level efforts aimed at bridging cost-barriers to access to renewable energy for rural households. As SGP will not be able to finance renewable energy technologies for individual households, eligible community members in SGP landscapes and SGP-supported projects will be brought into contact with EIF's Green Soft Loan Scheme and MME's Solar Revolving Fund. SGP will strategically fund solar energy technologies only at public amenities.

The national Community-based Natural Resources Management (CBNRM) programme has made immense contributions towards biodiversity conservation management at community-level over the past 20 years. Implemented under the National CBNRM Policy, and the amended Nature Conservation Ordinance of 1996,



this programme saw the formation and registration of over 83 communal area conservancies, 32 community forest reserves and 66 community-based rangeland management areas (NACSO, 2014). These initiatives placed over 165,182 km<sup>2</sup> under sustainable management (NACSO *op.cit*). Another key feature of the CBNRM initiative is the pivotal role that NACSO – a membership-based civil society organisation – plays in close collaboration with government, especially MET. SGP has a long-standing relationship with the CBNRM fraternity which will be used in a mutually-beneficial manner in and outside the envisaged landscapes.

### **2.3. Potential for complementarity and synergy with strategic directions at the national level**

#### **2.3.1. Government-funded projects and programmes**

As indicated earlier, SGP Namibia is hosted by the EIF, a statutory body established by the Namibian government through an Act of Parliament (Act 13 of 2001), with the express purpose to finance environmental projects primarily with state funding but also with funding from multilateral agencies. Under this arrangement, SGP is embedded into EIF Operations Department that oversees its grants and loans enabling SGP to share in EIF's office infrastructure and resources (telephones, emails, meeting rooms, etc.), expertise and even undertaking joint monitoring and evaluation efforts. A considerable potential exists under OP6 for SGP and EIF to continue co-financing eligible community-based initiatives both within and outside envisaged landscapes.

Further opportunities exist for SGP to collaborate with community-level water resources management, conservation agriculture, sustainable animal husbandry and forestry management initiatives of the Ministry of Agriculture, Water and Forestry; the Ministry of Mines and Energy's initiatives aimed at supporting household and community access to renewable energy; and ongoing multiple efforts under the Ministry of Environment and Tourism i.e. biodiversity management, climate change mitigation and adaptation, combating land degradation and desertification.

#### **2.3.2. UNDP CO/UN System strategies**

SGP OP6 coincides with the United Nations Development Partnership Framework (UNPAF) (UNDP, 2014) for the 2014 -2018 period which was published in 2013. The UNPAF – built on the four pillars of Institutional Environment, Education and Skills, Health, and Reducing Extreme Poverty – is anchored in the outcomes of Namibia's NDP 4 and is consistent with Vision 2030 (a document that spells out the country's development programmes and strategies to achieve its national objectives). SGP efforts under OP6 will largely seek to make contributions towards poverty alleviation and skills development pillars of the UNPAF at community level both within and outside the selected landscapes.

#### **2.3.3. GEF funded projects in the country**

The GEF-funded Namibia Protected Landscape Conservation Areas Initiative (NAMPLACE) project comes to an end during the first year of OP6 after 5 years of implementation. Through this project, the government and other stakeholders sought to establish a network of protected landscapes in order to address imminent threats such as habitat and species loss. SGP stands to benefit substantially from the experiences (lessons and challenges) related to working at landscape level emanating from the NAMPLACE implementation. While the anticipated final project evaluation will be very critical in providing practical lessons for SGP during OP6, a few preliminary lessons emerged during consultations. A key lesson from NAMPLACE relates to costly delays that resulted from inadequate stakeholder consultation during the design of the NAMPLACE project. Inadequate consideration for other land uses and, thereby a narrow focus of the project on tourism and wildlife, also affected NAMPLACE's effectiveness. It has also been learned that for SGP to

make a significant impacts on the livelihoods and to effectively towards environmental objectives it needs to prioritise only a manageable number of landscape for its focus during OP6 implementation. It further emerged that landscape-focussed implementation approaches stand better chances of succeeding in areas where institutional arrangements are in place with active participation by civil society organisations.

Sustainable Management of Namibia's Forested Lands (NAFOLA) seeks to reduce human pressures on Namibia's forest resources by supporting the legal establishment of community forests and implementing capacity-building initiatives aimed at improving agriculture, livestock and forestry management practices within such community forested areas. The overall goal is to maintain current dry forests and the ecosystems, goods and services they provide; increase the productivity of dry land ecosystems while simultaneously reducing deforestation, securing the global environmental and national development benefits delivered by forest resources. There is immense potential for collaboration with NAFOLA during OP6 in two of the proposed landscapes. These are the Ipumpu Ya Tshilongo and Otjombinde landscapes. These landscapes roughly coincide with NAFOLA focal areas creating a fertile opportunity for joint activities and coordinated approaches. NAFOLA can directly support people within Community Forests and could serve as co-financier.

Lastly, the Scaling up Community Resilience (SCORE) project also presents numerous opportunities for complementarity and cooperation. This project aims to strengthen communities' adaptive capacity to climate change and, thereby, reduce their vulnerability to droughts and floods. The project targets mostly female-headed households and schoolchildren in northern Namibia. It seeks to achieve this objective through identifying and scaling up the most promising community adaptation pilot initiatives previously implemented under Namibia's CBA programme. A real potential for cooperation exists in the Ipumpu Ya Tshilongo landscape. As well, SCORE can draw numerous existing lessons and good practices from successful SGP-financed CBA interventions, e.g. micro-drip irrigation.

GEF 6 STAR – landscape focused also with an aim to target certain landscapes. There could be great potential synergies with GEF 6 operating at community and higher levels while SGP remains the community-based vehicle within landscapes.

**Table 2. SGP OP6 contribution to national priorities / GEF-6 corporate results**

SGP OP6 strategic initiatives	GEF-6 corporate results by focal area	Briefly describe the CPS niche relevant to national priorities/other agencies <sup>1</sup>	Briefly describe the CPS contribution to UNDP strategic programming
Community landscape/seascape conservation	<i>Maintain globally significant biodiversity and the ecosystem goods and services that it provides to society</i>	SGP is positioned to support community-level initiatives within the framework of the NBSAP 2 that addresses the conservation and management of terrestrial and aquatic biodiversity to ensure sustainable and equitable benefits to the people. Opportunities exist to contribute towards the management and protection of protected areas, (World) Heritage sites and Ramsar sites. Under the national CBNRM initiative, SGP will continue to collaborate with NACSO, NGOs, communal area conservancies and MET in order to contribute towards three-pronged objective of placing more hectares of communal land under sustainable management, sustainable wildlife management and local level poverty reduction.	UNPAF - SGP will seek to contribute towards poverty alleviation and skills development pillars of the UNPAF at community level both within and outside the selected landscapes. Collaboration by SGP with NAFOLA and SCORE projects will be pursued.
Innovative climate-smart agro-ecology; Community landscape/seascape conservation	<i>Sustainable land management in production systems (agriculture, rangelands, and forest landscapes)</i>	The Climate Change Policy of 2011 - that outlines the importance of responding to climate change – and the National Climate Change Strategy and Action Plan (NCCSAP) for the period 2013-2020 that creates a framework for implementation of the policy, listing activities and implementing agencies. Specifically, plenty of opportunities exist for rolling out conservation agriculture and micro-drip initiatives within the targeted landscapes directly making contributions to household level food security and nutritional improvement.	SGP will take into account the findings and data contained in Namibia’s TNC to UNFCCC published in 2015 in its project selection and monitoring and evaluation efforts. SGP collaboration with NAFOLA and SCORE projects will be pursued. Relevant and applicable lessons drawn from NAMPLACE project will be used.

<sup>1</sup> Describe only for those OP6 strategic initiatives which will be programmed by the SGP country programme.



Community landscape/seascape conservation	<i>Promotion of collective management of trans-boundary water systems and implementation of the full range of policy, legal, and institutional reforms and investments contributing to sustainable use and maintenance of ecosystem services</i>	N/A	N/A
Energy access co-benefits	<i>Support to transformational shifts towards a low-emission and resilient development path</i>	Under envisaged new Energy Act and National Renewable Energy Policy support household access to renewable energy sources. SGP will collaborate with MME and EIF on Solar Revolving Fund and Green Soft Loan Scheme, respectively.	Relevant and applicable lessons drawn from the Concentrating Solar Power Technology Transfer for Electricity Generation in Namibia (CSPTINAM) project will be used.
Local to global chemicals coalitions	<i>Increase in phase-out, disposal and reduction of releases of POPs, ODS, mercury and other chemicals of global concern</i>	The country's environmental resources are to be maintained and safeguarded from negative impacts of persistent pollutants towards a healthy nation. This is by the Pollution Control and Waste Management Bill. Projects will focus on waste management at local level but also within peri-urban communities towards reduction of the POPs, electronic waste and other chemicals.	N/A
CSO-Government dialogue platforms	<i>Enhance capacity of civil society to contribute to implementation of MEAs (multilateral environmental agreements) and national and sub-national policy, planning and legal frameworks</i>	A multi-stakeholder/multi-disciplinary platform was established to provide advice in the roll-out of the Country Climate Smart Agriculture Programme (CCSAP) that was developed and adopted by stakeholders in July 2015. The National CBNRM programme, under NACSO, presents another platform for CSO-Government dialogue. Lastly, there are also ongoing multi-stakeholder efforts around ABS issues working towards the promulgation of an ABS law for Namibia. In all these, SGP will strategically support its beneficiaries to effectively participate at these platforms in order to advocate their interests.	N/A

<p>Social inclusion (gender, youth, indigenous peoples)</p>	<p><i>GEF Gender Mainstreaming Policy and Gender Equality Action Plan and GEF Principles for Engagement with Indigenous Peoples</i></p>	<p>Namibia’s Gender Policy of 2010 provides guidance on the integration and mainstreaming of gender perspectives into development planning in line with the NDPs and Vision 2030. A National Youth Policy is also in place – produced in 1993 and revised in 2006. It emphasises “employment creation, financial support for young entrepreneurs and access to agricultural land” amongst its major objectives. SGP will endeavour to work within the guidelines provided by these policies in ensuring that gender perspectives and youth issues are considered fairly.</p> <p>Namibia has a Special Initiative for the indigenous minorities under the Office of the Prime Minister. This has been elevated to the Office of the President in 2015 and is headed by a Deputy Minister. SGP will collaborate as necessary with this Special Initiative during OP6 especially in the envisaged Otjombinde and Ipumpu Ya Tshilongo landscapes where San communities reside.</p>	<p>SGP will apply Social and Environmental Safeguards (SES) on projects and will also provide SES training for its staff members.</p>
<p>Contribution to global knowledge management platforms</p>	<p><i>Contribute to GEF KM efforts</i></p>	<p>MET &amp; EIF (SGP) host agencies are required to set annual targets and report quarterly on their contributions towards Vision 2030, ND4 and soon SDGs. These reports are made to the Office of the Prime Minister via MET as part of the larger environment and tourism sector reporting. Knowledge generated under SGP also makes immense contributions to the performance of the said sector and are already being incorporated. This approach will be maintained with a stronger visibility during OP6 in close collaboration with EIF. Some of the lessons learned will be included into Namibia’s country reports to UN entities.</p>	<p>SGP’s KM strategy – combining M&amp;E and KM tools – facilitates systematic collection and sharing of lessons learned through SGP implementation. Information so generated will be shared through available platforms (e.g. online and offline databases, digital library and social network platforms etc.) as outlined under section 2.3.4. below.</p>

### **3. OP6 Strategies**

#### **3.1. Cross-cutting OP6 grant-making strategies**

A number of projects with cross-cutting objectives seeking to address common issues that are critical for the success of SGP are anticipated under SGP OP6. These common issues will be addressed through strategies that would impact on a maximum number of beneficiaries at once using economies of scale. For example, a training need that affects more than one grantee would be catered for through a joint training event where representatives from as many beneficiaries as possible will be brought together and trained as a collective. Three possible categories of the cross-cutting issues have been identified. The first type relates to capacity-building and training. For this category, SGP will identify common capacity development needs in a participatory manner and fund targeted and tailor-made training interventions. Cross-cutting thematic areas of training which could be addressed in this manner may include areas such as governance at CBO level (i.e. conservancy, community forest, grazing association or waterpoint association), community-level climate change monitoring, HWC mitigation strategies, fire management, social and environmental safeguards (SES), gender assessments and knowledge management. A second type of cross-cutting issues will involve peer exchanges amongst SGP grant recipients from within and outside the selected landscapes with the view to facilitate sharing of lessons and best practices. Thirdly, Namibia is known to have effective and functional CSO-Government dialogue platforms as outlined under section 2.2 above. SGP will avoid reinventing the wheel and will rather support effective participation of SGP-funded CBOs and CSOs at these platforms. Such support will be logistical as well as ensuring that grant recipients understand issues being discussed so that they make meaningful contributions and also adequately agitate for their interests.

