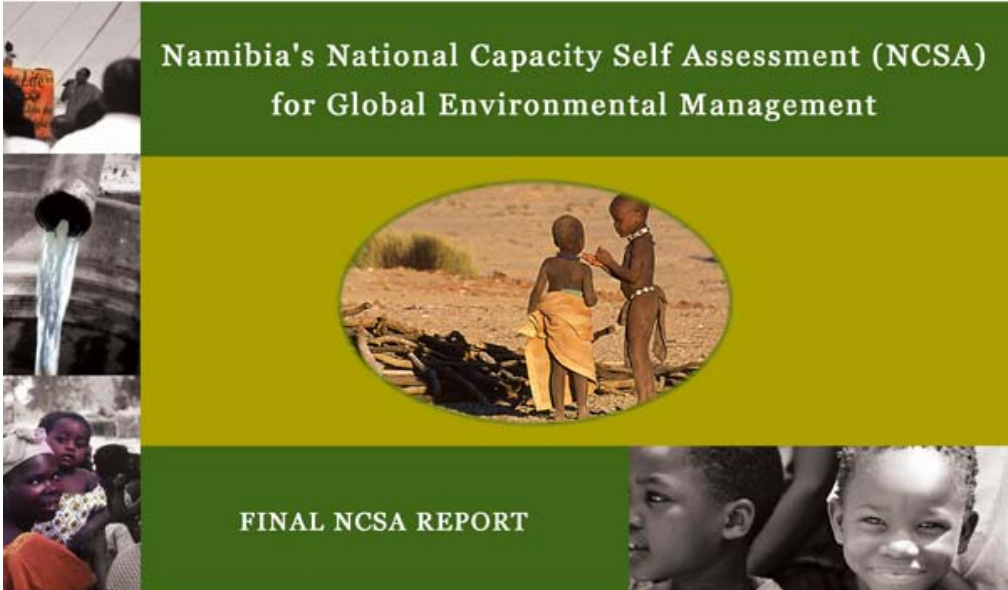




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Final NCSA Report

Under the
Namibian National Capacity Self Assessment (NCSA) for Global
Environmental Management Project

Prepared for
Directorate of Environmental Affairs,
Ministry of Environment and Tourism

By
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With Funding from GEF and UNDP

March 2005

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EXECUTIVE SUMMARY

1. Namibia has actively implemented the National Capacity Self-Assessment for Global Environmental Management (NCSA) Project with support of the United Nations Development Programme (UNDP) and with funds from the Global Environment Facility (GEF). The final NCSA report contains summary reports on all expected NCSA outcomes. This report is supplemented by three NCSA Volumes, Vol.1 Stocktake document, Vol. 2 Local/Regional level capacity assessment report and Vol.3 National level capacity assessment report.

2. A NCSA Action Plan has been developed as one key output from the first Phase of the Namibian NCSA process. The Action Plan is designed in such a way that the key capacity needs identified through a series of self-assessments are addressed in a systematic manner. Syntheses of the assessments are included in Section II of this report. The key recommendations (“possible actions”) made by the stakeholders of each of the assessments have been integrated in the development of the NCSA Action Plan. The Action Plan addresses three key objectives and emphasises the need for decentralised actions in support of environmental management in Namibia. It is suggested that the Directorate of Environmental Affairs (DEA) of the Ministry of Environment and Tourism retains the coordinating function for the implementation of the NCSA Action Plan.

3. The stocktake document lists policies and policy implementation instruments (laws and regulations, programs and projects, institutions) that have been implemented in Namibia and address specific articles of the Convention on Biological Diversity (CBD), the UN Convention to Combat Desertification (UNCCD) and the UN Framework Convention on Climate Change (UNFCCC), all of which Namibia has ratified. A great number of initiatives on the systemic, institutional, and individual level are being carried out. Explicit capacity gaps pertain to issues addressed by selected provisions and or work programs and relate mainly to economic valuation of natural resources and the unlocking of the potential of natural resources/biodiversity products for economic development.

4. To fully address the Namibian priority cross-cutting themes of decentralization and involvement of the natural resource users, a local/regional level capacity assessment was undertaken. These consultations for the self-assessment took place in three selected regions with differing ecological frame conditions and cultural settings, thus representing a wide range of environmental issues. Overall the capacities for environmental management on local and regional levels were found to be high. It is particularly the regional governance structures that are in need of institutional and individual capacity building to better address environmental concerns. The need to retain a local and regional implementation focus was highlighted throughout all assessments; this need has been translated into a key objective in the NCSA Action Plan.

5. Complementing the local/regional assessment, a national level capacity assessment component was addressed separately. The report on this national assessment includes results from stakeholder consultations on perceived capacity constraints and opportunities, as well as consideration of other relevant capacity assessments. It also reviewed and recommended actions for addressing synergy amongst the Conventions, as well as the other identified cross-cutting themes, including poverty alleviation and HIV/AIDS.

6. A set of key messages to be fed into the National Development Plan (NDP) 3 drafting process currently underway was formulated. This is just one of several actions that have been taken to raise awareness and leverage support for the NCSA Action Plan implementation and to facilitate mainstreaming of the key NCSA findings and resulting strategic approaches to capacity development in a larger development policy context.

List of abbreviations

ABS	Access and Benefit Sharing
ADCs	Agricultural Development Centres
ALAN	Association of Local Authorities of Namibia
BCLME	Benguela Current Large Marine Ecosystem
CBD	Convention on Biological Diversity
CBNRM	Community-based Natural Resource Management
CBOs	Community-based organizations
CC	Climate Change
CCP	Country Pilot Partnership
CPD	Country Programme Document
CEM	Country Economic Memorandum
CHM	Clearing House Mechanism
COP	Conference of the Parties
CRIC	Committee for the Review of the Implementation of the Convention (UNCCD)
DEA	Directorate of Environmental Affairs
DRFN	Desert Research Foundation of Namibia
EIA	Environmental Impact Assessment
EIS	Environmental Information Services
EMAA	Environmental Management and Assessment Act
FIRM	Forum for Integrated Resources Management
GEF	Global Environment Facility
GHG	Green-house gas
GRN	Government of Namibia
GTRC	Gobabeb Training and Research Center
GTZ	German Agency for Technical Cooperation
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome
HRDF	Human Resource Development Framework for Namibia
INC	Initial National Communication
IRDNC	Integrated Rural Development Nature Conservation
M&E	Monitoring and Evaluation
MAWRD	Ministry of Agriculture, Water and Rural Development
MDGs	Millennium Development Goals
MET	Ministry of Environment and Tourism
MFMR	Ministry of Fisheries and Marine Resources
MIB	Ministry of Information and Broadcasting
MLRR	Ministry of Lands, Resettlement and Rehabilitation
MME	Ministry of Mines and Energy

MRLGH	Ministry of Regional and Local Government and Housing
MTI	Ministry of Trade and Industry
NACOMA	Namibian Coastal Management (project)
NACSO	Namibian Association of CBO Support Organizations
NAPCOD	Namibia's Program to Combat Desertification
NAU	Namibia Agricultural Union
NBP	Namibian National Biodiversity Program
NBSAP	National Biodiversity Strategy and Action Plan
NBTF	National Biodiversity Task Force
NCCC	National Committee on Climate Change
NCCI	National Chamber of Commerce and Industry
NCSA	National Capacity Self Assessment
NDP	National Development Plan
NDT	Namibia Development Trust
NEPRU	Namibia's Economic Policy Research Unit
NGOs	Non-governmental organization
NIED	Namibia Institute for Education
NIMT	Namibia Institute for Management Training
NNF	Namibia Nature Foundation
NNFU	Namibia National Farmers' Union
NPC	National Planning Commission
NPRAP	National Poverty Reduction Strategy and Action Program
NSC	National Steering Committee
OPM	Office of the Prime Minister
PIU	Project implementation unit
R3E	Renewable Energy and Energy Efficiency Project
SADC CI	SADC Capacity Initiative
SAIEA	Southern African Institute for Environmental Assessments
SDP	Summer Desertification Project
SLM	Sustainable Land Management
SME	Small and medium-size enterprise
SOER	State of the Environment Report
SPAN	Strengthening the Protected Areas Network Project
UNAM	University of Namibia
UNCCD	UN Convention to Combat Desertification
UNCED	United Nations Conference on the Environment and Development
UNDP	United Nations Development Programme
UNFCCC	UN Framework Convention on Climate Change
UNITAR	United Nations Institute for Training and Research
WB	World Bank

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Members of the NCSA core management groups, especially Mr. Sem Shikongo and Mr. Teofilus Nghitila (MET), Ms. Anna Kangombe and Mr. Christian Phillipus (NPC), and Ms. Martha Mwandangi and Ms. Catherine Odada (UNDP) provided good guidance for the project implementation. Their active inputs, commitment to reviews and support were essential to the completion of phase 1 of the NCSA process. Ensuring good integration of the NCSA process into their ongoing work commitments will be essential to the continuation of the implementation phase of the NCSA.

The final NCSA report is based on the extensive work of the various consultant teams which compiled the local/regional and national assessments respectively. Their work is highly appreciated. Mr. Johan Malan, who coordinated parts of phase 1 is thanked for his efforts and work in setting up the NCSA process.

I would also like to acknowledge Mr. Nik Sekhran (UNDP) for his commitment to the process, Ms. Sharon Montgomery, Ms. Diana Nicholson and Ms. Jessica Jones, Birga Ndombo and Gabriel Iindombo of Integrated Environmental Consultants Namibia (IECN) for administrative and professional support.

1. INTRODUCTION

Background

Namibia is a young democracy which gained Independence from Apartheid South African rule in 1990. Situated on the south-western coast of Africa, Namibia is characterized by hyper-arid to dry-sub-humid climatic conditions and, with less than two million people, is one of the least populated countries in the world. Productivity of the country is limited by low and erratic rainfall, scarce ground and surface water resources and relatively low primary productivity. Less than 5% of Namibia's land area is considered fit for arable agriculture, including through irrigation. Nevertheless Namibia's formal and informal economy are highly dependent on the natural resource base, mainly livestock farming, and more recently including larger scale wildlife utilization, fishing, wildlife, and nature tourism. Subsistence farming supports the livelihoods of the vast majority of rural Namibians constituting more than 70% of the total population. It is striking that Namibia has one of the highest Gini coefficients in the World (0.7) (UNDP, 2001), marking a severe gap between a wealthy minority and poor majority of people. The divide between poor and wealthy is often underlined by differential opportunities for education, health, security, for example. The impact of HIV/AIDS has been particularly devastating amongst the poor. The social divide was exacerbated during apartheid rule and since independence Namibia has focused on capacity building and human resources development as key strategies for alleviating the imbalances of the past. Extensive rural development programs focusing on previously disadvantaged areas, mainly in the former "homeland" tribal areas, have since been implemented.

All of these factors form a very important background to carrying out a National Capacity Self Assessment (NCSA) in Namibia. Whereas worldwide NCSA projects assist developing countries and economies in transition to assess capacity to meet requirements under the UN Convention on Biological Diversity (CBD), the UN Convention to Combat Desertification (UNCCD) and the UN Framework Convention on Climate Change (UNFCCC), in the context of Namibia the NCSA is believed to support the broader issues pertaining to sustainable development.

Namibia's NCSA: the link between environment and poverty reduction

Namibia has engaged in a NCSA process, and has, over the past two years, developed an Action Plan to address priority capacity needs systematically over the next decade. The Action Plan is based on a series of local, regional, and national assessments, which allowed Namibian people and natural resource users to identify their own priorities.

The NCSA Action Plan has been prepared recognising that for all Namibians, but particularly rural Namibians, ecological integrity of the land they live on is crucial to their existence and livelihoods. Poverty reduction is a key concern to Namibia, as about 38% (Shanyengana, 2004) of

the population live below the poverty line. Poverty is on the increase, especially in some rural areas.

Implementation of the Rio Conventions and environmental management in Namibia must address poverty reduction as a strategy to reduce vulnerabilities of the poor. Loss of biodiversity and its goods and services, desertification/land degradation, as well as the negative impacts of climate change expected over the longer term put poor people greater and greater at risk, and reduce their livelihood options.

It is understood that most development objectives important to Namibia can only be achieved if environment-related issues such as environmental health, sustainable natural resources utilisation, land degradation, climate change and biodiversity are mainstreamed into development policies such as Namibia's Vision 2030, implementation of the Millennium Development Goals (MDGs), and the National Poverty Reduction Action Program of Namibia (NPRAP). Conversely, the impact on poverty reduction must be a constant presence in the elaboration of national environmental management strategies. Consideration of HIV/AIDS and gender equality are particularly important.

Namibia's NCSA

Namibia has implemented a large number of successful environmental management initiatives and the nation has devoted efforts to the implementation of provisions of the Rio Conventions. NCSA allowed Namibia to take stock and evaluate to some extent the impacts of these initiatives and provides strategic entrance points to further focus and prioritise support actions in the environmental fields, as well as to leverage additional support for capacity building requirements in particular.

The primary objective of the NCSA is to identify national priorities and needs for capacity building in the areas of biological diversity, climate change, and land degradation, with the aim of catalyzing domestic and externally assisted action to meet those needs in a coordinated manner.