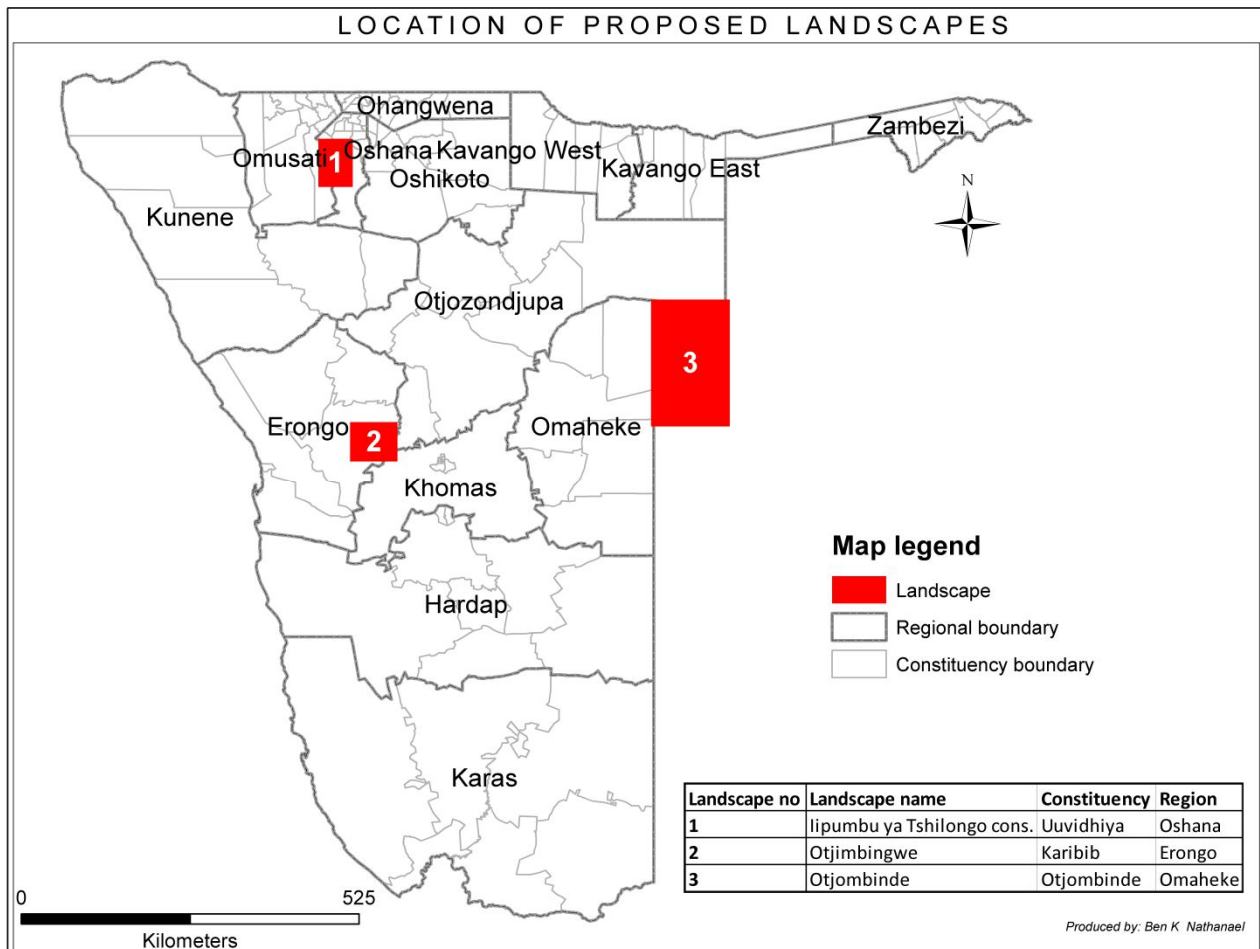
For practical reasons, the SGP Secretariat will seek to identify service providers for the implementation of cross-cutting issues on the open market through a rigorous competitive and transparent public process from among civil society organisations. The Secretariat will then present shortlists to the NSC for approval. Successful service providers will then be contracted through existing contracting procedures. Concomitant agreements will be performance-based service contracts – as opposed to grant agreements – in terms of which selected entities will be paid only for agreed services actually provided. The SGP Secretariat will be responsible for the day-to-day oversight and management of the individual service contracts. However, the overall programmatic oversight, monitoring and reporting arrangements will rest with the NSC.

#### **3.2. Landscape/seascape-based OP6 grant-making strategies**

National level consultations were undertaken as an important first step. This step served a dual purpose. Firstly, to educate SGP stakeholders on the implementation strategy for OP 6 i.e. the envisaged landscape approach and, secondly, to seek their inputs with respect to the identification and selection of landscapes which SGP should focus on during OP6. These consultations mostly took the format of one-on-one discussions with representatives of the identified stakeholders. A guiding tool developed and in this process the tool served as a quality control instrument that ensured consistency during the one-on-one sessions.

A pertinent issue, raised virtually by every stakeholder, relates to the small annual budgetary allocation SGP Namibia receives. Concerns were raised about the likely ineffectiveness if SGP were to operate in many landscapes. Stakeholders therefore recommended that SGP activities during OP6 be limited to 2, or at maximum, 3 landscapes. The general opinion was that covering more than 3 landscapes will grossly overstretch SGP's resources (both human and financial) and thereby compromise the anticipated impacts and results.

Due to the said concerns related to limited SGP funding, and in line with SGP’s priority focus on “virgin areas” for landscapes, stakeholders recommended (in order of priority) the Otjimbingwe communal area; a cluster of 3 communal area conservancies in Otjombinde constituency; and the Ipumbu Ya Tshilongo conservancy landscape. IpumbuYa Tshilongo, being an existing COMDEKS landscape where SGP already works since 2014, is not quite a virgin area but reasons for its inclusion are explained under 3.2.3 below. **Figure 3** below indicates the location of the proposed landscapes.



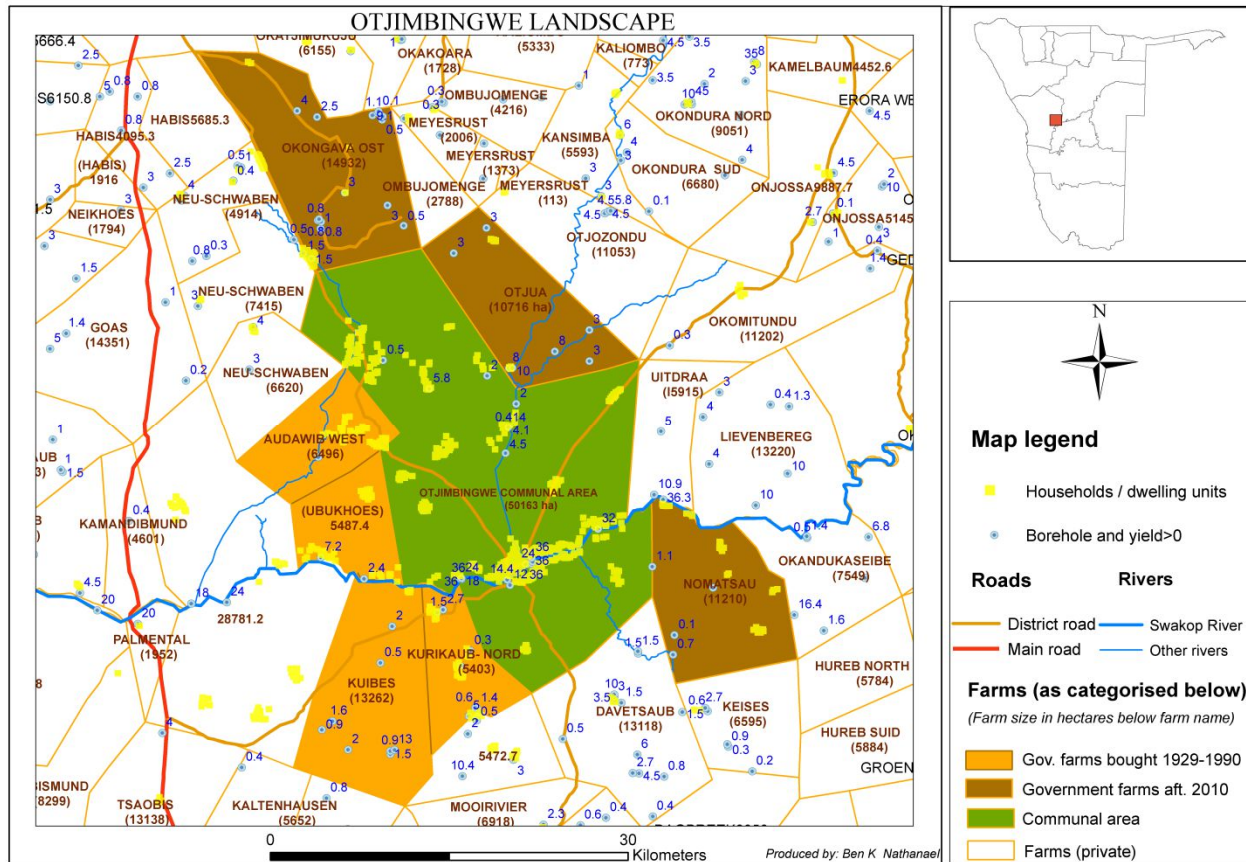
**Figure 3: Location Map of Proposed Landscapes**

The stakeholders further recommended that landscape-level rapid studies and consultations be conducted in all 3 proposed landscapes and findings be incorporated into the CPS as the final decision regarding the number of landscapes rests with the SGP Secretariat and the NSC. Landscape level consultations were therefore undertaken as per stakeholder instructions. As indicated earlier, Ipumbu Ya Tshilongo is an existing landscape on which a comprehensive study was undertaken in 2014. Since this study is so recent and its findings still applicable, it was decided to undertake only a “gap filling” which largely assessed the progress made with ongoing COMDEKS projects. For the proposed Otjimbingwe and Otjombinde landscapes, more comprehensive field consultations were undertaken. A different data collection tool was developed for the purposes of consistency and quality control. **Kindly also refer to annexure 1 for more details related to this section.**



### 3.2.1. Otjimbingwe Communal Area

The Otjimbingwe communal area is located in the Karibib Constituency of the Erongo Region. It is about 227 km from Swakopmund, the capital of the Erongo Region, and about 195km from Windhoek. **Figure 4** below details the proposed Otjimbingwe Landscape.



**Figure 4: Map of Proposed Otjimbingwe Landscape**

The communal area was established by the German colonial administration in 1902 as a reserve primarily for restricting the Herero-speaking pastoralists. The reserve initially measured 130 million ha (130,000 km<sup>2</sup>) but has since been shrunk to the current estimated 92,000 ha under South African colonial administration after massive amounts of land had been alienated for the settlement of Afrikaner WWI veterans (Ward et al, 2000). The main settlement of Otjimbingwe on the banks of the Swakop River is the nerve centre of the area where all public services and facilities are available. The settlement has an estimated 7,000 inhabitants, while the population of the entire communal area is estimated at 10,000 people (NSA, 2014). Otjimbingwe is predominantly a livestock farming area and most of the people residing at Otjimbingwe settlement also maintain livestock outposts in the outlying communal area. As with all communal areas in Namibia, many people originating from Otjimbingwe work in towns in the Erongo Region and Windhoek but continue to maintain their family ties and livestock farming interests in the area.

Since Otjimbingwe lies in an arid region bordering the Namib Desert, it receives low and variable rainfall. Low rainfall, coupled with the small size and enclosed nature of the communal area (it is completely enclaved by freehold farming land), high livestock stocking rates, perceived unmanaged grazing practices and relatively high population increases over the years makes Otjimbingwe highly susceptible to land degradation and impacts of climate change (Ward et al, 2000). Interestingly, rangeland researchers have begun predicting Otjimbingwe's demise, resulting from unsustainable grazing practices, since the early 1970s (Fuller, 1998). Despite these challenges, this communal area continued to support livestock farming till today.

SGP stakeholders are of the opinion that not many donor funded activities are undertaken at Otjimbingwe compared to many other communal areas, including those in other parts of the Erongo Region. The enclosed nature and reasonably manageable size also counts in the area's favour as an SGP landscape. The proposed landscape presents good potential for community-level sustainable land management, climate change adaptation, especially livestock adaptation and community-level resilient livelihoods initiatives and support to small-scale mining of semi-precious stones and related social and environmental issues are significant.

### 3.2.2. Three Conservancies at Otjombinde Constituency

Otjombinde Constituency is one of the seven constituencies in the Omaheke Region. The constituency is situated about 240 kilometers east of Gobabis and shares borders with Botswana to the east; Epukiro Constituency to the south; Otjinene Constituency to the north-west; and Tsumkwe Constituency in Otjozondjupa Region to the north. Kindly refer to **figure 5** below.

According to the 2011 national census around 6,851 people live in the constituency of which 3,026 are female and 3,825 are male (NSA, 2011). There is one declared settlement of Tallismanus and three recognised growth points (Eiseb 10, Helena and Okutumba Gate) in the constituency. The area has a high livestock population (especially cattle) because most of the people in the constituency practise livestock farming. While this region receives relatively high rainfall (by Namibian standards) it experiences a few environmental challenges. These are land degradation resulting from over stocking, bush encroachment and access to water for livestock and household use.

The constituency hosts three gazetted communal area conservancies namely Otjombinde, Omuramba Ua Mbinda and Eiseb (NACSO 2014). These conservancies effectively cover the entire constituency and are proposed as an SGP landscape under OP6. There are ready-made management institutions in the form of conservancy management committees and farmers' associations. This proposed landscape will directly bring 591,001 ha of land under sustainable management designed to conserve biodiversity and enhance livelihood options for local people.

Potential projects eligible for SGP funding under OP6 include enterprises trading in indigenous natural products (such as devil's claw and Kalahari melon); de-bushing projects and biomass-based enterprises; livestock adaptation; grazing management; livestock health and fire management.

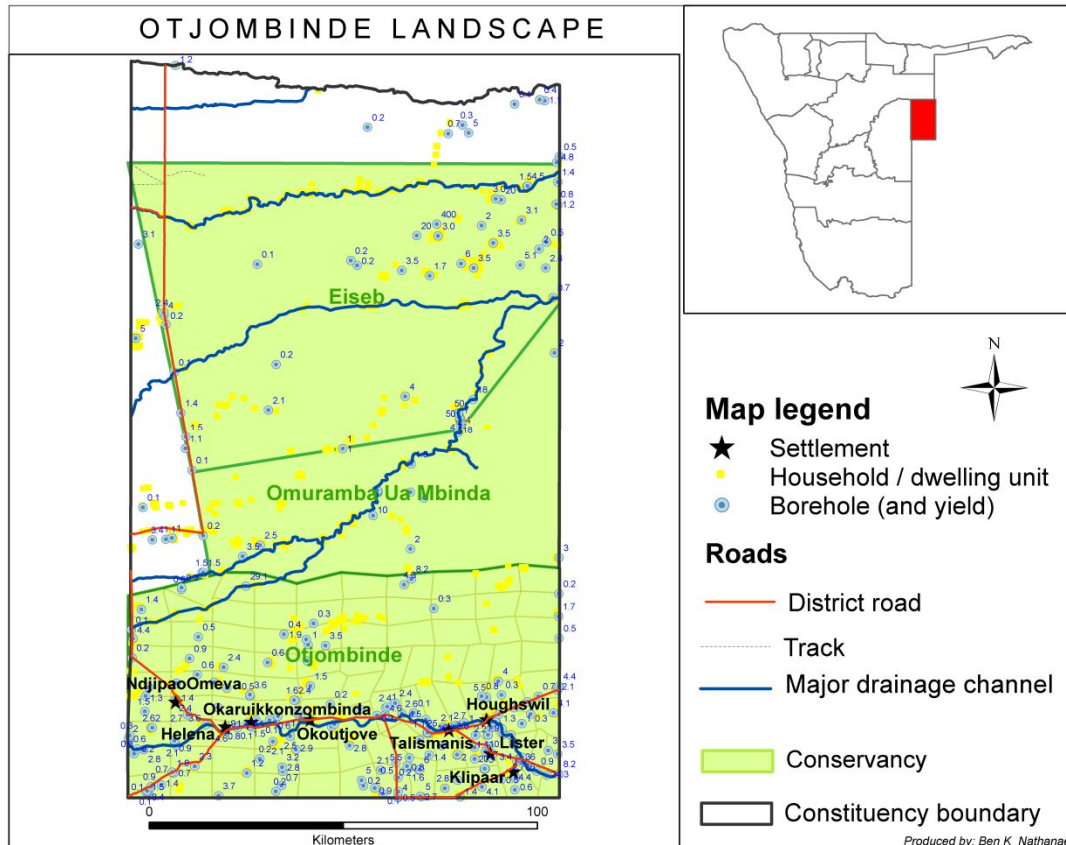


Figure 5: Map of Otjombinde Landscape

### 3.2.3. Ipumbu Ya Tshilongo Conservancy Landscape

This is an existing landscape already prioritised under the Community Development and Knowledge Management for Satoyama (COMDEKSS) programme implemented by SGP Namibia. The Desert Research Foundation of Namibia (DRFN) surveyed the landscape in 2014 and produced a comprehensive report. As a result, the landscape has been mapped, boundaries are defined and demographic as well as biophysical information is available. The landscape is 154,800 hectares in size and has a population of 13,495 people, consisting of approximately 3,000 households (SGP Namibia, 2014). Please refer to **figure 6** below.

Four projects have been identified and funding committed under the COMDEKS initiative (SGP *op.cit*). They are: a) support to the Ipumbu Ya Tshilongo Conservancy for a sustainable livelihoods diversification project; b) support to OIKE (a well-established women’s grassroots organisation) for conservation agriculture initiatives; c) support to Otjiku-Tshilonde emerging community forest for a community nursery and micro-drip systems project; and d) support to Uuvudhiya Constituency Youth Forum for the Uuvudhiya Agricultural Youth Project. Activities commenced and funds were disbursed for 3 of these while one is still in its development stages.



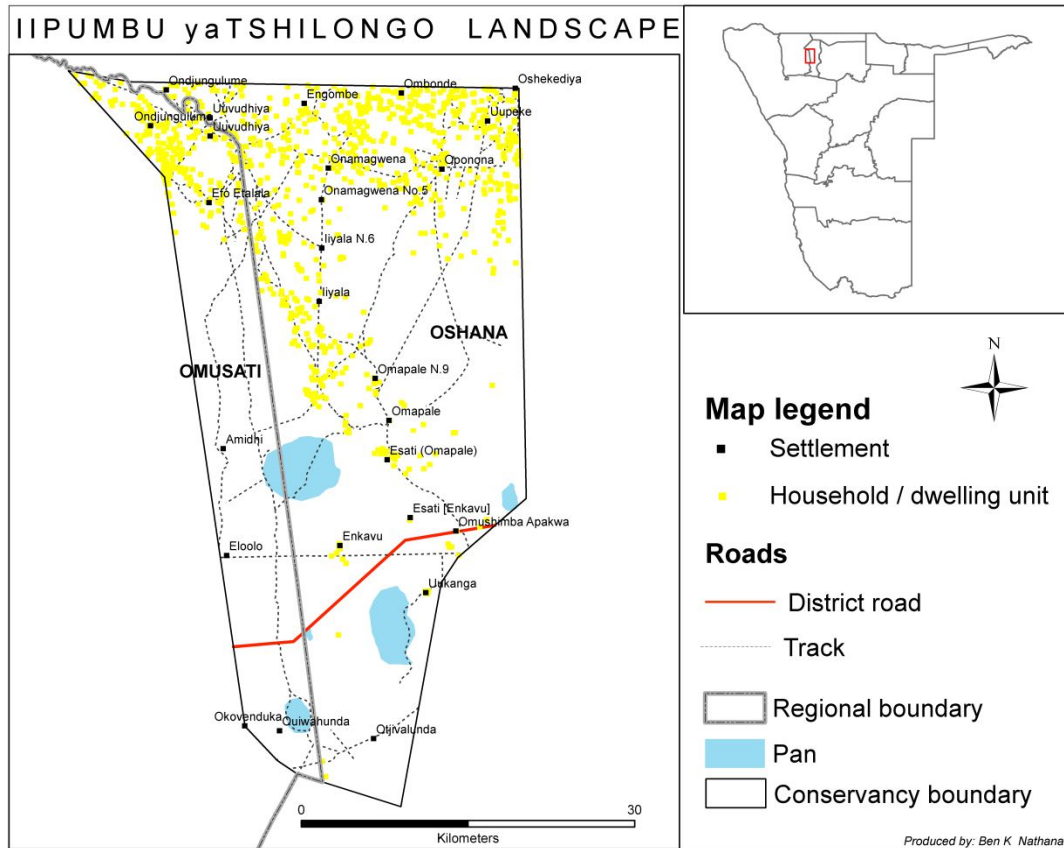


Figure 6: Map of Ipumbu Ya Tshilongo Landscape

Several reasons have been provided for recommending the inclusion of the IpumbuYa Tshilongo landscape under SGP OP 6. Firstly, the SGP Secretariat maintains that there is a global prerequisite for SGP to make a dollar-for-dollar match contribution to COMDEKS funded initiatives. In this respect, retaining the IpumbuYa Tshilongo landscape as one of the SGP landscapes under OP6 will be in compliance with this global agreement. Secondly, the current COMDEKS arrangement will come to an end in July 2016. As indicated earlier, some COMDEKS-supported projects are only getting off the ground while tangible results of those that actually started are yet to be realised. It is therefore pertinent to retain this landscape under the SGP fold in order to gain enough time to support the projects adequately so that measurable results are produced. The alternative will result in COMDEKS investments of the past 2 years effectively going to waste. Thirdly, there are ready-made and functioning community-based institutions to work with i.e. the conservancy committee, community forest committee, OIKE and the youth farmers' association.

Potential projects under the youth agriculture project – which is only getting off the ground – will include range land management, improvement of livestock genetics as an adaptation measure, rain and flood water harvesting, improving livestock nutrition, and institutional strengthening of the farmers' association.

### 3.3. Grant-maker+ strategies

### **3.2.2. CSO-government Dialogue Platform**

Section 2.2 of this CPS outlines effective and functioning CSO-government consultative platforms that already exist in Namibia. A multi-stakeholder/multi-disciplinary platform was established to provide advice during the roll out of the Country Climate Smart Agriculture Programme (CCSAP) that was developed and adopted by stakeholders in July 2015. This forum deals with issues pertaining to climate change (adaptation and mitigation) and sustainable agriculture. The National CBNRM programme, under NACSO, presents another platform for CSO-Government dialogue where matters related to sustainable biodiversity management (wildlife, eco-tourism, land, and forestry) are collaboratively handled. Lastly, there are also ongoing multi-stakeholder efforts around the question of the sustainable and equitable use of genetic resources. The protection of communities' intellectual property rights over these genetic resources as well as indigenous knowledge are central to these efforts. To this end, a consultative process is underway to develop an access and benefit-sharing (ABS) law for Namibia. An ABS bill is currently being debated in parliament which will be passed during OP6. Passage of the ABS Act will be followed by the development of regulations where community participation will be very crucial.

During OP6, the SGP will limit its focus to strategically supporting its beneficiaries (individuals, CSOs and CBOs) to effectively participate at these platforms in order to advocate their interests.

### **3.2.2. Policy influence**

Not much policy development is anticipated during OP6 in Namibia as the country has a collection of very recent and contemporary policies in areas relevant to GEF priorities. As a result, no major policy effort is planned. There are however 3 major enabling laws under development which are likely to be passed during OP6. These are the legislation on access and benefits sharing (ABS), the pollution and waste control legislation and protected areas and wildlife management legislation, all of which will be of great benefit to SGP beneficiaries and by extension to SGP's work. Sufficient and adequate consultations have already been undertaken in the recent past. The only effort SGP may expend in this regard relates to supporting awareness raising and promotional activities on individual pieces of legislation as and when they get promulgated and also to support CBO participation in the development of regulations.

### **3.2.3. Promoting social inclusion**

SGP considers gender equality and empowerment to be essential elements for achieving sustainable development and global environmental benefits. In this sense, SGP has developed a global gender mainstreaming policy, which lays out the key features of this approach. Namibia passed a very progressive Gender Policy 2010 (GRN, 2010) which is valid for a 10-year period (2010 – 2020). SGP OP6 will coincide with the concluding years of this policy's implementation. This policy provides guidance on the integration and mainstreaming of gender perspectives into development planning in line with the NDPs and Vision 2030. A chapter is devoted to "Gender, Poverty and Rural Development" and "Gender and Environment", respectively. SGP will be guided by the provisions of these policies in planning and dealing with issues relating to gender equality and empowerment of women in project selection and during implementation of projects funded by SGP.

The concept of "indigenous peoples" which is currently not underpinned by legal definition, is still subject to much debate in Namibia. However, vulnerable ethnic and linguistic minorities, such as the ovaHimba and the San, form part of Namibia's population. It is for this reason that a Special Initiative for Vulnerable Minorities was started in the Office of the Prime Minister a few years ago under the direct auspices of the Deputy Prime

Minister. This programme has been elevated to the Office of the President in 2015 and is now headed by a Deputy Minister. SGP is committed to collaborating closely and as necessary with this initiative especially in the envisaged Otjombinde and Ipumpu Ya Tshilongo landscapes where San communities reside.

Namibia's National Youth Policy was produced in 1993 and revised in 2006 (GRN, 2006). It emphasises employment creation, financial support for young entrepreneurs and access to agricultural land amongst its major objectives. The policy is premised on empowering young people by creating and supporting an enabling environment in which they can secure sustainable livelihoods for themselves. The policy further makes very specific pronouncements on pertinent topics such as youth living with disabilities, gender dynamics in youth, agriculture, environment and land, and recognises that the majority of young Namibians live in rural areas. The SGP will take into account the guidelines provided by this policy in ensuring that youth-related issues are considered fairly.