Specifically, the NCSA:

- (1) Defines how global and regional environmental objectives, especially those related to biological diversity, climate change and land degradation issues, can be internalised in ongoing and planned capacity-building efforts, sponsored by the Government and other agencies in Namibia;
- (2) Assesses how existing capacities can be utilized more effectively; and
- (3) Acts as a catalyst for domestic and externally assisted action to meet capacity needs in a coordinated manner.

The ultimate aim of the NCSA is to establish the strengths, weaknesses, barriers to and

opportunities for the development of a synergized Namibian environmental management plan that fully uses the resources (human, financial, technological) of all stakeholders.

Novel Approach

The Assessment analyses both horizontal and vertical capacity levels, and builds upon the existing and ongoing national initiatives in Namibia. Project Oversight was provided by a multi-stakeholder steering committee (public and private sector).

The Local and Regional Assessment (L/RA) undertaken by the Desert Research Foundation of Namibia (DRFN) was based on intensive consultation with local and regional environmental and development practitioners and natural resource users in three regions (Oshikoto, Erongo, and Hardap). The regions selected exemplify the main biomes throughout Namibia, a range of land and natural resource uses, and reflect different key environmental concerns.

A University of Namibia (UNAM) team undertook the National Assessment, by means of a questionnaire and a suite of workshops and consultative meetings. More than fifty key stakeholders participated, representing eleven ministries and more than a dozen other organizations involved in environmental management, including public and private institutions, NGOs and national coordinating bodies (national farmers unions).

It is generally accepted that the Rio Conventions have to be implemented in a sustainable development context. Poverty reduction, curtailing the HIV/AIDS pandemic, and the need for decentralization are amongst the key issues in this context. They are dealt with throughout the Assessment as cross-cutting themes.

NCSA considers the effectiveness of the decentralisation program as it pertains to environmental responsibilities and functions being vested in regional and local levels.

Report structure

The final NCSA report contains five sections, including this introduction, and four annexes. The short introduction to the Namibian NCSA provided in Section 1 is supplemented by Annexes 1 and 2, which provide a more detailed overview of the organisation of the Namibian NCSA process and existing implementation arrangements for the Rio Conventions in Namibia.

Section 2 summary reports of each of the thematic reports and on cross-cutting issues. The full assessment reports are available as supplement volumes to this report. They are: (1) Stocktake document (NCSA supplement Volume 1); (2) Local/Regional Level Capacity Assessment (NCSA supplement Volume 2); and (3) National Level Capacity Assessment (NCSA supplement Volume

3). The content of each assessment has been synthesised and prioritised to feed into the formulation of the proposed NCSA Action Plan (Section 4).

Sections 3 and 5 identify additional useful outputs from the NCSA process in Namibia and a selection of lessons learnt in the first Phase of the NCSA process. These lessons might be of use to other countries, particularly in Africa, that plan to engage in a similar exercise.

It is highly advised to read this final report in conjunction to the more detailed and rich individual assessment reports.

2. CAPACITY ASSESSMENT – SUMMARIES FROM THEMATIC ASSESSMENTS AND PRIORITY ISSUES

2.1. Introduction

Namibia has approached NCSA in several novel ways. In the context of the thematic assessment, several assessment elements were elaborated on, and two reports were commissioned to teams of key players in Namibia's environmental management field: (1) A local/and regional assessment was compiled by DRFN based on intensive consultation of environmental and development practitioners and natural resource users; (2) A team from UNAM undertook a national assessment, complementing the information gathered from the local and regional levels; (3) A modified stocktake was prepared by the project, assessing policies and policy instruments, as well as key constraints and key opportunities for implementing each of the relevant articles and work programs under CBD, UNCCD and UNFCCC.

All three reports are available as stand-alone products and are part of this final NCSA report.

Succinct excerpts of the three reports are provided as: (a) A short situation analysis provides the background on why a specific assessment was undertaken is given; (b) Summaries of the capacity analysis; and (c) Identification of possible action to improve the capacity situation. The results from the stocktake exercise (Appendix 3) are presented under each of the three Conventions.

A set of cross-cutting issues was identified at the onset of NCSA in Namibia:

- Decentralization;
- Participation/implementation by natural resources users;
- HIV/AIDS; and
- Implementation of and relationship to the Millennium Development Goals (MDGs), as a national instrument for poverty alleviation¹.

These were addressed in various ways throughout the NCSA process. Decentralisation and participation/implementation by natural resource users were looked at on different ways in each of the assessment components. The local/regional assessment was specifically undertaken to address these two aspects with the respective stakeholders (see section 2.2.1).

¹ Gender was not considered as a cross-cutting issue in the assessment though was flagged as a key consideration. The Local/Regional Assessment gives some attention to the relationship between women and local natural resources.

Although HIV/AIDS has been considered in each assessment, a more systematic overview of the relationship and impacts on environmental management are included in the national assessment report (NCSA Vol. 2). It is apparent in Namibia that HIV/AIDS impacts on the existing capacity to successfully manage the environment, a trend expected to worsen over the coming years. Rural households are particularly affected by HIV/AIDS through loss of labour and increased expenses for health care and funerals significantly increasing the vulnerability of such households to poverty. On an institutional level, trained and skilled staff are being lost to the disease and severe capacity gaps exist. A country like Namibia can ill-afford the loss of well trained human resource capital. An average life expectancy of 43 years for men and 38 years for women (CIA, 2004) indicates that Namibians perish at a time when they should be at the peak of their productive and professional lives.

Poverty alleviation is a key concern to Namibia, a country with one of the highest GINI coefficients in the World, indicating that there are huge income disparities amongst Namibians. In fact recent Human Development Reports (UNDP, 2001, 2004) indicate that poverty is on the increase for Namibia, especially in rural areas, in some regions. This assessment recognises that the implementation of the Rio Conventions and any environmental management must address poverty alleviation and prioritise related environmental and natural resource management in the context of reducing vulnerabilities of the poor. Loss of biodiversity and thereby, of important ecosystem services, desertification/land degradation, as well as the expected longer-term negative impacts of climate change put poor people more and more at risk and can worsen their livelihoods. Thus, poverty alleviation is being considered as a cross-cutting issue in the Namibian NCSA, and explicit actions are being addressed in the context of existing macro-level policies such as the implementation of and relation to the MDGs (Box 1), as well as the National Poverty Reduction Strategy and Action Program (NPRAP) (Shanyengana, 2004²). Synergy amongst the Rio Conventions has been largely addressed as an integral component of the assessments, particularly at the local and regional level (Box 2).

² This report will be released by the Government of Namibia as part of the National Planning Commission's (NPC) 2004 review of the NPRAP.

Box 1: The Millennium Development Goals (MDGs) and environmental management in Namibia

Currently Namibia addresses environmental management primarily via Goal 7 of the MDGs. Four indicators and targets have been set (see below, GRN 2004).

GOAL 7 Ensure Environmental Sustainability ENVIRONMENTAL MANAGEMENT

INDICATOR	1990	2001	2008 target	Progress towards target
Land area protected to maintain biological diversity, as percentage of all land:				
Protected areas	13.6%	16.8 %**	15.1%	Good
Registered conservancies	0.0 %	4.9 %	10.9 %	Slow
Freehold land	5.0 %	6.1 %	8.5 %	Slow
GDP per unit of energy use	-	0.27 N\$/TJ*	0.45 N\$/TJ	Lack of data

Source: Ministry of Environment and Tourism.
Note: Table includes other state land managed for biodiversity protection, e.g. tourism concessions and non-proclaimed wildlife areas.
* = 2000; ** = 2004

However, there is much potential to mainstream environmental management considerations throughout other MDGs. The relevance of environmental management and the Rio Conventions to the various goals in the Namibian context are illustrated below:

MDG Goal	Relevance to environmental management in Namibia
Goal 1: Eradicate extreme poverty and hunger	<ul style="list-style-type: none"> Food is provided by ecosystems, and through the use of services such as water and nutrient cycling Sustainable environmental management supports food security Degradation reduces food production Especially in times of drought many rural people depend on veld fruits for food. These emergency foods can be very important to fight hunger Poverty alleviation has been recognised as a cross-cutting theme in this NCSA, thus is specifically being addressed
Goal 2: Achieve universal primary education	<ul style="list-style-type: none"> Some funding for primary education is provided through the environmental sectors (e.g. teaching materials, teacher training)
Goal 3: Promote gender equality and empower women	<ul style="list-style-type: none"> Many CBNRM and institutions building activities call for gender equality and engendered processes. Thus many of the environmental management interventions support this goal directly.
Goal 4: Reduce child mortality	<ul style="list-style-type: none"> Unclean water causes diarrhoea and may lead to child mortality The supply of and purification of water is an important ecosystem service Environmental management helps protect the water resource
Goal 5: Improve maternal health	<ul style="list-style-type: none"> A number of community-based projects aim to improve the livelihoods of people, including women. Income generated from natural resources and biodiversity products provides a better safety net for women and may enhance maternal health Reduction of wood usage for cooking reduces smoke induced illnesses
Goal 6: Combat HIV/AIDS, malaria and other diseases	<ul style="list-style-type: none"> Improved livelihood security, e.g.: based on natural resources and/or improved land management practices, improves incomes and food security and reduces impacts of diseases HIV/AIDS has been recognised as a cross-cutting theme in this NCSA, thus is specifically being addressed
Goal 7: Ensure environmental sustainability	<ul style="list-style-type: none"> The Rio Conventions all strive towards achieving environmental sustainability. Thus implementation actions support this MDG goal The “2010 Target” of the CBD to reduce the rate of biodiversity loss by the year 2010 can contribute, if Namibia aims to comply with it See Goal 4: The provisioning of safe drinking water is an ecosystem service
Goal 8: Develop a global partnership for development	<ul style="list-style-type: none"> The implementation of the MDGs in Namibia is supported by UNDP and other partners

Government of Namibia (GRN) 2004. Namibia 2004 – Millennium Development Goals. Windhoek

Box 2: Capitalising on synergies amongst the Rio Conventions – some practical aspects from Namibia

The definition of synergy is: “The *combined* power of a group of things when they are working together which is *greater* than the total power achieved by each working *separately*.” (Cambridge International Dictionary of English)

Using this definition in addressing synergy amongst the Rio Conventions on a national implementation level, especially in the context of the NCSA, leads to practical approaches.

Synergy generally occurs in five areas: (1) ecological synergies, (2) commitment synergies, (3) synergies on the systemic level, (4) on the institutional level, and (5) the individual level⁶.

Namibia, as a dry-sub-humid country, by definition includes all ecosystems addressed by the UNCCD, thus on an ecosystem bases synergies can occur. Overall, the local/regional level assessment (Section 2.2) clearly finds that the themes of the three Conventions are addressed in an integrated manner on these levels. The provisions of the conventions are of no particular relevance on this level, and interventions and messages can largely be communicated through natural resources and/or environmental management.

Generally activities carried out to address environmental problems associated with any of the conventions include:

- Education and training
- Awareness raising and promotion
- Community support and technical advice
- Technical activities

Capacity building especially on the institutional and individual levels, can address the needs of all Conventions, at least to a large extent.

On the national level, however, the conventions have their own identities, despite several pinpointed synergy opportunities.

In Namibia, the Rio Conventions are administered by MET, and the focal point is the Head of the Environmental Conventions Unit at DEA. Natural institutional synergy is created in this way.

Obligations under each of the conventions, which, in principle render opportunity for synergy include: National Inventories, National and Regional Action Plans, Identification and Monitoring, Develop Protected Areas, Legislation, Research, Public Education, Environmental Impact Assessment, Clearinghouse for technical information, Public Participation, Conference of Parties (COP)/regular reviews, Exchange Information, Training, Reports, Data Collection, Examine obligations-Assess Implementation, Report Steps to COP. Although each of these “mechanisms” might contain quite different information, the institutional capacities could serve all Conventions.

2.2. Local/Regional Assessment

2.2.1 Situation analysis

Implementation of the Rio Conventions needs to ultimately leverage action on the natural resource user/manager level. A great number of programs and projects are being implemented in Namibia on such a level (see Stocktake Document, NCSA Vol. 1). The policy framework increasingly focuses on devolving natural resources management rights and responsibilities to local and regional levels, and recent policies and laws (Policy on Wildlife Management, Utilization and Tourism in Communal Areas, National Water Policy White Paper of 2000, Forest Act of 2001, Draft Water Resources Management Bill) strongly focus on devolution of powers and decentralization of management action. A number of institutions in support of implementation of a variety of such policies and laws have been created (Conservancies with specific Conservancy Governance Structures, Water Point Committees, Basin Management

Committees, other forms of Community-Based Organizations (CBOs), Local Agenda 21 Committees, Regional Land Boards). Although most programs, projects, and institutions have not been developed as a direct response to the Rio Conventions, they nevertheless address various provisions and work programmes outlined in the Convention frameworks.

The private sector and all government offices are additionally obliged to implement Environmental Impact Assessment (EIA) policies. Once the draft Environmental Management and Assessment Act (expected in 2005) is passed by Cabinet, more stringent follow-up on environmental targets should be enforced.