Gender impacts and the role of women as well as the environment and social impacts will be among the critical criteria in project selection and approval. To this end, SGP will apply UNDP's SES and gender impact assessment instruments to assess the potential impacts of proposed projects on local communities - especially on ethnic and linguistic minorities such as the ovaHimba and the San- and women. Efforts will be made to encourage and give preference to female-led projects, initiatives and eligible proposals by woman-headed households, by people living with disabilities and the youth. SGP will furthermore actively require its beneficiaries to encourage the participation of ethnic minorities, women and people living with disabilities at the CSO-Government dialogue as discussed under 3.2.1. above. SGP will also keep track of these activities through project monitoring and evaluation activities.

#### 3.2.4. Knowledge management plan

As indicated in table 2 above, a number of activities will be initiated and supported during SGP OP6 with the view to generate and disseminate knowledge among SGP beneficiaries in Namibia and amongst SGP countries. These will basically be determined by costs and resources at SGP's disposal. Partnership opportunities with NGOs, EIF and government will also be explored in pursuit of this objective as a matter of necessity. Below are some of the measures that SGP intends to explore during OP6:

- **Annual landscape-level workshops for beneficiaries and stakeholders for each landscape and from projects from adjacent areas outside landscapes supported with 30% OP6 funds.** These will provide an opportunity for the project implementers within a landscape to get together, exchange ideas, learn from one another and network. These fora will also be used to introduce new information, conduct needs assessments, and review small grant project activities. The approach has great value for sharing the experiences of successful small grant projects and supporting and guiding new projects, providing a support network for projects facing challenges, and sharing successes.
- **Two inter-landscape workshops during OP6 that will bring together only a limited number of beneficiaries and stakeholder representatives at a central location.** These get-togethers afford the stakeholders with an opportunity to exchange ideas, learn from one another and network. The approach also has great value for sharing the experiences of successful small grant projects and supporting and guiding new projects, providing a support network for projects facing challenges, and sharing successes.
- **South-South Community Innovation Exchange Platform:** The SGP Secretariat intends to join and participate in such a platform for the purposes of promoting south-south exchanges on global environmental issues.

- **Digital library:** SGP will establish a digital library and actively share innovative approaches, best practices and successes nationally and globally, especially the GEF global digital library. This will be jointly undertaken with the EIFs Operations Department which is already in the process of establishing a resource centre.
- **One-on-one project support and mentorship:** Each Small Grant recipient will be visited quarterly by SGP staff members.
- **A social media platform:** SGP will set up and administer a social media platform, where small grant recipients and stakeholders can interact regularly to share experiences and gain support. Beneficiaries will be encouraged to participate in network events and to become active and forge partnerships with broader adaptation network partners.
- **Media engagement:** The SGP Secretariat will facilitate sharing of lessons and case studies through a variety of media, including: articles, movies, video clips, newspapers, radio interviews, etc. Details are discussed below in the section dealing with communication strategy.
- **Case studies:** Case studies/stories will be developed and shared within Namibia and internationally through existing networks such as the South African Adaptation Network and in relevant national climate change fora to capture lessons at the national scale.

### 3.2.5. Communications Strategy

SGP country-level communications strategies are guided by the Global Communications Strategy issued in the second Operational Phase (OP2). Such national communications strategies provide a proactive and effective internal and external communications system for the respective national SGP programmes.

SGP Namibia, therefore, has a communications strategy in place which was also developed in 2006 during the second operational phase (OP2) that sought to provide guidance for undertaking communications activities at the national level. Although this strategy is quite dated, its objectives, key audiences (i.e. internal as well as external audiences) and key stakeholders are all still valid and relevant. It is only the communication tools, methods and strategies that will need a major revision to be brought in line with modern approaches and technologies. To this end, SGP intends to produce a revised National Communications Strategy during the first year of OP6. Such strategy will aim to facilitate an enabling environment of networking where grantees and stakeholders: a) learn from one another; b) contribute towards knowledge management; c) conduct dialogues; d) host training seminars; receive guidance on how to document and share best practices and share lessons learned. It will essentially be a capacity-building effort.

To this end, it needs to be pointed out that many of the measures and tools discussed under knowledge management in 3.2.4. [above, lend above, lend](#) themselves for use as communication tools. In addition to these, the new strategy will also consider the following:

- **Media engagement:** The SGP Secretariat will facilitate sharing of lessons and case studies through a variety of media, including: articles, movies, video clips, newspapers, radio interviews, etc.
- **Case studies:** Case studies/stories will be developed and shared within Namibia and internationally through existing networks such as the South African Adaptation Network and in relevant national climate change fora to capture lessons at the national scale.

- **Policy briefs:** Briefs with recommendations for policy development will help inform local and national policy development.
- **International meetings:** UNFCCC and UNCBD meetings will be attended by various stakeholders as funding allows where side events will be conducted in order to present their experiences.

**framework**

**with SGP OP6 global programme components**

	<b>CPS targets</b>	<b>Activities</b>	<b>Indicators</b>	<b>Means of verification</b>	<b>Social and Environmental Safeguards</b>
<p><i>Seascape</i></p> <p>programme n and ement of and through ty-based</p>	<p>3 Landscapes located in 3 different geographic locations representing 3 different biomes supported. One of these to be an existing COMDEKS landscape</p>	<p>Up to 9 community projects (3 per landscape) funded. Sustainable management of forestry resources, combating bush encroachment, human-wildlife conflict mitigation, indigenous natural products, veld-fire management, rain and floodwater harvesting, group herding and grazing.</p>	<p>Up to 900,000 hectares of communal land placed under sustainable management.</p>	<p>Individual project reports.</p> <p>Quarterly or semi-annual site visits and M&amp;E reports by SGP</p> <p>Annual Monitoring Report (AMR)</p> <p>Country Programme Strategy Review</p> <p>(NSC inputs)</p>	<p>SES principles applied during project selection, contracting and M&amp;E. Provisions of National Gender Policy, National Youth Policy applied as appropriate.</p> <p>Consultations to be held with the Special Initiative for indigenous minorities as needed.</p>



<p><u>GP OP6 Component 2:</u> <i>Climate Smart Innovative Agro-ecology:</i></p> <p>2.1 Agro-ecology practices incorporating measures to reduce CO<sup>2</sup> emissions and enhancing resilience to climate change tried and tested in protected area buffer zones and forest corridors and disseminated widely in at least 30 priority countries</p>	<p>Conservation tillage, micro-drip, water conservation, promotion of organic fertilisers, livestock adaptation, biological pest control measures, and other climate change community-level adaptation and sustainable livelihood measures.</p>	<p>Minimum of 9 community projects (3 per landscape) funded.</p>	<p>900,000 hectares of communal land will be impacted.</p> <p>Over 13,000 crop farmers mostly in Ipumpu Ya Tshilongo will benefit.</p> <p>Up to 20,000 livestock farmers in all 3 landscapes will benefit.</p>	<p>Individual project reports.</p> <p>Quarterly or semi-annual site visits and M&amp;E reports by SGP</p> <p>Annual Monitoring Report (AMR)</p> <p>Country Programme Strategy Review (NSC inputs)</p>	<p>SES principles applied during project selection, contracting and M&amp;E. Provisions of National Gender Policy, National Youth Policy applied as appropriate. Consultations to be held with the Special Initiative for indigenous minorities as needed.</p>
<p><u>SGP OP6 Component 3:</u> <i>Low Carbon Energy Access Co-benefits:</i></p> <p>3.1 Low carbon community energy access solutions successfully deployed in 50 countries with alignment and integration of these approaches within larger frameworks such as SE4ALL initiated in at least 12 countries</p>	<p>Energy efficient stoves, household level access to solar energy technologies or central public facility provision of solar energy technologies for (lighting, radio and charging cellphones). Feasibility of creating entrepreneurship around public facilities will be investigated with the view of ensuring sustainability.</p>	<p>20 projects (at least 5 per landscape)</p>	<p>At least 20 rural households/rural public facilities (5 per landscape) and 5 outside achieving energy access.</p>	<p>Individual project reports.</p> <p>Quarterly or semi-annual site visits and M&amp;E reports by SGP</p> <p>Annual Monitoring Report (AMR)</p> <p>Country Programme Strategy Review (NSC inputs)</p>	<p>SES principles applied during project selection, contracting and M&amp;E. Provisions of National Gender Policy, National Youth Policy applied as appropriate. Consultations to be held with the Special Initiative for indigenous minorities as needed.</p> <p>Special attention will be paid to potential e-waste that may result</p>



					from the solar technologies, and recycling strategies will be integrated into project implementation.
<p><u>SGP OP6 Component 4:</u> <i>Local to Global Chemical Management Coalitions:</i></p> <p>4.1 Innovative community-based tools and approaches demonstrated, deployed and transferred, with support from newly organised or existing coalitions in at least 20 countries for managing harmful chemicals and waste in a sound manner</p>	<p>SGP will promote organic and biological pest control methods; support initiation of education projects on waste management and recycling, and actively promote income generating opportunities around recycling including e-waste. Efforts will be made to integrate e-waste recycling efforts into the larger nationwide initiative that EIF intends to finance in 2016/17.</p>	<p>Projects promoting organic and biological pest control measures will be integrated into 9 projects envisaged under Component 2.</p> <p>SGP will additionally support at least 10 waste management and recycling projects both within and outside the envisaged landscapes because recycling is largely influenced by volumes of waste.</p>	<p>Over 13,000 crop farmers mostly in Ipumpu Ya Tshilongo will benefit from organic pest control measures.</p> <p>Up to 10 direct &amp; 50 indirect beneficiaries are envisaged from recycling enterprises. Initiatives by women, youth and people living with disabilities will enjoy preferences.</p>	<p>Individual project reports.</p> <p>Quarterly or semi-annual site visits and M&amp;E reports by SGP</p> <p>Annual Monitoring Report (AMR)</p> <p>Country Programme Strategy Review</p>	<p>SES principles applied during project selection, contracting and M&amp;E. Provisions of National Gender Policy, National Youth Policy applied as appropriate.</p>
<p><u>SGP OP6 Component 5:</u> <i>CSO-Government Policy and Planning Dialogue Platforms (Grant-makers+):</i></p> <p>5.1 SGP supports establishment of “CSO-Government Policy and Planning Dialogue Platforms”, leveraging existing and potential partnerships, in at least 50 countries</p>	<p>Functioning CSO-government consultative platforms that already exist in Namibia involving CSOs, CBOs, ministries of MAWF, MME and MET and academic institutions for handling issues of biodiversity, climate change &amp; sustainable agriculture, renewable energy and energy efficiency, and land degradation.</p>	<p>SGP in OP 6 will support effective participation of CSOs and CBOs in at least 33 CSO-government dialogue platforms in order to advocate their interests.</p>	<p>Support beneficiary CSOs and CBOs participation in 3 existing policy dialogue platforms as necessary. This may result in a minimum of 5 CSOs/CBOs (including at least 1 per landscape for the envisaged 3 landscapes).</p>	<p>Individual project reports.</p> <p>Quarterly or semi-annual site visits and M&amp;E reports by SGP</p> <p>Annual Monitoring Report (AMR)</p> <p>Country Programme Strategy Review</p> <p>SGP Global Database</p>	<p>Beneficiary CSOs and CBOs will be requisitely advised and if necessary required to encourage participation of ethnic minorities, women and people living with disabilities at these dialogue fora.</p>