A local/regional level assessment was carried out to evaluate what capacities for environmental management and especially the implementation of the Rio Conventions exist in Namibia, and where capacity gaps and needs lie. The full report is available as NCSA Vol. 2.

2.2.2 Summary of capacity analysis

The assessment was carried out in three out of 13 regions in Namibia. Overall, 188 persons from these three regions participated. They represented³: Government ministry departments and divisions operating in the regions (33); Traditional, local and regional authorities (20); Communal and commercial farmers (64); Non-governmental organisations (11); Private sector organisations (17); Para-statal institutions (6); Associations (7); Community-based organisations (26) and Mines (4 persons). The assessment represented a self-assessment in the true sense, asking the individuals for their opinions and views, rather than undertaking an “evaluation” of capacities. The analysis presented below is based solely on the assessment report.

Individual, institutional and systemic⁴

All assessment participants mentioned that they had some existing individual capacity to deal with environmental problems relevant to their areas and circumstances. These individual capacities were primarily knowledge and skills based. However, individual capacity needs were also identified to be mainly skills based, although some topical training was also sought. Examples of such training include: How to improve rangeland management on the ground such as by rotational grazing, monitoring rangeland quality, and using more appropriate livestock; How to deal with practicalities of water demand management; and Skills for improving tourism

³ See a more comprehensive listing in Annex 1.

⁴ Capacity building at the *individual* level refers to the processes of changing attitudes and behaviours, imparting knowledge and developing skills while maximising the benefits of participation, knowledge exchange and ownership.

Capacity building at the *institutional* level focuses on the overall organisational performance and functioning capabilities, as well as the ability of an organisation to adapt to change. It aims to develop the institution as a total system, including individuals, groups and the organisation itself.

Capacity building at the *systemic* level emphasises the overall policy framework in which individuals and organisations operate and interact with the external environment, as well as the formal and informal relationships of institutions.

facilities in conservancies. People mainly seek formal higher qualifications; few participants recognized the importance of furthering experience and attitudes. The assessment finds that Namibians believe in formal qualifications, meaning “paper certificates”, more than less formalised capacity development such as on-the-job training.

Existing institutional capacities were perceived to be high with respect to organizational structures, including planning, and reporting. The private sector reported to have high institutional capacities, especially technical capacities. Institutional capacity needs were mentioned especially by representatives of the Government sector, where limited financial, operational, and infrastructural means are strong barriers for implementing environmental management actions. Regional authorities almost completely lack institutional capacities to deal with environmental management issues and emphasized the need to strengthen their environmental coordination capacity.

Most participants were vaguely aware of existing policy frameworks relevant to environmental management. Overall, existing systemic capacity was low, as few stakeholders are informed about the content of environmental policies, implementation structures, and instruments. Lack of policies and contradiction amongst them was mentioned as systemic capacity constraints. Participants highlighted that an enabling policy environment was important to effectively address environmental problems in their areas. Harmonization of policies and communication of their content to the local and regional level were mentioned as key systemic capacity needs.

Key strengths, constraints and capacity needs

Key strengths

- Although there is a generally limited knowledge of the content and provisions of the Rio Conventions, it is apparent that a great number of programs and projects and related actions do indeed address the themes of concern to the UNCCD, CBD and UNFCCC (see local/regional assessment and stocktake document). There are some very significant cases where pragmatic environmental and natural resources management are addressed in an integrated manner. Program and project interventions that have a focus on stakeholder participation as a primary element of the overall process have been particularly successful.
- Activities carried out in relation to all three Rio Conventions generally fall into four categories: (i) Education and training; (ii) Awareness raising and promotion; (iii) Community support and promotion; and (iv) Technical activities. In principle, these categories render great opportunity for synergy.
- Governance and management practices, including linkages between organisations, coordinated and joint planning, and cooperation were said to be high amongst key stakeholders on the local and regional levels. Institutional capacities are perceived to be quite well developed.

Key constraints

- A key constraint was identified in regional offices of various line Ministries/extension services. Here, financial and infrastructural bottlenecks were identified as constraining. Extension services could not be satisfactorily carried out, and cooperation with other institutions in the areas was impeded.
- The Regional Authorities, who have gained much governance power through the Decentralisation Act, have limited if any capacity to address environmental concerns. They lack both institutional and individual capacities.
- Systemic capacity, although identified as relevant to the local and regional levels, was limited, because of: (i) Systemic aspects that need to be addressed on a national level (policy gaps, conflicts, etc.); and (ii) Policy instruments that are not well known on the local and regional implementation levels.

Key capacity needs:

- Continued skills development and other forms of training.
- Foster understanding of importance of experiences and attitudes.
- Financial and infrastructural support to government regional/extension offices.
- Continued program/project support, up-scaling of approaches, and mainstreaming into government and service provider portfolios.
- Policy and policy instrument harmonization, removal of conflicts, and formulation of new key policies and laws.
- Communication of policies and policy instruments to regional and local level.
- Effective implementation of policies and policy instruments.
- Awareness about the impacts of HIV/AIDS and capacities to better mitigate the illness.

2.2.3 Possible actions⁵

- Continue implementation of programs and projects especially based on identified key elements of success stories including: (i) Strong and long-term community-based natural resource management (CBNRM) facilitation at community level combining environmental, development and small and medium-size enterprise (SME) expertise; (ii) Cross-sectoral teamwork, including exposure of communities to successful projects in other parts of Namibia; and (iii) Dedicated individual extension workers can strongly encourage and spark community action; poor commitment from extension officers can heavily handicap a community's efforts.
- Strengthen existing collaboration⁶ and support new and emerging inter-institutional collaboration. Could provide platform for awareness raising, education, skills development, and training.

⁵ Selected "umbrella" actions are being listed here. The local/regional and national assessment reports contains listings of specific actions that were identified by the participants in the various regions.

- Identify best practices, document, and upscale their application. Explicit reference has been made, for example, to trans-boundary marine conservation and management, river basin management, conservancies, FIRM, Local Agenda 21 implementation at selected Municipalities, environmental management plans implemented by several mining companies, and Agricultural Development Centres (ADCs).
- Strengthen regional and local level Government extension services, i.e. ADCs, farmers associations, and other existing local and regional institutions, both in terms of individual and institutional capacity development and encourage collaboration.
- Support the development of individual and institutional environmental management capacity of Regional Authorities.
- Strengthen local and regional capacity in land-use planning and management at all three levels. Planning, in particular, is understood as a first step and prerequisite for sustainable environmental management.
- Improve community access to information. Develop state-of-the art, probably internet or other modern technology based, information hubs.
- Make specific provision in national project proposals for projects to be carried out at the regional and local level.
- Review existing policy frameworks. Analyse for gaps, barriers, and opportunities in support of/impeding environmental management. Implement relevant mitigation actions. Focus on communicating relevant policy content for “users” to facilitate implementation.

2.3. National Thematic Assessments

2.3.1. Situation analysis

Building on the local/regional assessment and the stocktake exercise, the national assessment was conducted to complement the information gathered with accounts and capacity-self assessments by key stakeholders involved in environmental management. Many institutions, public and private, NGOs, and national coordinating bodies have their headquarters in the capital and operate their national programs from there. A questionnaire was used to distil information from national level stakeholders, and a suite of workshops and consultative meetings was held.

More than fifty individuals representing various directorates and units in eleven Ministries and more than a dozen other organizations were interviewed in the scope of the national assessment. The assessment represented a self-assessment in the true sense, asking the individuals for their opinions and views, in addition rather than undertaking a top down “evaluation” of capacities. The analysis presented in Section 2.3.2 below is based on the National Level Capacity Assessment report. The full report is available as NCSA Vol. 3.

⁶ Collaboration here means between institutions on a local or regional level; coordination/meeting platforms for coordination and information exchange are included.

2.3.2. Summary of capacity analysis

Individual, institutional and systemic

Identified individual capacity constraints were linked to issues as diverse as the difficulty to fill vacant professional positions, the unavailability of technical staff, the size of institutions (too small/too large) and the overwhelming burden of administrative duties among high level technical staff. Lack of competent technical experts poses a serious capacity bottleneck, especially in highly specialized fields (e.g. limited Namibian taxonomists and geologists). Where foreign or short-term experts have been employed to fill such capacity gaps, incentives to transfer the necessary skills and experiences have to be put into place to turn the constraint into opportunities for capacity development.

Institutional capacity constraints were primarily mentioned by Government employees, who say that especially the lack of equipment such as computers, and that limited budgets for implementation of activities was severe. Dependency on the annual state budget does not render sufficient fund to allow for effective environmental management. The strong dependency of NGOs on donor funding is alarming in Namibia, particularly when considering that a number of donor countries have indicated a step by step withdrawal from Namibia. Opportunities for capacity development include the existing collaboration between various types of institutions, which is perceived to be relatively good, in view of: (i) Information sharing; (ii) Training, (iii) Technical assistance; (iv) Research; (v) Rendering services; and (vi) financial assistance.

Difficulty to access information is perceived to be both an institutional and individual capacity constraint. Existing information brokering initiatives such as those instituted through the Environmental Information Service Unit at MET/DEA and the associated Clearing House Mechanisms under the various Conventions were perceived as opportunities for capacity development.

Systemic capacity constrains and opportunities identified are largely in line with the existing capacities and capacity needs recognised at the local and regional levels. An addition in the context of the national assessment is that the capacity of the National Planning Commission (NPC) as the overall coordinating authority of policy developments in Namibia might be limited. Systematic analysis of the current policy framework would provide an opportunity to develop more effective instruments in future and to address important systematic capacity gaps.

Key strengths, constraints and capacity needs

Key strengths:

- A sizeable number of individuals and institutions are actively involved in the environmental management fields. NGOs are very active in program and project implementation and have strong capacities to source their own funding for such activities. Several organisations work in collaboration with government although the NGO-government relationship is not always well established.
- A number of Namibian based formal education programs at the tertiary level exist or are in preparation, supporting the capacity development of young professionals (Polytechnic and UNAM). Some local and internationally supported established training programs exist (SDP, DRFN; Smithsonian Institute, Gobabeb Training and Research Centre (GTRC)).

Key constraints:

- Retention of staff is a constraint identified by many institutions, not only in the government sector. A lack of incentives seems to cause attrition from the public service.
- On a national level, the systemic capacity (the policy and legal framework) is inadequate. Policy gaps, conflicts, and barriers need to be addressed more systematically.
- Limited human resources and available skills in highly specialized fields, such as taxonomists, geologists, environmental/natural resource economists, and environmental lawyers are needed in particular.
- Provisions of the Rio Conventions are not well known, not only on the local and regional levels. At appropriate levels, awareness of the purpose, content, and implementation instruments of the Conventions ought to be raised. On local and regional levels, application of the provisions can be carried forward through integrated approaches.
- The relationship between Government, civil society organisations, and NGOs needs to be improved. Whereas this relationship was perceived as very positive in the 1990s, nowadays NGOs are not well perceived by Government.

Key capacity needs:

- Continued skills development, training and capacity building, and incentives for knowledge transfers.
- Financial and infrastructural support to government regional/extension offices.
- Continued program/project support, up-scaling of approaches, and mainstreaming into government and service provider portfolios.
- Policy and policy instrument harmonization, removal of conflicts, formulation of new key policies and laws. Communication of policies and policy instruments to regional and local level. Effective implementation of policies and policy instruments.
 - Awareness about the impacts of HIV/AIDS and capacities to better mitigate these.

2.3.3. Possible actions

- Pass the Environmental Management Assessment Act (EMAA) and implement its provisions, including to establish national level environment and sustainable development governing body (Environmental Advisory Council).
- Review existing policy framework. Analyse for gaps, barriers, and opportunities in support of/impeding environmental management; implement relevant mitigation actions. Focus on communicating relevant policy content to “users” to facilitate implementation.
- Address environmental management and provisions of Rio Conventions in MDG and NPRAP, Vision 2030, and NDPs.
- Consider addressing systematically capacity development in the context of national strategy/policy on skills development, training, and capacity building (in support of environmental management).
- Focus on development of efficient information sharing hubs. Develop Clearing House Mechanisms (CHMs)/EIS Unit. Support infrastructural development in Government and private sector, particularly provision of more permanent internet lines.
- Encourage international collaboration. Foster research and research training.
- Pass the Access to Genetic Resources and Associated Traditional Knowledge (TK) Bill.

2.4. Specific issues for CBD

2.4.1. Situation analysis

Namibia has implemented specific Convention programs. The National Biodiversity Programme (NBP) (Section 1.3) was instituted mainly to address Namibia’s primary obligations arising under the CBD, including the preparation of the National Country Study, the National Biodiversity Strategy and Action Plan, and obligatory and voluntary reports (first and second National Report). Supported through a project fund of the German Government through the German Agency for Technical Cooperation (GTZ), selected implementation/project activities were funded under the auspices of the NBP. A great number of other relevant programs and projects implemented in Namibia (see Stocktake document, Vol.3) address aspects of the CBD and the Namibian NBSAP, although they do not fall directly under NBP. Notably, a number of GEF supported projects with a biodiversity focus are not explicitly linked to NBP. The following analysis focuses on capacity to address the explicit articles of the Convention and is based on the stocktake analysis.

2.4.2. Summary of capacity needs

Overall Namibia seems to have high capacity implementing CBD related activities in support of all provisions. Endowed with a strong research and conservation history and more recently carrying out a great number of CBNRM activities, a solid foundation exists. However, certain capacity needs and major capacity gaps are identified.

- Article 11 on incentive measures and Article 15 on access to genetic resources are arguably the two least addressed Articles of the CBD. Although a number of relevant activities and interventions have been implemented, or at least elements of these two “themes” have been mainstreamed as issues, more focused work is needed. Valuation of natural resources will form the necessary basis for revising gaps in the systemic capacity, mentioned elsewhere. Access and utilization of (genetic) resources is an important theme, probably leading to the unlocking of vast economic potential of biodiversity products. This potential is certainly important in the Namibian context. Some progress has been made through the drafting of a Namibian Access and Benefit Sharing Bill and work of the Traditional Knowledge and Biotrade working groups under the National Biodiversity Program.
- Article 16 on access to and transfer of technology is not systematically addressed in Namibia, and much potential for biodiversity conservation in the context of sustainable land management, thus (UNCCD related issues) could potentially be leveraged through a more intense focus on implementation of this article.
- Agrobiodiversity, biotechnology, and biosafety related provisions seem to be in place, although they are quite sectoral. It would be useful to encourage further awareness and knowledge about these issues and projects addressing these themes.
- Under most of the other Articles visible activity and capacity are in place. However, it is recognised that continued support in all aspects of individual, institutional, and systemic capacity development needs to be leveraged. No formal impact assessment of interventions has taken place to date. In relation to CBD, it is clear that game numbers have increased dramatically during the last decade and that land uses have become more integrative of wildlife – whether this is a sufficiently good assessment of status and trends of biodiversity in Namibia is, however, questionable.
- Continued financial support to the Department of Environmental Affairs (DEA) at MET, which houses the Environmental Conventions Unit, is needed to guarantee that all reporting obligations can be met. Many of these assignments are outsourced due to staff bottlenecks.
- Strengthening of negotiation skills for Namibian professional and diplomatic staff at the COPs and other relevant fora are needed.
- There is a key need to leverage national budget allocations for addressing biodiversity conservation, sustainable use and sharing of benefits.
- Implementation activities outside of the formal NBP should be encouraged and supported. Success of Namibia’s work may lie in allowing a great number of independent

interventions to take place. Some level of coordination, such as through an NBP, can be useful to avoid duplication of efforts and guarantee some level of quality control. CPP (see UNCCD below) might provide some such framework in future, also for certain CBD related interventions.

- A cadre of young professional Namibian staff working in the environmental field has been nurtured over the past decade. The public sector has simultaneously lost a great number of their more experienced staff. Capacity building and handing down of experiences has been largely absent. There is a need to set incentives for skills development, training, and capacity building, both for the “receiver” and “provider”.
- A lifelong learning culture has to be fostered amongst professional staff and biodiversity practitioners. It is important to continuously improve knowledge, skills, and attitudes and to be on the cutting edge of professional life to render the necessary outputs for biodiversity conservation.

2.4.3. *Possible actions*

- Ensure adoption of NBSAP (2001–2010) or revision thereof by Cabinet.
- Train a cadre of environmental/natural resource/biodiversity economists and lawyers to fill existing capacity gaps. Strengthen the Environmental Economics Unit at DEA and give it new impetus. Address current shortfalls (poor remuneration of professional staff, thus high staff turnover) as a priority.
- Strengthen, especially Government, to be able to retain its best staff (currently very high turn over of staff mainly due to poor remuneration of professional staff, but also because of a lack of mentoring and on-the-job training). Consider national strategy/policy on skills development, training, and capacity building (in support of environmental management).
- Evaluate the achievements of NBP and continue key activities or inject new approaches. For example, the Biodiversity Task Force (BTF), a multi-stakeholder forum for collaboration has recently become dormant, but could be a useful institution if refurbished and revived.
- Conduct a nation-wide feasibility study on the potential of natural resources/biodiversity products for economic development.
- Assess status and trends in biodiversity resources and impacts of interventions, for example through producing a State of the Environment Report (SOER) focusing on biodiversity.
- Continue support to biodiversity related programs, projects, and proposals for interventions. Actively seek financial support for implementation of programs and projects.
- Support UNAM/Humboldt University joint Master’s program in Conservation Biology.

2.5. Specific issues for UNCCD

2.5.1. *Situation analysis*

In comparison to CBD implementation in Namibia through NBP, UNCCD followed a different implementation approach and arrangements. In the early inception phase (also primarily funded by GTZ), Namibia's National Programme to Combat Desertification (NAPCOD) focused on testing pilot approaches to combating desertification on national and local levels. An NGO/professional institute, and later a consortium, assisted Government with program implementation. Reporting requirements have been shared between the commissioned implementers and Government. Currently, the Country Pilot Partnership (CPP) for Sustainable Land Management (SLM) is being formed in Namibia to facilitate broad-scale implementation of relevant activities by a large number of collaborators. As for CBD, the following analysis focuses on capacity to address the explicit articles of the Convention (UNCCD) and is based on the stocktake analysis.

2.5.2. *Summary of capacity needs*

- Project interventions under UNCCD have been largely based on pilot approaches. Broader scale mainstreaming of combating of desertification/land degradation and/or sustainable land management (SLM) ought to be implemented.
- Many ongoing activities in the agricultural sector are not linked to desertification/land degradation and/or SLM. The mainstream agricultural sector (particularly, but not exclusively, MAWRD) needs to be included in SLM activities to address desertification nation-wide.
- There is a key need to leverage national budget allocations for addressing desertification/land degradation and/or SLM.
- Recent work in support of developing a Country Pilot Partnership (CPP) on SLM in Namibia identified key barriers to SLM, which can be interpreted as capacity constraints. Amongst the key barriers identified are the application of improved land management practices especially in communal farmgins areas, lack of alternatives for capital accumulation, policy disincentives counteracting SLM, lack of community-based institutions, the impact of HIV/AIDS and poverty, to name some examples.
- Little work seems to have been carried out with regards to Article 18 on Transfer of Technology. Technology transfer and improvement of traditional/locally developed technologies are potentially useful interventions.
- Focus on local and regional level implementation needed. Strengthen natural resource users through increased individual, institutional, and systemic capacities.

- Land reform and land and natural resource use and management policies and laws are an important prerequisite to successfully implement UNCCD – and to prevent and combat desertification/land degradation. A systematic review of the existing policies is needed identifying key barriers, gaps, conflicts, and opportunities for improvement of Namibia’s systemic capacity to deal with the overall theme.
- The Gobabeb Training and Research Centre, as the regional cooperation platform on UNCCD related issues for Namibia, should be strengthened to help Namibia fulfil its obligations for regional cooperation and to capitalise on important opportunities in this regard.
- Continued financial support to the Department of Environmental Affairs (DEA) at MET, which houses the Environmental Conventions Unit, is needed to guarantee that all reporting obligations can be met. Many of these assignments are outsourced due to staff bottlenecks.
- Strengthen negotiation skills of Namibian professional and diplomatic staff at the COPs and other relevant fora are needed.
- Establish closer links in view of biosafety, biotechnology, agrobiodiversity, and other considerations with CBD related provisions. Learn from implementation arrangements under different themes (both CBD and UNFCCC related, or related to other environmental management programmes/projects not directly linked to any convention).
- Several of the capacity needs raised under CBD are also relevant to UNCCD.

2.5.3. *Possible actions*

- Ensure implementation of CPP in Namibia. Address key capacity needs identified through NCSA in CPP implementation.
- Pay particular attention to cross-sectoral implementation of CPP framework. Ensure that regional projects are encouraged and/or that national project proposals have regional implementation elements.
- Strengthen collaboration especially at regional and local implementation levels (i.e. through FIRMs).
- Strengthen, especially Government, to be able to retain best staff (currently very high turn over of staff mainly due to poor remuneration of professional staff, but also because of a lack of mentoring and on-the-job training). Consider national strategy/policy on skills development, training, and capacity building (in support of environmental management).

2.6. Specific issues for UNFCCC

2.6.1. *Situation analysis*

UNFCCC has been addressed quite differently in Namibia compared to the other Rio Conventions. A UNFCCC coordinator has been hired who is solely responsible for managing implementation and reporting requirements. His work is supported and steered by a National Climate Change Committee (NCCC). At this stage no longer-term program has been instituted and much work, including the preparation of the first Climate Change Country Report, the Initial National Communication (INC), the Green-house Gas Inventory among others, are carried out by contracted consultants (both Namibian and international). A number of adaptation projects are currently being planned. Recently a study was commissioned to assess the capacity and needs required to implement Article 6 of the UNFCCC in Namibia (the New Delhi Work Programme, in support of awareness raising, education, training, and information sharing on UNFCCC). As for the other two Rio Conventions, the following analysis focuses on capacity to address the explicit articles of the Convention (UNFCCC) and is based primarily on the stocktake analysis.

2.6.2. *Summary of capacity needs*

- There is general agreement in the scientific community that Namibia's climate will become drier and warmer in future. Namibia has to increase adaptation capacities at all levels - individual, institutional and, systemic.
- Mitigation of greenhouse gas emissions may not be a high priority, however, it should be addressed where possible. Application and development of appropriate technologies, for example, should be fostered.
- Projects promoting the carbon sink potential of Namibia should be implemented. Capacities to combat desertification/land degradation need to be strengthened. Desertification/land degradation reduces the carbon sink capacities of soils/natural resources.
- There is generally very limited understanding of climate change issues in Namibia at all levels. Awareness raising, education, and training on climate change *per se*, especially on potential adaptation, should be enhanced.
- Adaptation capacity, especially of rural people and farmers, has to be strengthened. It is understood that diversifying choices and building broader bases for livelihoods help build adaptation capacities.
- Some climate change specific research and technical capacities need to be developed. Currently most such work is carried out by international scientists and consultants.
- There is a key need to leverage national budget allocations for addressing desertification/land degradation and/or SLM.
- Continued financial support to the Department of Environmental Affairs (DEA) at MET, which houses the Environmental Conventions Unit, is needed to guarantee that all reporting obligations can be met. Many of these assignments are outsourced due to staff bottlenecks.

- Strengthen negotiation skills of Namibian professional and diplomatic staff at the COPs and other relevant fora are needed.

2.6.3. Possible actions

- Address climate change as a cross-cutting theme in all environmental and other relevant policy and legal frameworks. Include in macro-development frameworks such as NDPs and Vision 2030. Focus on adaptation.
- Undertake fact-finding study identifying key adaptation issues and potential strategies for addressing adaptation in the medium and long-term.
- Implement as a priority a suite of adaptation projects, as they will be the first pilots in Namibia. Based on the pilot project lessons learnt, develop larger-scale interventions.
- Address climate change and adaptation messages in an integrated manner with UNCCD and CBD related aspects. Capitalise on synergies. Climate change as a concept is not well understood, especially by the local resource users whereas desertification/land degradation and/or SLM and biodiversity are more accessible concepts. Use “natural resources” context to communicate.

2.7. Additional overall observations from the NCSA process

A number of additional outputs of the NCSA processes were observed, amongst these some notable ones are:

- Development of novel approach to local, regional and national level stakeholder consultation;
- The *Human Resource Development Framework for Namibia* (HRDF) identified the NCSA as a basis for its environmental sector plan for implementation;
- Linkages with the UN supported Southern Africa Capacity Initiative (SACI) were flagged as potential for future follow-up;
- NPC acknowledges that the added value from the NCSA findings form a useful input into the review of Namibia’s second National Development Plan (NDP 2) and the development of NDP 3 (See Box 3 for some key messages);
- Presentation to and discussion of key findings amongst a group of high-level policy makers for the purpose of leveraging longer-term strategic action on the NCSA findings. Capacity development is a key priority in Namibia; and
- Improved self-evaluation through bringing in of an involved, but independent, consultant at NCSA report preparation stage.

Box 3: NCSA summary messages for the preparation of NDP 3

- (1) Environmental management must be mainstreamed into regional governance actions as a priority. Capacity strengthening efforts in support of regional governing bodies must be enhanced.
- (2) Actions must be implemented on the local and regional level as a matter of priority. Environmental management must be encouraged and strengthened, and continued support must be given to natural resource users. Successful pilot approaches should be up-scaled. Resources should be channeled to the local level.
- (3) Collaboration amongst service providers and clients and other key players, both on the local and regional levels, needs to be strengthened to enhance capacities for local level implementation of sustainable environmental management. Extension services can be strengthened in this way.
- (4) Capacity building needs have to be addressed at a systemic level. It is important to mainstream the findings of the NCSA as well as its Action Plan, into other macro-level capacity initiatives such as the NPC led National Capacity Building Assessment (of 2000), and National Capacity Building Strategy for Namibia and a national Human Resources Plan 2000-2006, and similar current work. Many of the NCSA findings are generic to capacity needs, thus merit being addressed in a cross-cutting manner in the next NDP.
- (5) Systematic review and analysis of existing policy and legal framework for gaps, conflicts, and contradictions and opportunities for improved frameworks should take place. A priority is to communicate the content of relevant and important policies to the user level so that implementation can take place at appropriate levels.
- (6) In the context of natural resources management/implementations of the Rio Conventions, there are some key topical areas that have not really been addressed, including economic valuation of natural resources and unlocking of the potential of natural resources/biodiversity products for economic development. These topics must be addressed as a priority.