<p><u>SGP OP6 Component 6:</u> <i>Promoting Social Inclusion (Grant-makers+):</i></p> <p>6.1 Gender mainstreaming considerations applied by all SGP country programmes; Gender training utilised by SGP staff, grantees, NSC members, partners</p> <p>6.2 IP Fellowship programme awards at least 12 fellowships to build capacity of IPs; implementation of projects by IPs is supported in relevant countries</p> <p>6.3 Involvement of youth and disabled is further supported in SGP projects and guidelines and best practices are widely shared with countries</p>	<p>Applying SES principles, SGP will assess meticulously potential impacts of proposed projects on local communities especially on ethnic and linguistic minorities such as the ovaHimba and the San.</p> <p>Gender impacts and role of women will be one of the critical criteria in project selection and approval.</p>	<p>At least 2 SES gender awareness/analysis sessions will be conducted during OP6 (beginning and midway) with Grant-maker + support in order to sensitise SGP partners.</p> <p>Efforts will be made to encourage and give preference to female-led projects, initiatives and eligible proposals by woman-headed households, by people living with disabilities and the youth.</p>	<p>From 30,000 potential beneficiaries:</p> <ul style="list-style-type: none"> <li>women at least 40% ;</li> <li>youth between 50 and 60 %;</li> <li>people living with disabilities – fair representation where appropriate;</li> <li>ethnic minorities – fair representation where appropriate.</li> </ul>	<p>Individual project reports.</p> <p>Quarterly or semi-annual site visits and M&amp;E reports by SGP</p> <p>Annual Monitoring Report (AMR)</p> <p>Country Programme Strategy Review</p> <p>SGP Global Database</p>	<p>SES principles applied during project selection, contracting and M&amp;E. Provisions of National Gender Policy, National Youth Policy applied as appropriate.</p> <p>Beneficiaries will be required to encourage participation of ethnic minorities, women and people living with disabilities at these dialogue fora.</p>
<p><u>SGP OP6 Component 7:</u> <i>Global Reach for Citizen Practice-Based Knowledge programme (Grant-makers+):</i></p> <p>7.1 Digital library of community innovations is established and provides access to information to communities in at least 50 countries</p> <p>7.2 South-South Community Innovation Exchange Platform promotes south-south exchanges on</p>	<p>SGP will actively share innovative approaches, best practices and successes nationally and globally through the following tools:</p> <ul style="list-style-type: none"> <li>4 Annual landscape-level fora for beneficiaries and stakeholders for each landscape and from projects from adjacent areas outside landscapes supported with 30% OP6 funds.</li> </ul>	<p>Database established and updated monthly</p>	<p>At least 3 country innovations to be shared and disseminated at the global level.</p>	<p>Individual project reports.</p> <p>Quarterly or semi-annual site visits and M&amp;E reports by SGP</p> <p>Annual Monitoring Report (AMR)</p> <p>Country Programme Strategy Review</p> <p>SGP Global Database</p>	<p>Participation of ethnic minorities, women and people living with disabilities in exchanges. Vulnerable minorities will be carefully assessed where applicable.</p>

<p>global environmental issues in at least 20 countries</p>	<ul style="list-style-type: none"> <li>• Two inter-landscape workshops during OP6 that will bring together only a limited number of beneficiaries and stakeholder representatives at a central location.</li> <li>• South-South Community Innovation Exchange Platform.</li> <li>• Digital library.</li> <li>• One-on-one project support and mentorship.</li> <li>• Social media platforms.</li> <li>• Media engagement.</li> <li>• Case studies.</li> </ul>				
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## **5. Monitoring & Evaluation Plan**

GEF SGP has a global Monitoring and Evaluation (M&E) framework that serves as a guide for the respective country programmes. This framework seeks to establish a clear link between project, country programme, and global level strategies and activities. This framework is also designed to feed into SGP's [knowledgeKnowledge](#) management system by facilitating the capturing and sharing of **lessons learned** including those capable of producing global benefits. To this end, SGP, in OP6, will distinguish between project-level M&E and country portfolio M&E and demonstrate how all these contribute to the achievement of global SGP OP6 indicators.

SGP Namibia developed an M&E strategy as guided by the CPMT during OP5. This framework is largely still valid and applicable. In the context of the SGP, monitoring and evaluation activities are above all undertaken in a participatory manner. It has been amply demonstrated in SGP that the participatory M&E approach (involving beneficiaries, programme staff, NSC members and sometimes independent evaluators) creates a conducive environment for capacity-building projects and generates lessons that can be described and applied by project participants themselves. SGP Namibia intends to keep this tried and tested approach during OP6.

### **5.1. Country level M&E plan to monitor the implementation of the CPS**

At the country programme level, M&E will look at the performance of the sum total of the SGP portfolio of projects and activities in relation to the target set in the CPS. At this level, M&E will involve scheduled regular visits to projects, annual Performance and Results Assessments (PRA) and regular updates through an on-line and off-line database. While the SGP Secretariat (NC and Programme Assistant) will be “the boots on the ground”, other stakeholders will also be involved within the context of the National Steering Committee (NSC). In this arrangement, NSC meetings will serve as an important platform for keeping a finger on the pulse of SGP’s progress and achievements. At least one meeting per year will be fully devoted to M&E activities. The SGP Secretariat will further provide annual progress reports on the progress and results of completed projects to key stakeholders. These reports are called Annual Country Reports (ACR) and will form the basis for the compilation of Annual Monitoring Reports (AMRs) submitted to the CPMT for the purposes of global reporting. CPS will be reviewed annually with the view to measuring progress with respect to set targets while this will present an opportunity for adjustment and responding to the impacts of unexpected external factors. Table 4 below outlines these concrete M&E measures, their respective scheduling during OP6, and the purposes they will serve.

### **5.2. How M&E of individual SGP grantee partners will be strengthened and adaptive management promoted**

As indicated in the introduction to this section, SGP is committed to undertaking M&E activities in a participatory manner. Through the NSC, stakeholders from the UNDP country office, government, academic institutions, the civil society and private sector will be engaged to provide guidance and oversight during SGP Namibia’s implementation of priorities outlined under OP6.

SGP Namibia will use GrantMaker+ resources to build M&E capacities of the partner institutions. These will start with workshop sessions on SGP's project proposal development format and the M&E system on training of trainers approach. These interventions will help create a good understanding on how to a) identify initiatives that are eligible for SGP funding; b) develop project proposals on these initiatives in line with SGP criteria; and c) report progress and results to SGP during project implementation. Community members, CBO leaders as well as CSO representatives will be targeted with these workshops. The workshops will be complimented by intensive orientation sessions for new grantees after NSC approval of their grant applications. Such sessions, which will be done in groups and/or in a one-on-one format at the discretion of the NC, will form part of the contracting process and must deal with the specifics of the individual grants and the subsequent grant agreements. In this process, SGP staff members will guide the beneficiaries to develop and submit required work plans and seek agreement on the content and schedules of such work plans. It is needless to say that these work plans will be very critical to project monitoring and evaluation because the whole exercise will be based on indicators and targets established in these work plans.

Grantee progress reports serve as a key M&E tool in SGP's project-level M&E efforts. SGP intends to assess both the timely submission and the quality of these reports. Timely corrective interventions will be made should SGP find from such reports that such interventions are warranted. Grantee reports not submitted on time will adversely affect SGP's ability to, on time, compile and submit its programmatic M&E reports while poor quality grantee reports will have a knock-on effect on SGP's own reports. The most critical quality standard that grantee reports must meet is their ability to generate information on performance targets outlined in table 3 above which SGP will use to demonstrate its contribution to the achievement of GEF global indicators.

M&E at this level will also involve periodic project monitoring visits. To this end, SGP will make an effort to visit each active grantee/project on a quarterly basis but at least twice a year. SGP will collaborate very closely with EIF Namibia in these monitoring visits. EIF Namibia employs a full-time M&E Officer whose inputs will be sought as necessary. EIF further retains the services of freelance M&E consultants who are based in different geographic regions – strategically distributed throughout the country. Monitoring visits will therefore be undertaken either by SGP staff members, EIF staff members and regionally-based consultants while visiting EIF funded projects or jointly by SGP and EIF staff members. NCS members – as their busy schedules permit - will also be involved in site visits.

### **5.3. How local stakeholders, community members and/or indigenous peoples will participate in setting project objectives and outputs and M&E**

The previous subsection alluded to SGP's commitment to participatory M&E and the pivotal role of the NSC as a stakeholder platform.

The SGP Secretariat will encourage and actively facilitate approaches which seek to obtain and include local stakeholders' inputs during project planning, proposal development in M&E and project reporting activities. Partnerships with CSOs, NGOs and the EIF will be very critical in this respect.

SGP, as indicated elsewhere, will apply available ESS and gender assessment tools at every stage of the project implementation (including M&E) in order to monitor impacts on the environment, women and vulnerable communities. Particular attention will be given to the detection, reporting on and management of any unanticipated environmental and social risks that arise during project implementation.

#### 5.4. Strategy for aggregating the results of SGP individual projects at the country programme portfolio level

SGP grantee progress reports and findings of monitoring visits will serve as core sources of project M&E data. As outlined earlier in this section, grantee reports will be expected to be of a certain quality and standard.

Having adopted a logical framework approach in the design of projects funded thus far, the framework will also be used to monitor and evaluate projects against set targets. Each approved small grant recipient will be required, and if necessary assisted, to define a set of measurable indicators (that are consistent with SGP OP6 global programme components) against which they will report progress, and will establish baselines for these indicators. In addition to quantitative reporting, it is envisaged that qualitative reporting will form an important component of grantee reporting processes.

The SGP staff members will subject individual grantee progress reports to requisite scrutiny with the view to verify if a) the reported activities are in line with activities agreed in work plans, b) verify if the expenses reported in the financial reports are for activities reflected in the agreed work plans, and c) check if the substantive issues addressed in the reports actually address the agreed monitoring indicators.

SGP staff members will then extract relevant data from these reports load it onto on-line and off-line databases as appropriate.

**Table 4. M&E Plan at the Country Programme Level**

M&E Activity	Responsible Parties	Time frame/Scope
Country Programme Annual Strategy Review	NSC, NC, CPMT	Reviews will be conducted on an annual basis to ensure CPS is on track in achieving its outcomes and targets, and to take decisions on any revisions or adaptive management needs
NSC meetings	NSC, NC, UNDP CO	Minimum twice per year, with one dedicated to M&E and adaptive management at the end of each grant year in June
Financial reporting	NC/PA, UNOPS	Quarterly
Annual Country Report (ACR) to review portfolio progress and results of completed projects	NC presenting to NSC	Once per year in June each year
Annual Monitoring Report – country survey based on ACR	NC, survey data provided to CPMT	Once per year in July each year
Strategic Country Portfolio Review	NSC, NC	At the end of OP6

## 6. Resource mobilisation plan

SGP resources are critically limited as the programme seeks to spread its meagre resources to as many global regions as possible. This necessitates the prudent use of these resources and requires an approach that seeks to strategically to add value to ongoing activities or to create the capacity for self-sustenance. It is therefore vitally important to avoid at all costs a dependency. SGP Namibia will develop a new Resource



Mobilization Strategy (informed by the Global GEF-SGP Resource Mobilisation Strategy) which will serve as a guideline for the partnership and sustainability strategies outlined below.

The success of partnerships in this respect will rely on clearly defined roles and benefits that respective partners see for their interests. The NC will spearhead the efforts of soliciting support for the establishment of partnerships for the mobilisation of financial and technical assistance with bilateral and multilateral development agencies, intergovernmental organisations, the private sector, NGOs, academia and other organisations. This effort will be actively supported by the UNDP CO, the GEF National Focal Point (who is located within the MET) and the NSC.

### **6.1. Possibilities to develop strategic partnerships.**

Sections 2.2 and 2.3 of this CPS outline how the SGP could potentially contribute to the implementation of Namibia's national priorities as well as potential synergies with ongoing initiatives funded by the government or UN agencies. These sections also detail SGP's strategic desire to continue to find a niche for itself within the national programmes addressing 3 UN environmental conventions being implemented by 3 key government ministries i.e. MET, MME and MAWF. Real possibilities exist for SGP to add value to the ongoing community-level water resources management, conservation agriculture, sustainable animal husbandry and forestry management initiatives of the MAWF; MME's initiatives aimed at supporting household and community access to renewable energy; and ongoing multiple efforts under MET, i.e. biodiversity management, climate change mitigation and adaptation, combating land degradation and desertification.

SGP's partnership with EIF Namibia is also very critical in this equation. This partnership allows for SGP at present sharing in EIF's office infrastructure and resources (telephones, e-mails, meeting rooms etc.), expertise and even undertaking joint monitoring and evaluation efforts. During OP6 a huge potential exists for more joint project funding; joint grantee capacity building initiatives; joint M&E efforts and even SGP staff members benefiting from EIF staff training opportunities.

Partnerships with CSOs and NGOs will also be strategically investigated within the limits of available financial resources. As pointed earlier, because of their proximity which gives them a comparative advantage, partnerships with these stakeholders in project development, project-level M&E and ensuring local community participation into project activities will continue to be critical.

Within the context of these strategic partnerships, SGP's niche will be to initiate and catalyse small-scale community projects which are capable of being scaled up and replicated. While the chances for leveraging any financial contributions towards SGP will be slim, a scope exists for in-kind benefits especially in the form of joint initiatives and resource-sharing.

### **6.2. OP6 resource mobilisation plan to enhance the sustainability of the SGP country programme.**

As was the practice during OP 5, SGP will continue to require the applicants for SGP funds to demonstrate how the projects will be sustained beyond/after SGP funding. This will be complemented with the SGP office's active facilitation and encouragement to civil society to mobilise additional resources (in cash and in kind) from relevant stakeholders. This mechanism will not only serve as a screening criterion but is also aimed at building in steps for community capacity towards sustainability. This would be the most basic yet important first sustainability instrument.

Efforts will also be made to forge partnerships with bilateral and multilateral development agencies, intergovernmental organisations, the private sector, NGOs, academia and other organisations. Quite a number of programmes/projects forming part of the portfolio of projects of the UNDP CO present good



opportunities that could be explored because UNPAF 2014 -2018 actually coincides with SGP OP6. To this end, synergies will be explored for possible collaboration on the implementation of community level activities where the SGP has a comparative advantage. The proposed Ipumbu Ya Tshilongo landscape becomes very central to this discussion. As indicated earlier, this is an existing landscape under the Community Development and Knowledge Management for Satoyama Initiative (COMDEKS) until July 2016. SGP serves as the delivery mechanism for COMDEKS in Namibia.