3. ACTION PLAN

The Namibian NCSA includes an Action Plan and an indicative costing proposal for its implementation in form of a logframe analysis. Elements of such an Action Plan were brainstormed at a national level workshop with a broad set of stakeholders (NCSA Vol.3, Section 2 and Annex 6) and is based on the assessment findings and Namibian key priorities. It was impossible to include all “possible actions” and recommendations from the thematic assessments, although a large number of them are represented. It is anticipated that once first actions are being implemented, others will follow. The Action Plan provides for reviews and work sessions for adaptive planning, and contains a monitoring and evaluation framework. The principle is that the NCSA, even after completion of this final report, is a continuous process.

The three overall **key objectives** of the NCSA Action Plan are to:

1. Identify/confirm the institutional arrangements for the ongoing implementation of the NCSA Action Plan, beyond the horizon of the initial 2-year NCSA process phase 1.
2. Raise awareness about the NCSA objectives and findings and leverage support for implementation of the Action Plan.
3. Address key individual, institutional and systemic capacity needs identified at the local, regional and national level through targeted priority interventions; recognition is given to the cross-cutting priorities, including that decentralisation and the natural resource user focus must be emphasised.

Objective 3 forms the heart of programmatic/project interventions and is sub-divided into a set of **sub-objectives**. These include:

- 3.1 Support mainstreaming of environmental management into regional governance actions.
- 3.2 Encourage, strengthen and continue support to local level environmental management. Up-scale pilot approaches and channel resources to that level.
- 3.3 Strengthen existing and help establish new and emerging collaborations especially at the local and regional levels.
- 3.4 Explore the potential of addressing individual and aspects of institutional capacity needs through national strategy/policy on skills development, training, and capacity building (in support of improved/sustainable environmental management).

3.5 Review and analyse existing policy and legal framework for gaps, conflicts, and contradictions and opportunities for improved frameworks. Communicate content and focus on implementation at appropriate levels.

3.6 Address key topical areas under the Conventions currently not much acted on (economic valuation of natural resources, feasibility study on potential of natural resources/biodiversity products for economic development).

3.7 Efficiently adhere to key reporting obligations and capitalise on negotiation opportunities under the three Rio Conventions.

NCSA Action Plan logframe

Kindly note that columns 4 (Indicative Costs) and 5 (Monitoring plan) are not included in the published version of the Action Plan. They are retained in this report for internal planning purposes only and are rough estimates and suggestions at best.

Action	Support activities	Lead and supporting institution	Indicative cost ⁷	Monitoring plan
Objective 1: Implementation arrangements				
1.1: Identify/reconfirm the institutional arrangements for ongoing NCSA Action Plan implementation	<ul style="list-style-type: none"> Task staff member(s) (e.g. in Environmental Conventions Unit, DEA; environment desk, NPC) with responsibility to act on Action Plan implementation Include NCSA follow-up in work plan(s) 	MET/DEA ⁸ , supported by NPC	No cost	By 04/05 (end of UNDP/GEF supported NCSA project) long-term implementation arrangements in place
1.2: Manage NCSA Action Plan implementation	<ul style="list-style-type: none"> Hold regular Action Plan follow-up meetings Evaluate progress against monitoring plan Carry out adaptive planning and communicate and agree to responsibilities of key collaborator 	MET/DEA, NPC and collaboration partners	To be mainstreamed into DEA budget; additional 150,000 N\$ p.a. (see also 3.7.1)	By 02/05 inputs into NDP 2 review meeting via MET
1.3: Facilitate mainstreaming of NCSA findings in ongoing policy level work and sourcing of funds for NCSA Action Plan implementation	<ul style="list-style-type: none"> Communicate NCSA key outputs/summary findings to policy makers Integrated into NDP 2 review and NDP 3 formulation; ongoing work on MDGs and NPRAP and HRDF and SADC CI Prioritize capacity development in bi-lateral and multi-lateral country agreements (e.g. UNDP CPD; WB CEM), both on mainstreaming and sourcing of funds Make financial provisions for NCSA implementation in national budget Specifically maintain and strengthen focus on poverty – environment linkages (e.g. through NPRAP and MDGs) 	MET/DEA, NPC; cooperation partners; individual collaboration partners sourcing own funding	No cost (material development including under Objective 2)	Regular (twice-yearly) NCSA Action Plan implementation meetings are being held
Objective 2: Awareness raising / support to NCSA Action Plan implementation				

⁷ Note that a N\$ based budget is provided. At time of drafting this Action Plan the exchange rate between the N\$ and US\$ was approximately 6:1.

⁸ The Directorate of Environmental Affairs (DEA) in the Ministry of Environment and Tourism is tasked with responsibilities coordinating the implementation of the Rio Conventions. It is based on this background that the DEA is being identified as a lead institution within MET for the NCSA implementation.

Action	Support activities	Lead and supporting institution	Indicative cost ⁷	Monitoring plan
2.1: Target appropriate policy level makers through awareness raising activities	<ul style="list-style-type: none"> • See 1.3 above • Hold policy maker round table meeting to communicate and discuss key findings of NCSA • Present key findings to Office of the President • Plan and conduct donor roundtable to leverage financial support for NCSA Action Plan implementation, vis-à-vis national budgetary allocations (see 1.3.) • Produce targeted information materials based on NCSA outputs • Provide information updates on best practices and lessons learnt from actions under Objective 3 • Post NCSA outcomes on MET/DEA webpage and on UNDP NCSA portal • Present on Namibia's NCSA process at relevant occasions including Convention COPs 	MET/DEA, NPC; identified responsible staff	<p>Approx. 15,000 N\$ for brochure and round table meeting</p> <p>No/low cost for internet posting</p>	<p>By 03/05 policy maker round table meeting and other support activities to inform relevant policy makers of outcomes of NCSA project have been held</p> <p>By 09/04 local/regional assessment reports have been made widely available, especially to participants</p> <p>By 03/05 NCSA finding brochure is printed and disseminate to key target groups (policy makers and assessment participants)</p> <p>04/05 The need to develop a NCSA awareness raising strategy is integrated into work plan of identified responsible staff</p>
2.2: Continue communication/exchange with NCSA participants especially at local and regional level	<ul style="list-style-type: none"> • Make local/regional assessment reports available to participants • Prepare and disseminate briefing materials on NCSA Action Plan and its implementation • Where specific follow-up interventions take place communicate linkage to NCSA 	MET/DEA, NPC; identified responsible staff; collaboration partners	<p>Approx. 8,000 N\$ for local/regional report production and dissemination</p> <p>25,000 N\$ p.a. for follow-up communications</p>	
2.3: Develop awareness raising strategy and information exchange and dissemination plan in support of ongoing NCSA Action Plan implementation; develop financing plan	<ul style="list-style-type: none"> • Identify key awareness raising needs • Develop targeted information materials • Plan and budget for adequate dissemination of such materials • Disseminate materials and monitor and evaluate usefulness and impacts • Develop long-term financing plan for NCSA Action Plan implementation 	MET/DEA, NPC; identified responsible staff; collaboration partners	<p>No cost</p> <p>Implementation of strategy 50,000 N\$ p.a.</p>	
Objective 3: Addressing of priority individual, institutional and systemic capacity needs as identified at local, regional and national level				

Action	Support activities	Lead and supporting institution	Indicative cost ⁷	Monitoring plan
3.1 Support mainstreaming of environmental management into regional governance actions				
3.1.1: Prepare projects and funding proposals that explicitly target the strengthening of environmental management capacities of regional authorities	<ul style="list-style-type: none"> Draw lessons learnt from ongoing/already planned activities and capacity assessments such as the BCLME/SPAN/ NACOMA⁹ projects In consultative/participatory manner draw up project proposal and seek priority funding Include strengthening of regional collaborations as key component 	MRLGH, regional authorities, MET, MAWRD, MLRR, MFMR, collaboration partners	Up to 30,000,000 N\$ over 3 years	06/05 NACOMA project implementation to commence By 06/05 at least 2 relevant proposals prepared and submitted for funding
3.1.2: Promote mainstreaming of environmental management in existing decentralisation initiatives	<ul style="list-style-type: none"> Integrate into NDP 3 as key priority Flag as priority issue for policy-maker round table meeting 	MRLGH, regional authorities, MET (as NCSA lead agency)	No cost	
3.1.3: Make specific provision in national project proposals for projects to be carried out at the regional and local levels	<ul style="list-style-type: none"> In CPP/SLM implementation framework and other similar structures include regional representation/component Prioritise project ideas that add regional component Develop innovative ways of including the regional level at relatively low cost; e.g. telephone conferencing for national meetings Leverage financial investments for regional participation 	MRLGH, regional authorities, MET, MAWRD, MLRR, MFMR, collaboration partners; cooperation partners (donors)	No cost to provision; potentially additional costs to individual proposals	
3.2 Encourage, strengthen and continue support to local level environmental management; up-scale pilot approaches and channel resources to that level				
3.2.1: Continue implementation of programs and projects; and development of novel and effective approaches to local level development	<ul style="list-style-type: none"> Prepare and support preparation of program/project proposals targeting local level support Ensure linkages to poverty alleviation and addressing of HIV/AIDS as cross-cutting issues 	Natural resource users; local and regional level stakeholders; national level planners/program/project staff; collaborating partners; cooperation partners (donors)	Up to 60,000,000 N\$ over 3 years	By 06/05 at least 2 relevant proposals prepared and submitted for funding By 01/07 A model "local level communication hub" project has been initiated

⁹ Note that the NACOMA project represents capacity needs from regions with relatively high capacity support; capacity needs of other, less resourced, regions e.g. like Caprivi need to be considered to get a full spectrum of capacity needs for environmental management

Action	Support activities	Lead and supporting institution	Indicative cost ⁷	Monitoring plan
3.2.2: Facilitate broad application of best practices	<ul style="list-style-type: none"> Monitor and evaluate implementation and impacts of interventions; analyze approaches and impacts Identify and document best practices Facilitate sharing of best practices amongst resource users and project practitioners Upscale their application 	Natural resource users; local and regional level stakeholders; national level planners/program/project staff; collaborating partners; cooperation partners (donors)	Up to 100,000 N\$ p.a.	01/07 At least 5 ADC's have routinely access to internet and community members can operate/utilize the information technology
3.2.3: Address Rio Conventions in integrated manner, where appropriate	<ul style="list-style-type: none"> Communicate Conventions messages (CBD, UNCCD, UNFCCC, other relevant Conventions) in integrated manner, i.e. use environmental/natural resources management terminology/approaches Identify key topics for individual/distinct communication Promote projects that implement provisions of the Conventions 	MET/DEA; planners/program/project staff; collaborating partners;	No additional cost (see 3.1.1 and 3.2.1)	
3.2.4: Improve community access to information	<ul style="list-style-type: none"> Develop state-of-the art, probably internet or other modern technology based information hubs Instil incentives for usage/application of information to promote acceptability/use of established hubs and investments (e.g. the cell phone example as proven that where there is a need/benefit associated with a technology people make use of it, even/especially if commercialised) Strengthen Agricultural Development Centres (ADCs) as information hubs 	GRN, various line Ministries; MAWRD, MET, MIB, MRLGH, MLRR, collaborating partners; Telecom Namibia; other (tele/internet) communication industry; Schoolnet	Large scale investment; probably in the region of billion N\$	
3.2.5: Stimulate investment (GRN, private, donor) into local level environmental management	<ul style="list-style-type: none"> Provide inputs into local level development strategies, including urban, peri-urban and rural aspects, and related environmental management concerns Stimulate and facilitate continued integration of environmental management considerations into macro-level development action i.e. MDGs, NPRAP, etc. 	Natural resource users, GRN, NPC, MRLGH, Regional Authorities, Local Authorities, private-public partnerships, investors, cooperation partners (donors)	No cost	
3.3 Strengthen existing and help establish new and emerging collaborations especially at the local and regional levels				

Action	Support activities	Lead and supporting institution	Indicative cost ⁷	Monitoring plan
3.3.1: Strengthen existing collaborations and support new and emerging inter-institutional collaboration	<ul style="list-style-type: none"> • On national level, support institution of Environmental Advisory Council, once EMAA (draft with Cabinet) is promulgated • Promote FIRM and similar approaches to foster coordination, build capacity building platforms and increase effective outreach and involvement of natural resource users in environmental management • Monitor and evaluate implementation, draw lessons learnt • Facilitate exposure visits/sharing of experiences amongst committees/collaboration forms 	GRN, MRLGH, MAWRD, MET, MLRR, MFMR, DRFN (as initial FIRM approach implementer) , e.g. programs/projects/ frameworks such as CPP, BCLME, NACOMA, collaborating partners	Up to 6,000,000 N\$ for model FIRMS over initial period of three years	<p>By 09/05 CALCC project (implementing model FIRMS in north-central region) funded and implementation commences</p> <p>01/09 At least 15 additional FIRMS are operational throughout Namibia</p>
3.3.2: Strengthen regional and local level Government extension services	<ul style="list-style-type: none"> • Leverage additional funding/investment in extension services • Help secure better infrastructure • Promote higher budgetary allocations in annual GRN budget • Implement output oriented budget spending and reporting • Earmark and prioritize key GRN investments and supplement with donor support 	GRN, MAWRD, MET, MLRR, MFMR, MoF, NPC, cooperation partners (donors), investors	Up to 6,000,000 N\$ in support of government extension infrastructural development p.a.	
3.4 Address individual and aspects of institutional capacity needs through national strategy/policy on skills development, training and capacity building (in support of environmental management)				

Action	Support activities	Lead and supporting institution	Indicative cost ⁷	Monitoring plan
3.4.1: Review existing policies/strategies and draft potential white paper and follow-up policy process; or components mainstreamed into ongoing NPC activities	<ul style="list-style-type: none"> • Link activities to NPC lead National Capacity Building Assessment of 2000, and National Capacity Building Strategy for Namibia and a national Human Resources Plan 2000-2006, as appropriate • Review suggestions made in National Biodiversity Professional Training Framework (MET, 2004); need for legislation that initiates institutions, programs and funding policies and mechanisms designed to increase public and private sector investment into skills development, training and capacity building. • Focus on attitude change (see main recommendation from local/regional assessment) • Mainstream into and harmonize with other ongoing capacity development activities • Draft white paper/components in consultation with all stakeholders, build on NCSA • Engage in follow-up policy/strategy development process 	MET/DEA, NPC; OPM; other relevant line ministries e.g. Labour; identified responsible staff; collaboration partners	Up to 500,000 N\$ including intensive stakeholder consultations	<p>By 06/06 white paper or components for integration into NPC process are drafted</p> <p>By 06/07 relevant policy/strategy in place and implemented</p>
3.4.2: Solicit support from key stakeholders especially OPM (in charge of capacity development in public service)	<ul style="list-style-type: none"> • Mainstream proposal into NDP 2 review, NDP 3 development and other relevant macro-level policies • Include message in relevant briefing and information documents (see Objective 2) 	MET/DEA, NPC; OPM; other relevant lines ministries; identified responsible staff; collaboration partners	No additional cost (other than indicated under objective 2)	
3.4.3 Improve life-science, environmental and natural resource courses at UNAM and Polytechnic, and support sustainable livelihood training at other institutes eg Nara Training Centre, Rossing Foundation, Gobabeb Training and Research Centre	<ul style="list-style-type: none"> • Assist in curriculum development and review • Prompt evaluations of ongoing training and education programs; direct investments towards improvement of tertiary education in environmental sector • Strengthen supplementary training and skills development programs • Implement priority actions recommended in Biodiversity Professional Training Framework (BDPTF) of MET/DEA 	MHETEC, UNAM Polytechnic, NGO training institutions		

Action	Support activities	Lead and supporting institution	Indicative cost ⁷	Monitoring plan
3.5 Review and analyse existing policy and legal framework for gaps, conflicts and contradictions and opportunities for improved frameworks; communicate content and focus on implementation at appropriate levels (in support of improved/sustainable environmental management)				
3.5.1: Undertake systematic analysis of existing policy framework and identify areas where environmental management should be explicitly/better addressed and ways and means to do so	<ul style="list-style-type: none"> Focus on poverty – environmental linkages; strengthen NPRAP and MDGs, as well as Vision 2030 Carry out policy analysis; pay particular attention to NBSAP, Biosafety and biotechnology related policies and draft laws and National Desertification policy, as these were formulated as direct response to the provision of the Conventions Flag areas for policy review/amendment/needs for new formulation 	MET/DEA, NPC; other line ministries; identified responsible staff; collaboration partners; wide range of affected and interested stakeholders	Up to 1,200,000 N\$ for professional fees and stakeholder consultations	04/05 World Bank ESW paper provides first analysis in relation to environmental sustainability of land practices 01/07 CPP/SLM framework has completed in-depth policy analysis of SLM related aspects 12/05 Various environmental management related currently draft policies and laws are passed in Cabinet (e.g. EMAA, Biosafety Bill, Draft Water Management Act)
3.5.2: Communicate content of policies to key stakeholders; facilitate implementation and enforcement	<ul style="list-style-type: none"> Make all policies/laws etc. available on the internet Increase community capacity to access information (see actions under sub-objective 3.2) Identify those policies/laws which are of particular relevance to local/regional users and develop targeted communication strategy Support E(I)A workshops at all levels to empower community members/stakeholders to comply with EMAA (draft with Cabinet) e.g. offered by SAIEA 	MET/DEA, NPC; other line ministries; identified responsible staff; collaboration partners; wide range of affected and interested stakeholders	Up to 6,000,000 N\$ for material production and dissemination over three years	
3.6 Address key topical areas under the Conventions currently not much acted on (i.e. economic valuation of natural resources; feasibility study on potential of natural resources/biodiversity products for economic development)				

Action	Support activities	Lead and supporting institution	Indicative cost ⁷	Monitoring plan
3.6.1: Promote focus on economic valuation of natural resources	<ul style="list-style-type: none"> Review lessons learnt from formerly implemented programs such as DEA Environmental Economics Unit, Natural Resources Accounts; Prepare program/project proposal with the objective to strengthen economic valuation aspects of Namibian environmental management initiatives Train a cadre of Namibian environmental /natural resource economists and create incentive systems for these to stay in business Develop innovative approaches to link environmental and agricultural economics in Namibia 	DEA, Environmental Economics Unit, NEPRU	Up to 2,500,000 N\$ p.a for economics unit	By 12/05 at least 2 relevant proposals prepared and submitted for funding
3.6.2: Promote focus on potential of natural resources/ biodiversity products for economic development	<ul style="list-style-type: none"> Undertake/commission feasibility study identifying key potential products Based on such a study develop project proposal for systematic assessment of production potential, review of legal framework on ABS, and community-support to unlock economic potentials 	NBP/DEA; Environmental Conventions Unit; MTI	Up to 2,500,000 N\$ p.a for feasibility study and follow-up	
3.7 Efficiently adhere to key reporting obligations and capitalise on negotiation opportunities under the three Rio Conventions				
3.7.1: Strengthen Environmental Conventions Unit	<ul style="list-style-type: none"> Allocate sufficient funds and human resources to unit to guarantee that all reporting obligations of the respective Conventions are adhered to Provide technical and managerial training to junior staff 	MET/DEA; GRN; MoF; relevant unit staff; cooperation partners (donors)	To be mainstreamed into DEA budget; additional 150,000 N\$ p.a. (see also 1.2)	All reporting requirements under the Rio Conventions are adhered to in a timely, professional and efficient manner
3.7.2: Train negotiators on Convention content, process and current issues of relevance to Namibia (and in international environmental politics <i>per se</i>)	<ul style="list-style-type: none"> Facilitate for less experienced delegation members official training at UNITAR Organise preparation meetings prior to COP and other Convention meetings to ensure good preparation of delegation members Include experienced technical staff in delegations to meetings of high importance to Namibia 	MET/DEA; MFA	Allocate 100,000 N\$ to MET for 2 trainees p.a. (alternatively MFA/MAWRD) training budgets	

4. LESSONS LEARNT DURING THE IMPLEMENTATION OF THE NCSA

A number of lessons learnt throughout the NCSA implementation phase can be derived. Five are selected here. They are believed to be applicable on a generic level in other country situations as well and may provide guidance for the M&E of the NCSA process in other countries.

Lesson No. 1: Steering committee involvement and high-level support

Summary:

- It has to be realized that many experts/practitioner/decision makers are very busy. Any involvement in ongoing project work such as the NCSA process needs to be well targeted and realistic. Only at strategic intervention levels the time of some of these people should be thought.
- It is important to find a constructive balance of need for participation and strategic involvement.

Proposed solution/alternative approach:

- Develop clear and targeted participation strategy.

Lesson No. 2: Importance of addressing HIV/AIDS as priority

Summary:

- The recently release Namibia report on progress towards the Millennium Development Goals (MDGs) clearly highlights the importance of addressing HIV/AIDS as a national development priority.
- Impacts of HIV/AIDS on the capacity on all three levels, individual, institutional, and systemic, will be great in all sectors including those relating to the implementation of the Rio Conventions.
- Planning without factoring in the impacts of HIV/AIDS will be unrealistic and ineffective.

Proposed solution/alternative approach:

- HIV/AIDS, the impact thereof and mitigation strategies, must be factored into planning activities and the development of management plans.
- HIV/AIDS should be mainstreamed as a cross-cutting theme in countries as severely affected as Namibia.

Lesson No. 3: Integration into NPRAP, considering MDGs

Summary:

- MDGs, setting global development targets, are accepted as general policy guidance, whereas NPRAP is considered the national sustainable development strategy addressing the MDGs. NPRAP is considered a primary instrument to lead to the implementation of Namibia's Vision 2030, underpinned by the formulation, implementation and M&E of the five-year National Development Plans (NDP). NPRAP is an important tool for development action in Namibia.
- A review of the Namibian NPRAP, recently commissioned by UNDP, found that environmental concerns, including the implementation of the Rio Conventions, were not addressed in a meaningful way.

Proposed solution/alternative approach:

- Main findings of NCSA should be mainstreamed into the recommendations made by the consultant commissioned to craft a report *Review and mainstreaming of gender, HIV/AIDS, environment and sustainable development concerns into the NPRAP for Namibia* and lead to a revision of the NPRAP.
- Similarly, key recommendations from NCSA should feed into the formulation of the third NDP (2006-2011), currently under development.

Lesson No. 4: Local and regional assessment complementing National assessment

Summary:

- At the onset of the NCSA project in Namibia it was decided that no regional committees would be established but that instead local and regional consultation would take place with a wide range of relevant stakeholders. Three regions (of 13 in Namibia) broadly representing the main biomes throughout Namibia, a range of land and natural resource uses, as well as different key environmental concerns, were selected as survey areas. Relevant stakeholders were identified and targeted for inclusion in the assessment.
- Decentralization is a key policy issue to Namibia. Over the past decade devolution of natural resource rights and responsibilities has been at the heart of policy intervention.
- At the local/regional level, awareness of the Conventions is very low and relevant environmental issues are primarily addressed in a broader natural resource management and sustainable development context.

Proposed solution/alternative approach:

- Conducting local/regional consultations is essential to NCSA. Most of the real leverage leading to the envisioned impacts of the Conventions must take place on this level. It is clear, though, that the Convention instruments do not easily translate to action on a "grassroots" level. Such action is usually carried out under a "natural resources management" or "sustainable development" umbrella. Guidance of the Convention's COPs should keep that in mind and become more synergistic in nature.
- NCSA should not necessarily focus on the implementation of the Rio Conventions but on agreed to "natural resources management" or "sustainable development" criteria, with focused additional needs under each of the Conventions.

Lesson No. 5: Strategic, incentive-based approach to “release” creativity and responsibility for continued individual capacity and skills development needed

Summary:

- It has been recognised that large scale skills development, training, and capacity building activities can only be implemented through an enabling policy environment/approach.
- NPC has conducted a *National Capacity Building Assessment (2000)* and drafted *National Capacity Building Strategy for Namibia* and a *National Human Resources Plan 2000-2006*. This work, however, is not particularly active.

Proposed solution/alternative approach:

- NCSA relevant aspects should be mainstreamed into existing policies/strategies or explicit frameworks ought to be developed.
- NCSA findings should be linked to SADC Capacity Initiative supported by UNDP.

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ANNEX 1: BASIC INFORMATION REGARDING PREPARATION OF THE NCSA

A.1.1. Implementation arrangements

The initial **proposal** for tNCSA was **prepared in a participatory fashion**, including through two consultative workshops and an intensive e-mail based peer review process. Under the guidance of the Ministry of Environment (MET), more than 35 organizations and government institutions were involved in the formulation of the project proposal including agreed upon project goals and objectives.

The Namibian NCSA project was **executed by the Directorate of Environmental Affairs (DEA)** of MET. The project was **implemented** for the Global Environment Facility (GEF) by **UNDP**. Strong linkages with the Regional UNDP/GEF coordinator were maintained throughout the project lifetime.

A **Project Implementation Unit (PIU)** led by a **national project coordinator** was **based at DEA**, guaranteeing for day-to-day integration into mainstream activities of the Directorate responsible for the implementation of the Rio Conventions. Interaction with relevant unit heads and project coordinators was facilitated.

A multi-stakeholder **National Steering Committee (NSC)** (Section A.1.3) was established to provide strategic advise to the PIU and national coordinator. NSC met seven times over the two-year project period, thus on a quarterly basis, and members participated in various consultative meetings and workshops. A **core management group** composed of representatives of DEA, UNDP, and the National Planning Commissions (NPC) acted on behalf of NSC if interim decisions had to be taken, without calling a full NSC.