Furthermore, SGP remains under obligation to mobilise additional resources (both in cash and in kind) to augment its limited funding. Since SGP continues to receive more applications for funding than the funding at its disposal and since it also receives good proposals which are not GEF-able, co-financing arrangements with other partners will be pursued, where possible, to support such needs. While other partners and opportunities will be identified through the resource mobilisation strategy mentioned earlier, EIF Namibia represents a highly suitable co-financing partner during OP6.

Lastly, SGP will continue recovering cost whenever its staff members are involved in managing other funds or SGP is acting as delivery mechanism for other programmes/projects in the country.

## 7. Risk Management Plan

### 7.1. Key risks anticipated in the implementation of the CPS during OP6.

Several financial and operational risks are anticipated during the implementation of OP6. These risks will be assessed on a continual basis throughout the duration of OP6 as well as the lifespans of individual grants. Table 5 below outlines these risks, their respective degree of severity, and their respective likelihood of occurring as well as possible mitigation measures.

**Table 5. Description of risks identified in OP6**

Describe identified risk	Degree of risk (low, medium, high)	Probability of risk occurring (low, medium, high)	Risk mitigation measure foreseen
Potential political backlash about the choice of landscapes.	medium	medium	NC and NSC will thoroughly inform the GEF National Focal Point about the merits of the landscape selection to secure government buy-in. Same information will be used in public information exercises.
Recurrent droughts & floods may interfere with implementation of some grants leading to poor rural community participation.	high	medium	SGP will explore legally-permissible creative measures to mitigate against such interruptions e.g. no-cost extensions, temporary project freezing & actively advise recipients on accessing available relieve assistance.
Women and vulnerable minorities may be faced with barriers affecting their effective participation in projects.	medium	medium	SGP will apply in-build gender and ESS assessment tools on each grant to deliberately keep track of participation of and impacts on the said vulnerable groups throughout the grant life cycle.

Describe identified risk	Degree of risk (low, medium, high)	Probability of risk occurring (low, medium, high)	Risk mitigation measure foreseen
Grant recipients may initially not be easily receptive to the envisaged results-based monitoring and evaluation & reporting procedures.	medium	Low	SGP will use post-approval orientation sessions and targeted capacity-building instruments to obtain grantee buy-in to RB M&E and reporting
Limited capacity of grant recipients to coordinate and deliver project outputs.	medium	low	Specific capacity building interventions will be built into the project that will support grantees to coordinate the delivery of anticipated project outputs. Grantees will be involved in the process of design, planning and implementation of their project.
Misappropriation of funds by grant recipients.	high	low	Proper screening of recipients at the onset will help. Also disbursement of money according to milestones achieved will minimise the risk and if it happens, the amounts involved. Where insurmountable situations exist, support from CSOs and NGOs will be sought.
Delays in the disbursement of funds, procurement and institutional inefficiencies (e.g. lengthy approval processes) may result in delayed project implementation.	high	low	The SGP work diligently to reduce post-approval processing time i.e. coordinate closely with UNDP CO, UNOPS etc. to ensure timely contracting, timely disbursement of funds, monitoring and financial reporting.
Delayed implementation and completion of small grant projects due to unanticipated events	medium	low	Close monitoring through the pre and post-contract phases will support timely completion and implementation of small grant projects, to the extent that it is possible.
Renewable energy projects may contribute to electronic waste problems.	high	medium	Relevant grantees will be educated on e-waste and will be linked up EIF e-waste recycling efforts.

## 7.2. How the key risks will be tracked.

Identified risks will be assessed on a continual basis throughout the duration of OP6 as well as the life spans of individual grants. This will be done through the M&E system discussed under section 5 earlier. Specifically, the SGP will review grantee progress reports and site visit reports carefully, especially for projects for which high to medium intensity risks have been identified. The annual CPS review will be used as an opportunity to reassess the intensity and probability of all identified risks with the aim to make adjustments or changes that have been recorded. It is also possible that new risks may arise during project implementation. Such will also be picked up through grantee reports and monitoring visits after which the requisite mitigation measures will be introduced.

<b>NSC members involved in OP6 CPS development, review and endorsement</b>	<b>Signatures</b>

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## 9. Annexes

### Annex 1: OP6 landscape baseline assessment Development of Country Programme Strategy for SGP Namibia – OP 6

**Participatory OP6 landscape/seascape baseline assessment (please attach a project report of the activities undertaken, including possible grant up to \$25K allotted to for the multi-stakeholder planning process). (10 pages)**

#### 1. Introduction and Background

SGP Namibia, in August 2015, advertised for a grant to provide consultancy services for the development of a Country Programme Strategy (CPS) for its sixth Operational Phase (OP6). Bebira Investments cc (BI) submitted a successful proposal and was appointed in December 2015. This report is produced as a prescribed annexure 1 of the final CPS for OP6. The report seeks to outline consultative processes that were undertaken as part of the CPS development at national and landscape levels as well as how the recommended landscapes have been selected.

BI offered a team of four consultants comprised of experts presented below. Their respective responsibilities for this assignment and areas of expertise are listed next to their names:

- Mr. Karl M Aribeb – team leader (environmental practitioner);
- Dr Mosimane – deputy team leader – data collection and analyses (researcher environment and development);
- Ms Martha Jonas – landscape consultations in Ipumbu Ya Tshilongo Landscape (small grants specialist); and
- Mr Jonas Nghishidi – national consultations & landscape consultations at Otjombinde & Otjimbingwe landscapes (environmental practitioner).

#### 2. Inception Meeting

A successful inception meeting was conducted with SGP National Coordinator (NC) on 15<sup>th</sup> October 2015. The meeting was attended by 3 of Bebira's consultants (Dr. Alfons Mosimane, KM Aribeb, and Jonas Nghishidi) and Mr //Gaseb the NC.

The purpose of this meeting was to seek guidance from the SGP on the assignment. Specifically, the meeting sought to achieve common understanding on a) SGP definition of a landscape; b) what criteria are to be used in defining a landscape; c) if SGP had any preferred geographic areas to be considered as potential landscapes; d) how many landscapes could be targeted given limited financial resources of the

SGP; e) if there is any guideline on the scale and extent of an individual landscape, and f) all matters incidental to the assignment.

This section of the report outlines areas of agreement with and guidance from the SGP Secretariat.

## **2.1. Definition of Landscape**

It was clarified that there was no set SGP definition for a landscape. As a result, SGP advised to lean on COMDESK phrases of “socio-ecological production landscapes” and “human-influenced natural environments” as points of departure. COMDESK outlines that humans have influenced most of the Earth’s ecosystems through production activities such as agriculture, forestry, fisheries, herding and livestock production. While human impacts are often thought of as harmful to the environment, many such human-nature interactions are in fact favourable to or synergistic with biodiversity conservation<sup>2</sup>.

For the purposes of CPS development, SGP advised that a number of factors were to be used in defining and selecting landscapes for OSGP OP6. These factors should include Namibia’s bioregions, critical ecosystems, potential for sustainability, critical livelihoods, presence of heritage resources, and presence of indigenous peoples, amongst others. It further emerged that there was no predetermined scale but that it could theoretically be a whole country (which is impractical for Namibia), a bioregion, a communal conservancy or a community forest area.

The NC advised that SGP Namibia’s preference was for what were termed “virgin areas”. Such areas would be areas that are receiving very limited external development support from both the government (GRN) and Non-governmental Organisations (NGOs). While SGP could play a catalytic role in leveraging additional government and NGO support into such virgin areas, a key benefit with such areas, in SGP’s considered opinion, was that it would be fairly straight forward to measure SGP impacts in such areas in the long run. SGP leader further emphasised that strong links with Sustainable Development Goals (SDG) as well as alignment with national priorities and national development strategies be demonstrated both in the selection of landscapes as well as with proposed typology of projects. Potential for the generation of global environmental benefits should also be earnestly explored.

## **2.2. Proposed Landscapes**

Though a thorough interactive discussion, up to seven potential landscapes were considered. These were Nyae-Nyae Conservancy in Tsumkwe constituency of the Otjozondjupa Region; the Kearamacan Trust in the Mukwe constituency of the Kavango East Region (within Mudumu National Park); a conservancy that overlaps with a community forest in the Kavango West Region; 3 conservancies in Otjombinde Constituency in north-eastern Omaheke Region; Ipumbu ya Tshilongo conservancy landscape straddling Omusati and Oshana Regions (an existing COMDESK landscape); a section of the Hardap Region within Gibeon Constituency; and Otjimbingwe communal area in Karibib constituency of the Erongo Region. It was however agreed in the end to narrow down the choice to only four potential landscapes which were to be presented to SGP stakeholders during the national level consultations and scoping exercise. This resulted in 3 conservancies in Otjombinde Constituency, Ipumbu ya Tshilongo conservancy, Gibeon Constituency and Otjimbingwe communal area being prioritised. The intention was to present this list to the stakeholders who would select the final priority landscapes for SGP in OP6.

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<sup>2</sup> UNU-IAS, Bioversity International, IGES and UNDP (2014) Toolkit for the Indicators of Resilience in Socio-ecological Production Landscapes and Seascapes (SEPLS).

### 2.3. Stakeholders to be Consulted

The inception meeting further resulted in an agreement between SGP and the consultants on stakeholders to be consulted both during the national level scoping exercise and in respective landscapes. The table below outlines the agreed stakeholders.

3. National Level	4. Landscape Level
(a) Namibia Development Trust (NDT) (b) Namibia National Farmers' Union (NNFU) (c) Namibian Association of CBNRM Support Organisations (NACSO) Secretariat (d) Namibia Non-governmental Organisations Forum (NANGOF) (e) Namibia Nature Foundation (NNF) (f) Desert Research Foundation of Namibia (DRFN) (g) National Coordinator of NAMPLACE Project (h) Jonas Heita – for his experience in NAMPLACE Project (i) National Coordinator of SCORE Project 5. 6.	(a) Farmers' Associations in selected landscapes (b) NDT – regional office (c) Conservancies – in selected landscapes (d) Community Forests in selected landscapes (e) Cooperatives – in selected landscapes (f) Regional Councils & constituency councillors (g) Traditional authorities (h) CBO's and CSO's 7.

It is important to point out at this point that the consultants were unable to consult with all identified national-level stakeholders due to a number of factors e.g. impact of the December festive break, busy schedules of some stakeholder representatives and tight deadlines the consultancy had to meet.

### 7.1. Method and Process of Consultations

SGP and the consultants considered that task at hand against the tight deadline and agreed that it will not be possible to undertake rigorous field-level baseline surveys in proposed landscapes. It was instead resolved to undertake stakeholder consultations at national-level in Windhoek as well as in each one of the proposed landscapes. National-level consultations would seek inputs from leaders and representatives from Windhoek-based leading civil society organisations, academic institutions, government ministries and UN-funded programmes. Landscape-level consultations, on the other hand, sought to obtain inputs from community-based organisations and civil society and government stakeholders based in the proposed landscapes.

In terms of sequencing, the parties agreed that national-level consultations and scoping be undertaken first in order to determine the extent of stakeholder agreement with the recommended landscapes as well as their number. Landscape-level consultations could therefore only be conducted in agreed landscapes based on the outcome of the scoping exercise. This approach bode very well for saving time and thereby ensuring further efforts were only expended on consultation in agreed potential landscapes.