Two teams of consultants were hired to carry out two sets of **thematic capacity needs assessments: (1) At a national level; and (2) At the local and regional level**. The national assessment was carried out by the **University of Namibia (UNAM)**, under leadership of the Department of Geography and Environmental Studies. Team members were involved in other related capacity assessments undertaken previously and served as Task Force members or in other functions in the implementation of the various Rio Conventions. Thus, the team had first hand experience with Namibia's interventions for the implementation of the CBD, UNCCD, and UNFCCC. The **Desert Research Foundation of Namibia (DRFN)** is a Namibian professional organization and NGO that has been commissioned for more than a decade by the Ministry to implement Namibia's Programme to Combat Desertification (NAPCOD). DRFN has vast experience with local and regional level environmental and natural resources management

initiatives, as well as in implementing capacity building approaches. DRFN was tasked to carry out the local and regional assessment.

Participation of a wide range of stakeholders was achieved through the holding of a series of **consultative meetings and workshops at regional and national level**. Representatives from local institutions, such as Conservancy committees and other relevant CBOs, participated in the regional meetings. Representatives from all regions participated in the national verification workshop held in the capital towards the end of the project.

A.1.2. Timetable

Timetable of key NCSA activities leading to the accomplishment of the various project outputs:

03-04/2002	Consultative workshops for proposal formulation
01/2003	Project approval
07/2003	Setting up of Project Implementation Unit (PIU)
11/2003	Official project launch
04-07/2004	Local and regional assessment: including consultative meetings in three target regions (Oshikoto, Erongo and Hardap), interviews and questionnaires
05-10/2004	National assessment (including series of consultative meetings and workshops), interviews and questionnaires
09/2004	Verification workshop
11/04-02/05	Finalization/consolidation of various outputs
03/2005	Final NCSA report
03/2005	Recommendations for inclusion in NDP 3 and other policy integration
03/2005	High-level policy maker round table meeting on NCSA outcomes

A.1.3. Major Stakeholder

National Steering Committee (NSC)

NSC was composed of more than 14 relevant Government and non-government institutions and associations. The Ministries of Agriculture, Water and Rural Development (MAWRD), Basic

Education, Sports and Culture (MBESC) through its Namibia Institute for Education (NIED), Health and Social Services (MHSS), Lands, Resettlement and Rehabilitation (MLRR) and Regional and Local Government and Housing (MRLGH) were represented, as well as the National Planning Commission (NPC). MET invited the Rio Convention and GEF Focal Points and relevant project managers to NSC. Namibia's two tertiary education centers, the University of Namibia (UNAM) and the Polytechnic of Namibia, seconded NSC members, as did representatives from civil and private sectors, including the Association of Local Authorities of Namibia (ALAN), the Namibian Association of CBO Support Organizations (NACSO) (represented by Roessing Foundation), the National Chamber of Commerce and Industry (NCCI), and the Desert Research Foundation of Namibia (DRFN).

National Assessment

More than fifty individuals representing various directorates and units in 11 Ministries and more than a dozen other organizations were interviewed in the scope of the National Assessment.

Table of stakeholders consulted during national assessment

Stakeholder type	Interviewed stakeholders	Role of stakeholders as it affects environmental issues
Government line ministries	MAWRD MET MFMR MRLGH MLRR MHSS MBESC MTI MWTC MME NPC	Agriculture Environment Fisheries Mgt of Local Authorities and Regional Councils, implement decentralization policy Land-use planning, Communal Land Boards Health, HIV/AIDS School-level and adult education Trade Work, Transport and Communication; Meteorological Services Mining and Energy National development planning; international donor coordination
Tertiary education institutions	UNAM Polytechnic	Formal education and training Formal education and training
Local Authorities	Municipality of Windhoek	In parallel with the regions, they prepare budgeting, planning and service delivery systems for the necessary services in their municipalities, towns and villages, and implement decentralized functions.
NGOs and projects	IRDNC Desert Research Foundation of Namibia (DRFN) !Nara SAIEA Collect-a-can NNF BCLME R3E	Rural development and conservation Sustainable development, especially in land, water and energy sectors Training of community facilitators SADC-wide EIA institute with headquarter in Windhoek Waste management project Environment and conservation Transboundary marine conservation/NR management project Appropriate energy project
Private Sector	Solar Age Namibia Suntechnics Namibia TransNamib	Appropriate energies Appropriate energies Transport sector
Associations	Chamber of Mines	Mining

Local and regional assessment

In the selected three target regions¹⁰ (Oshikoto, Erongo, and Hardap), eight different Ministries were consulted: MAWRD; MET; Ministry of Fisheries and Marine Resources (MFMR); MRLGH; MLR; MHSS; Ministry of Information and Broadcasting (MIB); and MBESC. Representatives from Traditional Authorities (Headmen of various communities), from Local Authorities, namely of various Municipalities, and from regional authorities (Regional Councils) were interviewed. Individual farmers and representatives of farmers associations, NGOs, representatives of the private sector, several parastatals, associations, CBOs, and mining organizations were consulted. Together, 188 individuals were interviewed in the three regions: 48 in Oshikoto; 71 in Erongo; and 69 in Hardap. Representatives of interviewed organisations and individuals participated in the verification workshops.

Table of stakeholders consulted during local and regional assessment.

Stakeholder type	Interviewed stakeholders	Regions in which interviewed	Role of stakeholders as it affects environmental issues
Government line ministries	MAWRD MET MFMR MRLGH MLRR MHSS MIB MBESC	All All Erongo, Hardap Oshikoto Hardap, Oshikoto Hardap, Oshikoto Oshikoto Hardap, Oshikoto	Agriculture Environment Fisheries Mgt of Local Authorities and Regional Councils, implement decentralization policy Land-use planning, Communal Land Boards Health, HIV/AIDS Information School-level and adult education
Traditional Authorities	Headman, Onakankunzi Headman, Omuthiya Chief of Topnaar Community	Oshikoto Oshikoto Erongo	Promote peace and welfare amongst community members; supervise and ensure observance of customary laws; uphold, promote and preserve traditional values of that traditional community; settle disputes between community members. Ensure that community members use natural resources at their disposal on a sustainable basis and in a manner that conserves the environment and maintains the ecosystem for the benefit of all persons in Namibia
Local Authorities	Municipality of Mariental Municipality of Tsumeb Municipality of Omaruru, Karibib Municipality Arandis Municipality Swakopmund Municipality Walvis Bay Municipality	Hardap Oshikoto Erongo Erongo Erongo Erongo	In parallel with the regions, they prepare budgeting, planning and service delivery systems for the necessary services in their municipalities, towns and villages, and implement decentralized functions.
Regional Authorities	Erongo Regional Council Hardap Regional Council Oshikoto Regional Council	Erongo Hardap Oshikoto	Liaise with central government agencies; facilitate and coordinate activities at lower council levels; prepare budgeting, planning and service delivery systems which will be delegated and later decentralized; serve as trainers.
Farmers (communal and commercial)	Communal Commercial	All Erongo and Oshikoto	Mostly subsistence farming Commercial agricultural/game production and game lodges
NGOs	Desert Research Foundation of Namibia Catholic Aids Action Rossing Foundation Ombili Foundation Tree-Development Foundtn Multi-Purpose Centre Coastal Environmental Trust of	All Hardap Oshikoto Oshikoto Erongo Erongo Erongo	Sustainable development, especially in land, water and energy sectors HIV/AIDS education/support Community organization, empowerment, capacity building Empowerment of San communities Managing projects for poor communities Improve quality of life in Walvis Bay community Sound environmental mgt of coastal wetlands

¹⁰ See Annex 3 for the rationale and selection criteria of these three regions.

Stakeholder type	Interviewed stakeholders	Regions in which interviewed	Role of stakeholders as it affects environmental issues
	Namibia		
Private Sector	Namibia Breweries Namibia Pig Farm (Pty) Ltd Producers of Tilapia fish Hardap Cooperative Enviro Care Swakopmund Tannery SABS Cadilu Fishing Ltd Salt Refinery/Aquaculture farm NIMT	Erongo and Hardap Hardap Hardap Hardap Hardap Erongo Erongo Erongo Erongo Erongo	Brewery Commercial pig farm Fish hatchery Retailing agricultural produce Waste recycling Tannery Maintain standards in commercial produce Fish processing factory Salt mining and refining, also oyster production Technical training and education in Mining and Technology
Parastatals	Namwater Namibia Wildlife Resorts Namport	Erongo and Hardap Hardap Erongo	National-scale water reticulation Tourism + accommodation in MET Parks Port management

A.1.4. Monitoring arrangements

The **role of NSC** (Sections A.1.1 and A.1.3) included **project M&E functions**. PIU and the project manager reported to NSC. Quarterly reports, outlines and progress on specific outputs and other requested reports were provided to NSC during their quarterly meetings.

Housing the **PIU at DEA** enabled **day-to-day supervision and contact** with the relevant Ministries staff, especially the Head of the Conventions Unit and the Director, who also is the GEF Focal Point. The project manager participated in ongoing DEA planning and reporting procedures.

Towards the end of the NCSA project a **new coordinator** was hired. Although this was not according to schedule but a necessity after the long-term manager resigned, it allowed for an independent evaluation of the work progress and outputs at date of hand-over. This **“independent evaluation”** gave some fresh impetus to the project at the crucial time of compiling the final NCSA report and mainstreaming the various project outputs.

The **Regional Coordinator of UNDP/GEF** travelled on several **M&E missions** to Namibia. Intensive feedback and interaction between the Regional Coordinator and the project manager, as well as with the sub-contracted consultant teams, supported project implementation according to project plan and in line with M&E requirement.

ANNEX 2: BACKGROUND TO THE IMPLEMENTATION OF THE RIO CONVENTIONS AND THE NCSA IN NAMIBIA

Namibia's NCSA's goals and objectives

During the project preparation phase, goals of conducting an NCSA in Namibia were defined. Five operational objectives were formulated, the achievement of which would help Namibia work towards the set goals.

Overall NCSA Goals

- (1) Define how global and regional environmental objectives, in particular those involving biological diversity, climate change and land degradation issues, can be internalised in ongoing and planned capacity building efforts, sponsored by the Government and other agencies in Namibia.
- (2) Assess how existing capacities can be utilized more effectively.
- (3) The NCSA process should act as a catalyst for domestic and externally assisted action to meet capacity needs in a coordinated manner.

Operational objectives:

- Objective 1:*** Establishment of the project management and implementation team.
- Objective 2:*** Evaluation of systemic, institutional, and individual capacity constraints/needs at the regional/local level.
- Objective 3:*** Evaluation of capacity for both governmental and non-governmental institutions at the national level,
- Objective 4:*** Preparation of implementation strategy, a costed Action Plan with time-bound targets, and monitoring arrangements.
- Objective 5:*** Compilation of an NCSA report.

A detailed overview of the NCSA implementation process is included in Annex 1 of this report. A few remarks on the organizational aspects underlying the Namibian approach to its NCSA will be included in this introduction, as they substantiate some important principles, in line with the Global Environment Facility (GEF) Operational Guidelines (GEF, 2001) and additional UNDP guidelines (UNDP, 2004).

First and foremost, the NCSA process has been nationally owned and driven. Several modifications to the globally proposed process were made based on national priorities and peculiarities. As Namibia is such a sparsely populated country, and artificially set-up institutional structures are often perceived to be ineffective, no regional committees were established as part of the Namibian NCSA. Instead, a series of intensive local and regional level consultations in carefully selected target areas were undertaken (Annex 3). Implementation of NCSA was based on existing structures, mechanisms, and working teams. Housed at the Directorate of Environmental Affairs (DEA) of the Ministry of Environment and Tourism (MET), the project implementation unit (PIU) contracted local non-governmental organization (NGOs), professional institutions, and teams from the local University to assist with the production of the various NCSA outputs, guided by a multi-stakeholder and multi-institutional Steering Committee. Participation of community-based organizations (CBOs) and other governmental and non-governmental institutions was highly encouraged. Where available and suitable, existing related studies were used and their experiences built upon. All of these principles and modifications guaranteed an efficient use of the limited GEF resources made available to the Namibian NCSA process. Annex 2 includes an in-depth evaluation of the Namibian NCSA process as per GEF and UNDP principles for NCSA (based on the UNDP NCSA toolkit).

National Priorities for implementing the three Rio Conventions

In summary, it can be said that, as the most arid country in sub-Saharan Africa, a majority of Namibia's national priorities relate to the issues under UNCCD. Most environmental threats identified for Namibia relate to UNCCD, especially due to its (rural) development focus. Natural resources and wildlife management and conservation are two areas of special concern to Namibia, and the provisions of CBD are relevant in this context. It is recognized that CBD is a very far reaching Convention, and a great number of national priorities can be interpreted under CBD as well. UNFCCC is the least known in Namibia, and the issues of climate change, adaptation, and mitigation of its effects have not been fully embraced here to date. Thus, fewer national priorities are currently clearly linked to UNFCCC compared to the other two Rio Conventions. The stock take analysis (NCSA Vol. 1) provides an overview of actions that Namibia has implemented in relation to the various Conventions, providing an indirect measure of prioritisation.