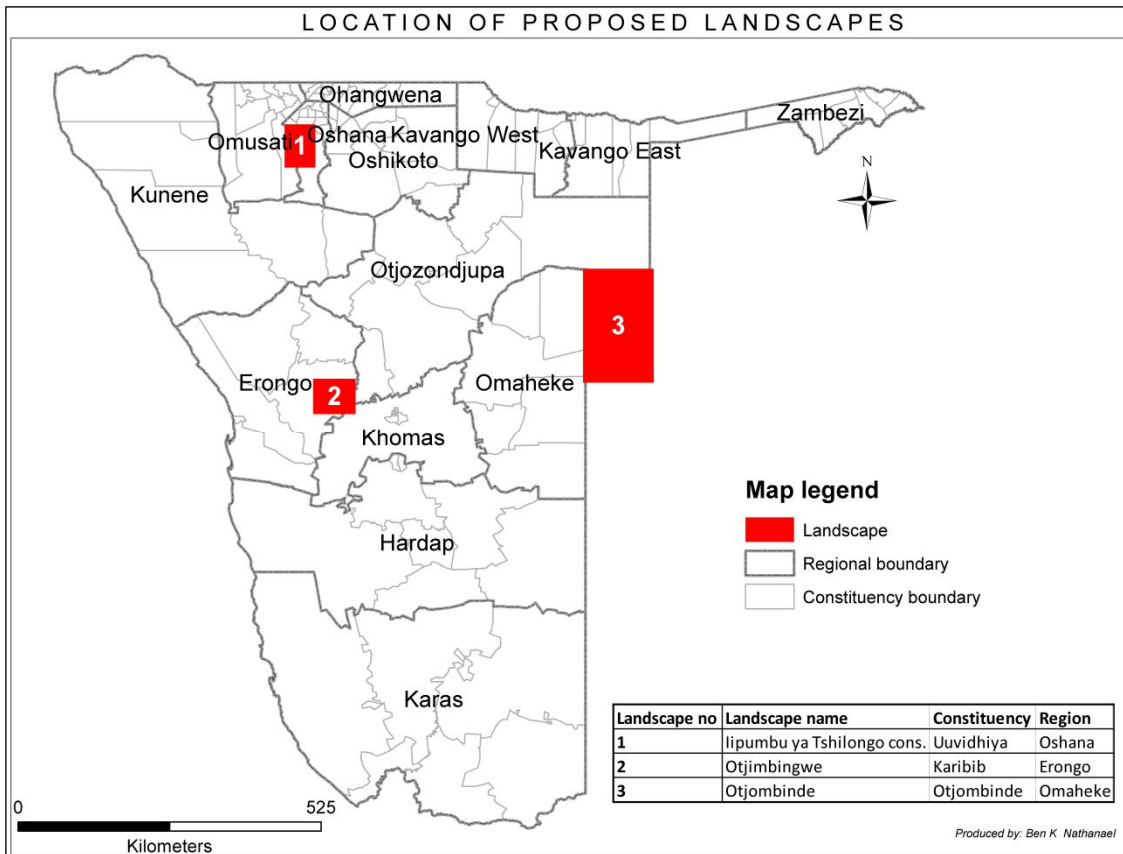
Consultants (Dr Mosimane) developed a guiding questionnaire for use as a data collection tool during stakeholder consultations (copy attached). This tool served as a quality control instrument that ensured consistency during stakeholder consultations.

### **3. National-Level Consultations and Scoping Exercise**

National level consultations were initially undertaken in late November / early December 2015. However, some were conducted in January 2016 as the progress review undertaken in January indicated that several critical stakeholders still needed to be consulted. These consultations took the format of one-on-one discussions with representatives of identified stakeholders. The guiding questionnaire alluded to earlier was used. Mr Nghishidi led these consultations.

A pertinent issue, raised virtually by every stakeholder, relates to small annual budgetary allocation SGP Namibia receives. Stakeholders raised serious concerns about the likely ineffectiveness if SGP was to operate in many landscapes. A general opinion was that covering more than 3 landscapes will grossly overstretch SGP's resources (both human and financial) and thereby compromise the anticipated impacts and results. Stakeholders therefore recommended that SGP activities during OP6 be limited to 2, or at maximum, 3 landscapes.

Due to the said concerns related to limited SGP funding, and in line with SGP's desire for selecting "virgin areas" for landscapes, stakeholders recommended (in order of priority) the Otjimbingwe communal area; 3 communal area conservancies in Otjombinde constituency; and Impumpu ya Tshilongo conservancy landscape. While Ipumbu Ya Tshilongo, being an existing COMDESK landscape where SGP already works since 2014, is not quite a virgin area very valid reasons were provided to justify its inclusion. Reasons for the selection of each one of these landscapes are outlined below in the relevant sub-sections of section 4.3 of this report.



A few lessons relating landscape-focused implementation approach also emerged in national consultations. These experiences were mostly from the GEF-funded Namibia Protected Landscape Conservation Areas Initiative (NAMPLACE) project. Firstly, it emerged that proper stakeholder analysis and thorough consultations with all relevant stakeholders during project design are very essential. While this lesson is not unique and is essentially a common sense, it can cause costly delays during project implementation. Adequate consideration should be given to all types of land uses in proposed landscapes. A narrow focus on what is considered as low hanging fruits (e.g. tourism and wildlife) may have adversely affects landscape-based implementation. It has also been learned that for SGP to make a significant impacts on the livelihoods and to effectively towards environmental objectives it needs to prioritise only a manageable number of landscape for its focus during OP6 implementation. It further emerged that landscape-focused implementation approaches stand better chances of succeeding in areas where institutional arrangements are in place with active participation by civil society organisations. These outcomes were presented to SGP Secretariat on 28<sup>th</sup> January 2016, in the form of an interim report, presented at an NSC meeting during the same month and subsequently endorsed.

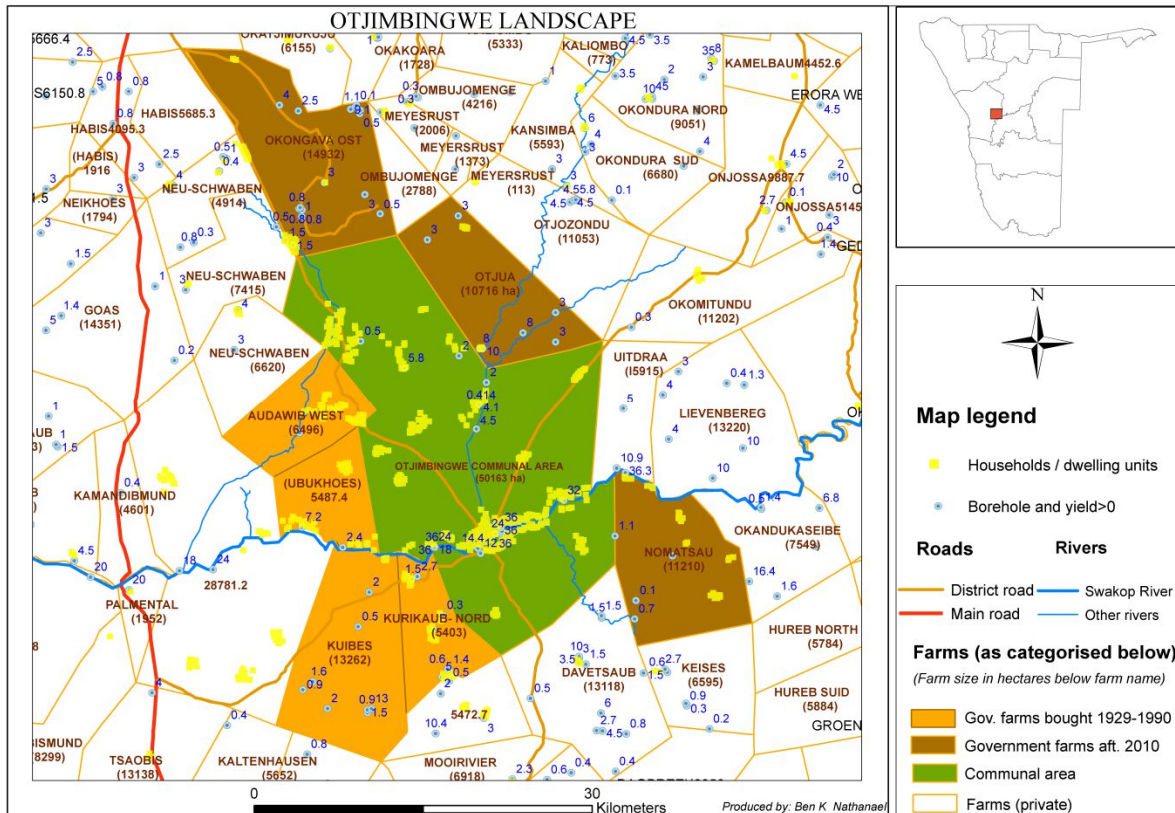
#### 4. POSSIBLE CPS FOCUS

In this section of the report, each proposed landscape is described from socio-economic, demographic and biophysically perspectives. Key outcomes of respective landscape level consultations are also summarised.



#### 4.1. Otjimbingwe Communal Area

Landscape-level consultations were undertaken during 26<sup>th</sup> – 29<sup>th</sup> January 2016. Additional fieldwork was done in on 3<sup>rd</sup> – 7<sup>th</sup> February 2016 to obtain GPS coordinates of some key features for the development of the landscape map. This was necessary because, unlike with other 2 proposed landscapes, secondary data (including cartographic data) on Otjimbingwe communal area was virtually non-existent. Dr Ben Fuller (an anthropologist who published on Otjimbingwe), Ministry of Agriculture Water and Forestry (Extension Services and Rural Water Supply), Otjimbingwe Farmers' Association, Ministry of Land Reform, MET, Regional councillor.



**Otjimbingwe** communal area is located in the Karibib Constituency of the Erongo Region. It is about 227 km from Swakopmund, the capital of the Erongo Region, and about 195km from Windhoek.

The communal area was established by the German colonial administration in 1902 as a reserve primarily for restricting the Herero-speaking pastoralists. The reserve initially measured 130 000 000 ha (130 000 km<sup>2</sup>) but has since been shrunk to the current estimated 92,000 ha under South African colonial administration after massive amount of land had been alienated for the settlement of Afrikaner WWI veterans. The main settlement of Otjimbingwe on the banks of Swakopriver is the nerve centre of the area where all public services and facilities are available. The settlement has an estimated 7,000 inhabitants, while the population of the entire communal area is estimated at 10,000 people. Otjimbingwe is predominantly a livestock farming area and most of the people residing at Otjimbingwe settlement also maintain livestock outposts in the outlying communal area. As with many communal areas in Namibia, many people originating from Otjimbingwe work in main urban centres in Erongo Region and Windhoek but continue to maintain their family ties and livestock farming interests in the area.



Since Otjimbingwe lies in an arid region bordering to Namib Desert it receives low and variable rainfall. Low rainfall, coupled with the small size and enclosed nature of the communal area (it is completely enclaved by freehold farming land), high livestock stocking rates, perceived unmanaged grazing practices and high population increases over the years makes Otjimbingwe highly susceptible to land degradation and impacts of climate change. Interestingly rangeland researchers have begun predicting Otjimbingwe's demise, resulting from unsustainable grazing practices, since early 1970s. Despite these challenges this communal area continues to support livestock farming till today.

Small-scale mining of semi-precious stones also take place in northern and north-western parts of the proposed landscape. It appears that this activity has been happening for a number of decades and left behind quite a bit of physical environmental foot-print of concern. In this, lies an opportunity for SGP to collaborate with the Ministry of Mines and Energy and small miners in addressing visible environmental and social concerns related to small-scale mining.

SGP stakeholders are of the opinion that not many donor funded activities are undertaken in Otjimbingwe compared to many other communal areas, including those in other parts of the Erongo Region. Secondly, the enclosed nature and reasonably manageable size also counts in the area's favour as an SGP landscape. The proposed landscape presents good potential for community-level sustainable land management, climate change adaption especially livestock adaptation and community-level resilient livelihoods initiatives. Support to small-scale mining, as indicated above, as another potential activity SGP may consider supporting during OP6 as it is linked to serious social and environmental impacts.

#### **4.2. Three Conservancies in Otjombinde Constituency**

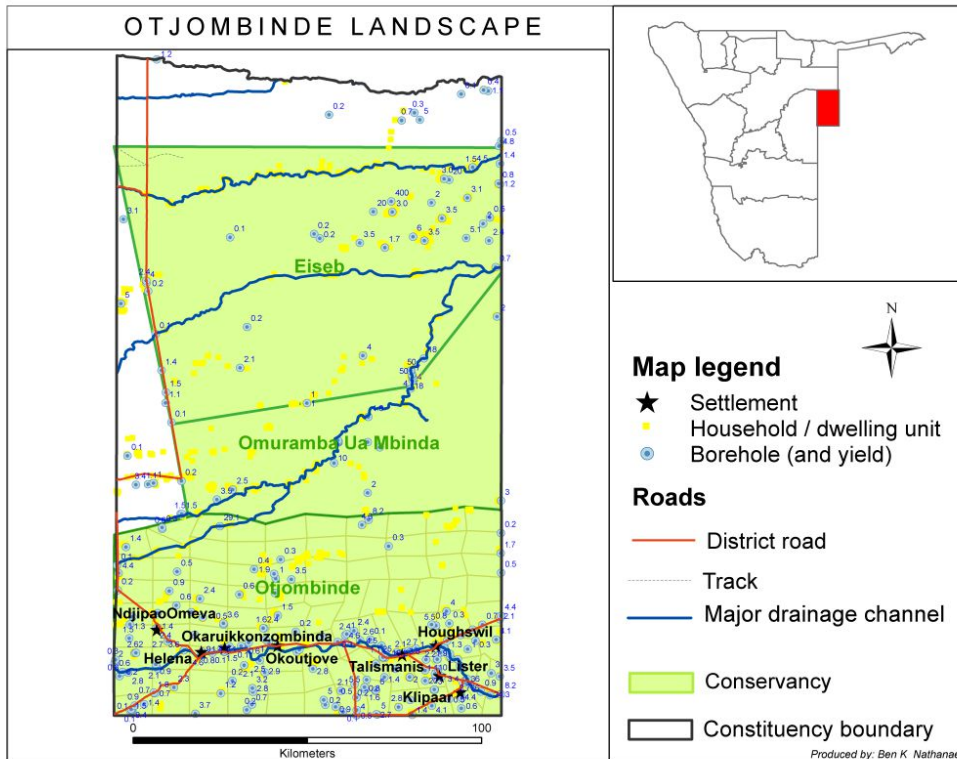
Fieldwork in this proposed landscape was undertaken 6<sup>th</sup> to 10<sup>th</sup> January 2016. Stakeholders consulted were constituency office (of the Omaheke Regional Council), representatives of the Ministry of Agriculture Water and Forestry (Directorates of: Forestry; Extension Services and Rural Water Supply; Ministry of Environment Tourism and chairperson/leaders of the 3 conservancies.

Otjombinde Constituency is one of the seven constituencies in the Omaheke Region. The constituency is situated about 240 kilometers east of Gobabis and shares borders with Botswana on the east; Epukiro Constituency on the South; Otjinene Constituency on the North-West; and Tsumkwe Constituency of the Otjozondjupa to the north. According to 2011 Census around 6,851 people live in the constituency of which 3,026 are female and 3,825 are male. There is one declared settlement of Tallismanus and three recognized growth points (Eiseb 10, Helena and Okutumba Gate) in the constituency. The area has a high livestock population (especially cattle) because most of the people in the constituency practice livestock farming.

The proposed landscape is located in a relatively higher rainfall part of Namibia and is highly suitable for extensive livestock farming. However, underground water is a serious limitation due to extremely deep underground water level that is characteristic of the Kalahari desert. Land degradation and bush encroachment (also a form of land degradation) count among key environmental challenges. The dominant vegetation is Kalahari woodland composed primarily of *Terminalia sericea* and *Acacia erioloba*.

Both of these are attributable to many years of unsustainable cattle stocking rates and open access grazing practices. Bush encroachment has social and economic implications as it directly affects the livestock farming which is the major source of livelihoods. It affects the availability of pastures for grazing in 2 ways. Firstly through loss of grass cover because most grass species are unable to grow under thick bush.

Secondly, grazing animals are unable to penetrate dense bush to get to the grasses that remain in small spaces between the woody plants. Heavily encroached areas lost most of their grazing capacity, thus limiting their potential for agricultural production and reducing the economic value of the land.



**Map of proposed Otjombinde Landscape**

The constituency hosts three gazetted communal area conservancies namely Otjombinde, Omuramba Ua Mbinda and Eiseb. These conservancies effectively cover the entire constituency and are proposed as an SGP landscape under OP 6. There are ready-made management institutions in the form of conservancy management committees and farmers’ associations. This proposed landscape will directly bring 591,001 ha of land under sustainable management designed to conserve biodiversity and enhance livelihood options for local people.

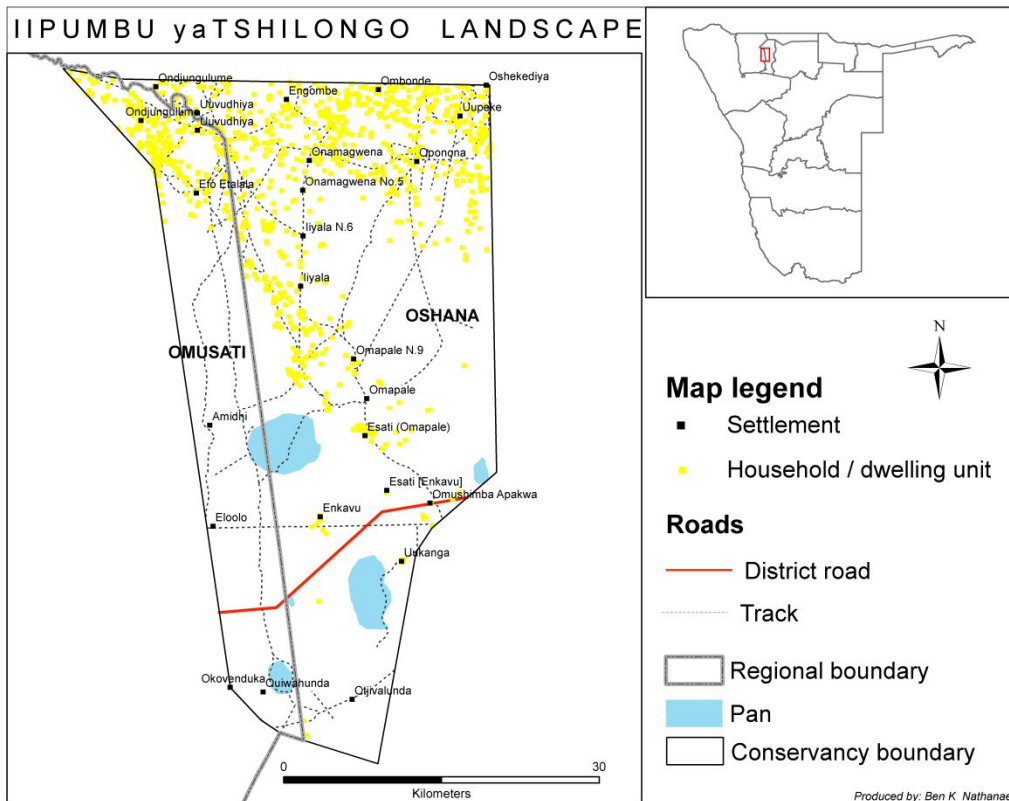
The landscape also supports some plant species with economic value which are processed and traded as Indigenous Natural Products (INPs). These are the devils claw, the marimba bean and the Kalahari melon (Tsama). These biodiversity products earn good cash and contribute greatly to the income of vulnerable people. There is a danger that climatic changes may negatively impact on the distribution of these plants and thereby affect incomes currently earned from trading in these products.

Potential projects eligible for SGP funding under OP6 include enterprises trading in indigenous natural products (such as devils claw, marimba beans and Kalahari melon); de-bushing projects and biomass-based enterprises; livestock adaptation; grazing management; livestock health; fire management etc.

### 4.3. Ipumbu Ya Tshilongo Conservancy Landscape

Field consultations for Ipumbu Ya Tshilongo landscape were undertaken during 22<sup>nd</sup> - 24<sup>th</sup> January 2016. Stakeholders consulted included conservancy management committee, OIKE (a women led community based organization), management committee of the emerging Otjiku -Tshilonde community forest, Uuvudhiya Constituency Youth Forum, Namibia Development Trust (northern office) and MET Ongwendiva office.

This is an existing landscape already prioritised under the Community Development and Knowledge Management for Satoyama (COMDESK) programme implemented by SGP Namibia. Desert Research Foundation of Namibia (DRFN) surveyed the landscape in 2014 and produced a comprehensive report. As a result, landscape has been mapped, boundaries are defined and demographic information as well as biophysical information is available. All social and environmental opportunities and challenges are also outlined in meticulous details in the said report. The landscape is 154,800 hectares in size and has a population of 13,495 people, consisting of approximately 3,000 households.



**Map of Ipumbu Ya Tshilongo Landscape**

Four projects have been identified and funding committed under COMDESK initiative. They are: a) support to the Ipumbu ya Tshilongo Conservancy for a sustainable livelihoods diversification project; b) support to OIKE (a well-established women’s grassroots organisations) for conservation agriculture initiatives; c) support to Otjiku-Tshilonde emerging community forest for a community nursery and micro-drip systems; and d) support to Uuvudhiya Constituency Youth Forum for the Uuvudhiya Agricultural Youth Project.

Activities commenced and funds were disbursed for 3 of these while one (i.e. the youth project) is still in development stages.



**Figure 7: Martha Jonas conducting focus group discussions with the Uuvudhiya youth forum**

Several reasons have been provided for recommending the inclusion of Ipumbu ya Tshilongo landscape under SGP OP 6. Firstly, the consultants learned that there is ostensibly a global prerequisite for SGP to make a dollar-for-dollar match contribution to COMDESK funded initiatives. In this respect, retention of Ipumbu ya Tshilongo landscape as one of SGP landscapes under OP 6 will be in compliance with this global agreement. Secondly, current COMDESK arrangement will come to an end in July 2016. As indicated earlier some of COMDEKS-supported projects are only getting off the ground while tangible results of those that actually started are yet to be realised. It is therefore pertinent to retain this landscape under SGP fold in order to gain enough time to support the projects adequately so that measurable results are produced. The alternative will result in COMDESK investments of the past 2 years effectively going to waste. Thirdly, there are ready-made and functioning community-based institutions to work with i.e. the conservancy committee, community forest committee, OIKE and the youth farmers' association.

Potential projects under youth agriculture project – which is only getting off the ground - will include range land management, improvement of livestock genetics as an adaptation measure, rain and flood water harvesting, improving livestock nutrition, institutional strengthening for farmers' association.

#### **4.4. Typology of Projects**

This section details a preliminary typology emerging from both stakeholder consultations and landscape reports:

- (a) Reforestation and ecosystem restoration
- (b) Bush encroachment control/de-bushing
- (c) Harvesting, value addition and trade indigenous natural products
- (d) Conservation agriculture/conservation tillage
- (e) Water conservation
- (f) Micro drip irrigation systems
- (g) Promote use of organic fertilisers
- (h) Promote biological pest control methods
- (i) Water harvesting
- (j) Rangeland management



- (k) Group herding and grazing,
- (l) Animal health
- (m) Improve animal genetics
- (n) Energy efficiency (e.g. energy-saving stoves)
- (o) Renewable or alternative sources of energy for households and community facilities e.g. biogas, solar energy (lighting, radio and charging cell phones)
- (p) Recycling and income generating opportunities around recycling including e-waste
- (q) Co-benefits such as resilience, ecosystem effects, income, health and others rigorously estimated

## 5. GRANTMAKER+ AND SUPPORT OUTSIDE SELECTED LANDSCAPES

SGP, during OP6, is designed to reserve up to 30% of grant funding for strategically supporting eligible projects outside selected landscapes. Initial indications emerging from stakeholder consultations are that projects addressing cross-cutting themes that would use the “economics of scales” to benefit a maximum beneficiaries be prioritised for this funding. These would include up-scalable projects, replicable projects, capacity-building projects, knowledge management projects aimed at documenting and sharing best practice.

### STAKEHOLDERS CONSULTED:

Stakeholders consulted:

- 1) Mr. Michael Sibatani – Project Manager – NAMPLACE.
- 2) Mr. Jonas Heita – Project Manager – PASS Project, previously a NAMPLACE Landscape Specialist.
- 3) Ms. Viviane Kinyaga – Project Manager - NAFOLA.
- 4) Ms. Klaudia Amutenya – Project Liaison Officer - NAFOLA – Otjombinde.
- 5) Mr. Zebaldt Hengari Ndjoze – Forest Ranger (MAWF) - Otjombinde
- 6) Mr. Ronnie Kandapaera - Project Liason Officer (NAFOLA) – Epukiro
- 7) Mr. Kazapua – Coordinator, Namibia National Farmers’ Union.
- 8) Mr. Luther Rukoro - Senior Agriculture Technician - MAWF
- 9) Mr. Fellix Kangumba – Karibib constituency, Erongo Regional Council
- 10) Mr. Atti Tjohoro - Chief Control Warden - MET
- 11) Mrs. Aisha Nakibuule– Namibia Development Trust – Northern Office

### Annex 2: OP6 donor partner strategy annexes

Please attach a detailed CPS Annex for specific partnership with donor partners as required (i.e. Australian government-funded SIDS CBA; Community Based REDD+ (CBR+) with UN-REDD; Japanese government supported *Satoyama*-COMDEKS initiative, EU NGO governance programme, and German BMUB Global ICCA Support Initiative).

#### 1. Indigenous peoples’ and community conserved territories and areas (ICCAs):

SGP Namibia has been designated for ICCA implementation in Namibia. To this end, SGP is currently in the process of developing an ICCA strategy for Namibia. This initiative is likely to contribute US\$300,000 to SGP for a 3-year period all of which fall within OP6. The strategy will be attached to SGP Namibia's CPS for OP6 once completed.

**2. Japanese government supported *Satoyama*-COMDEKS initiative:**

COMDESK implementation will come to an end until June 2016. COMDESK country strategy is available as a separate document.

**3. Environmental Investment Fund of Namibia (EIF):**

EIF is the current SGP Namibia's National Hosting Institution (NHI). This hosting partnership is premised on complementarity between SGP and EIF grant funding initiatives. SGP and EIF co-financed 4 projects in during the past 2 years. EIF has in 2015 been accredited to the Green Climate Fund (GCF) making it eligible for accessing substantial climate change funding. Once EIF secure these funds, it will open the doors for opportunities for EIF to co-finance or even outrightly fund eligible SGP projects for up-scaling and replication. SGP will actively pursue such opportunities, document where they materialise and report on them during OP6.

**4. Adaptation Fund DRFN**

Desert Research Foundation of Namibia (DRFN) is Namibia's accredited entity for the Adaptation Fund of the UNFCCC. The Adaptation Fund finances projects and programmes that help vulnerable communities in developing countries adapt to climate change based on country needs and priorities. There are opportunities for co-financing with DRFN. SGP will actively pursue such opportunities, document where they materialise and report on them during OP6.