It is generally accepted that the Rio Conventions have to be implemented in a sustainable development context. Poverty alleviation, curtailing the HIV/AIDS pandemic, and the need for decentralization are amongst the key issues in this context and are dealt with throughout the assessment as cross-cutting themes.

Environmental problems of high priority identified by the participants in the assessments are included in the respective assessment reports.

Institutional arrangements for the Conventions, including coordination mechanisms

In the early 1990s, following Independence of Namibia and coinciding with the United Nations Conference on the Environment and Development (UNCED), the Namibian Government created a new Directorate responsible for providing broad environmental leadership (**DEA**). This Directorate was placed within the Ministry of Wildlife and Tourism, at which point Cabinet decided to change the name of the Ministry to that of the Ministry of Environment and Tourism (MET) to reflect its broader mandate. DEA was charged with placing the policy outcomes of UNCED and the aims of *Agenda 21* on the Namibian political agenda. Since then this Directorate, with the assistance of contractors and consultants representing a broad range of disciplines, works closely with other Government departments, NGOs, the private sector, and CBOs to try to meet the inter-related social, economic, and ecological challenges associated with the pursuit of sustainable development.

While various government institutions have assumed a lead role in implementation of the Rio Conventions, the multi-sectoral nature of most of the sub-issues that emanate from these agreements usually demand the co-operation of more than one agency. DEA houses the “**Environmental Conventions Unit**”, which is tasked with coordination of the work of various implementation partners and is responsible for overseeing implementation of a programmatic approach under each of the Conventions. The Head of the Unit serves as Namibian National Focal Point to each of the Rio Conventions. The Director of the DEA is the GEF Focal Point. Combining the three Convention specific programs under one “integrated natural resources management” umbrella to further capitalize on synergy amongst the conventions was a recent consideration. It is notable that, in the past, Namibia established a “synergy committee” on which key representatives involved in the implementation of the three convention programs (see below) were involved in joint strategic planning and coordination.

The **Namibian National Biodiversity Programme (NBP)** was set up in 1996 and is housed in DEA. A small number of “**secretarial**” staff coordinates activities under the program, overseen by the Head of the Environmental Conventions Unit. A **multi-stakeholder National Biodiversity Task Force (NBTF)** was set up in the late 1990s represented by eight ministries and 15 departments within those ministries, two tertiary education institutions, parastatals, the private sector, 10 NGOs, and Unions. Twenty thematic working groups under the program are housed in various ministries and other institutions. Currently, NBTF is not active. The program has a number of on-going projects at the national level and is partner in several regional projects.

Namibia’s Program to Combat Desertification (NAPCOD) was launched in 1994 and was recently superseded by the **Country Pilot Partnership (CCP) for Sustainable Land Management (SLM)** (August 2004). Both initiatives were/are organized as umbrella programs, housed at MET and were/are implemented in collaboration with the Ministry of Agriculture, Water and Rural Development (MAWRD) and a broad range of implementation partners. A large

variety of projects are accommodated under the framework arrangements. A consortium of the Desert Research Foundation of Namibia (DRFN) and Namibia's Economic Policy Research Unit (NEPRU), two Namibian NGOs, **implemented** the main components of NAPCOD from 1994 to 2004, with a **national coordinator position housed at DEA**, with overall guidance by a **multi-stakeholder Steering Committee** including members of MET, MAWRD, Ministry of Lands, Resettlement and Rehabilitation (MLRR), MRLGH, NPC, Namibia Agricultural Union (NAU), Namibia National Farmers' Union (NNFU), and the Namibia Development Trust (NDT). NAPCOD was the official National Action Programme (NAP) for the UNCCD. The newly established CPP can be seen as the "new generation" of NAPCOD. It is envisaged that the full CPP will be operational by mid-2005. Final implementation structures are not yet decided.

A **Climate Change (CC) program coordinator** is based at **DEA**. The coordinator's work is supported and guided by the **National Committee on Climate Change (NCCC)** housed at DEA and co-chaired by the National Meteorological Services. Current membership of NCCC includes the Ministry of Mines and Energy (MME), Ministry of Trade and Industry (MTI), MAWRD, NamPower, NamWater, the University of Namibia (UNAM), and private consultants. Much of the content based work under the CC program is conducted by short-term consultants and teams of consultants.

Brief review of status of Convention implementation

A short point-form overview of the implementation of each of the Rio Conventions follows. A more in-depth analysis of specific policies, regulations, and projects addressing more specific provisions under each convention are presented in the stock take exercise (Vol.1) as part of the Namibian NCSA.

CBD Implementation in Namibia:

- Namibia ratified CBD in 1995.
- National Program and Task Force established, integrated under Environmental Conventions Unit at MET/DEA (1996).
- Country study compiled and published (1998).
- NBSAP 2001-2010 drafted and published (2002), not passed by Cabinet, and currently under review with aim to simplify it.
- 1st and 2nd National Report submitted to CBD Secretariat, as well as several voluntary reports.
- Biosafety protocol prepared for ratification. Biosafety Bill drafted.
- A large number of programs and projects implemented (see stocktake document, Vol.1).
- Integration of biodiversity concerns into NDPs, Vision 2030, and other macro-level and sectoral policies and laws.

UNCCD Implementation in Namibia:

- Namibia ratified UNCCD in 1997.
- Phase 0 (1993 – 1994): Preparations of national workshop and national program design, implemented by MET/MAWRD and DRFN.
- Phase 1 (1995 – 1996): Implementation of selected components including community-mobilization, education and awareness, research and training, and policy review.
- Phase 2 (1996 – 1999): Focus on decentralisation, selection of pilot areas, implementation of local and regional level collaboration activities, including Forum for Integrated Resources Management (FIRM)¹¹.
- Phase 3 (2000 – 2004): Focus on local and regional implementation retained. Local and national level monitoring of desertification, coordination and capacity building of service organisations.
- 2004: Country Pilot Partnership (CPP) for Sustainable Land Management (SLM) launched to supersede NAPCOD as a wider umbrella approach.
- National reports and CRIC reports submitted to UNCCD Secretariat.
- Large number of programs and projects implemented (see stocktake document, Vol.1)
- Integration of biodiversity concerns into NDPs, Vision 2030, and other macro-level and sectoral policies and laws.

UNFCCC Implementation in Namibia:

- Namibia ratified UNFCCC in 1995.
- Country Study (1998) compiled and published, containing three parts: (1) *A Greenhouse Gas Inventory*; (2) *An overview of Namibia's vulnerability to climate change*; and (3) *Emissions scenarios and mitigation options for Namibia*.
- Phase I (2001-2002): Program expert hire as coordinator; Initial National Communication (2002) produced.
- Phase II (2003-2005): TNA, SWH, GHG Emission Factor Review to be compiled.
- Outlines of adaptation concepts drafted; proposed set of case studies formulated (2004/5)
- Assessment of capacity and needs required to implement Article 6 of the United Nations Framework Convention on Climate Change (UNFCCC) in Namibia carried out (2005)
- Few projects implemented (see stocktake document, Vol.1)
- Integration of climate change concerns into NDPs, Vision 2030, and other macro-level and sectoral policies and laws.

¹¹ The so-called "FIRM approach" has been developed and tested in Namibia, and is currently being up-scaled. Service organisations and stakeholders meet regularly, undertake joint planning and carry out extension work in a more coordinated and collaborative fashion, based on needs expressed by their key clientele. This sort of collaboration can form an useful platform for effective extension work, including in support of the implementation of the Rio Conventions and environmental management *per se*.

ANNEX 3: DESCRIPTION OF THE NCSA PROCESS – ASSESSMENT OF GEF/UNDP PRINCIPLES FOR NCSA

Overview of achievements with regards to each of the GEF and UNDP Principles for the NCSA.

An independent consultant was commissioned to evaluate the NCSA process and the outputs. The consultant used the in the UNDP NCSA toolkit proposed ranking from 1 to 5 to assess the achievements under each GEF and UNDP Principle set out for the NCSA process. A ranking of 5 = highly satisfactory, 4 = satisfactory, 3 = moderately satisfactory, 2 = moderately unsatisfactory, 1 = unsatisfactory, was applied. Further justification of each ranking is provided in the explanatory text.

Summary table of ranking results:

Principle	Rank
<i>Principle 1: Nationally owned and driven</i>	5
<i>Principle 2: Implementation based on existing structures and mechanisms and working teams</i>	4
<i>Principle 3: Paying due attention to the provisions for the three Conventions</i>	4
<i>Principle 4: Multi-stakeholder participation, consultation and decision-making</i>	4
<i>Principle 5: Build on existing related work</i>	4
<i>Principle 6: Contributes to holistic approach incorporating systemic, institutional and individual levels of capacity</i>	3
<i>Principle 7: Mainstreamed into sustainable development in-country</i>	3
<i>Principle 8: Where appropriate, focus on issues that cut across the three Conventions</i>	4
<i>Principle 9: Where appropriate, pay particular attention to the systemic level of capacity</i>	3

Detailed description and motivation for ranking:

Principle 1: Nationally owned and driven

Ranking: 5

Justification:

- Project housed at DEA, the planning arms of MET
- NSC co-chaired by MET and NPC
- Human Resources Development Framework (HRDF) finalized – NCSA outcomes identified as basis for environmental sector plan to implement HRDF

- NPC acknowledges that the added value from the NCSA findings are to be taken on board in the NDP 3
- Steps in UNDP toolkit were generally followed
- Decision to conduct local and regional assessment separate from national assessment guaranteed ownership by stakeholders from diversity of backgrounds (see also Principle 4)

Principle 2: Implementation based on existing structures and mechanisms and working teams

Ranking: 4

Justification:

- Steps in UNDP toolkit were generally followed
- Consultant teams hired were involved in Rio Convention implementation to some degree, thus knowledgeable of and involved in the processes
- Process took into consideration activities of NAPCOD , NCCC, and the Biodiversity Task Force
- Project implementation unit did not have the benefit of that background. This issue posed some challenges to the NCSA process at the beginning

Principle 3: Paying due attention to the provisions for the three Conventions

Ranking: 4

Justification:

- Steps in UNDP toolkit were at first not followed, and thematic issues and cross-cutting themes and synergy issues were not fully teased out
- There is a notion in Namibia, that the Conventions are a framework only, and little attention is given to the development of work programmes and more recent decisions of the COPs
- It has become clear that on the local and regional implementation level thematic issues, as well as cross-cutting issues and synergy aspects are all embedded in a broader sense for integrated natural resources management, addressing the core issues of each of the three conventions; from a capacity point of view, it has become clear that the more existing capacity as well as capacity needs are more generic in nature
- On a national level, framework analyses were undertaken identifying and flagging key areas for capacity needs under each of the Conventions separately and for synergy and cross-cutting themes

Principle 4: Multi-stakeholder participation, consultation and decision-making

Ranking: 4

Justification:

- Steps in UNDP toolkit were generally followed
- Two national consultative stakeholder workshops were held during the formulation of the NCSA proposal
- The project was officially launched by the Deputy Minister of MET and received extensive media coverage
- As mentioned under Principle 1, the decision to conduct local and regional assessment separate from national assessment guaranteed ownership by stakeholders from diversity of backgrounds
- A suite of workshops and consultative meetings was held and involved a broad range of stakeholders
- NSC was multi-sectoral and multi-stakeholder
- Committed NSC but limited inputs due to overload. Namibia has a narrow set of experts working in the environmental and developmental fields and many of them are overloaded with responsibilities on management committees. (This situation is tied to the fact that this is a relatively young country and has a small population of less than two million with a large environment to manage)
- NCSA was scheduled for cabinet submission at the onset of the project, but a mutual decision was taken at the NSC to postpone the submission to the end of the assessment when there was a tangible output for endorsement. Commitment to take up key recommendations from the NCSA, for example through to the formulation of the 3rd NDP was, however, strongly voiced

Principle 5: Build on existing related work

Ranking: 4

Justification:

- Steps in UNDP toolkit were generally followed
- Overview inventories of existing policy, law, program and project work were prepared during the NCSA, as well as other related capacity assessments were reviewed
- Related capacity assessments were reviewed. Past, current, and pipeline initiatives were listed
- As Namibia is quite active in the implementation of provisions of the Rio Conventions, quite a lot of activity could be demonstrated. A shortfall has been that ongoing work is

extremely complex and not easily systematically processed. Thus certain limits to the review have been set

- Lessons learnt from existing related work have been teased out in some detail and are reflected in the AP

Principle 6: Contributes to holistic approach incorporating systemic, institutional and individual levels of capacity

Ranking: 3

Justification:

- Steps in UNDP toolkit were generally followed
- An attempt was made to make the required linkages, however it has become clear that especially the analysis of systemic levels of capacity are extremely demanding and they were not fully addressed through the NCSA
- The local and regional assessment has included some qualitative statements on what the shortfalls of the systemic level capacity are in Namibia. Certain linkages with institutional and individual level capacities can be made

Principle 7: Mainstreamed into sustainable development in-country

Ranking: 3

Justification:

- Steps in UNDP toolkit were generally followed
- The NCSA process has achieved mainstreaming to a substantial level given the fact that the process is informing capacity assessments to be undertaken in different initiatives e.g. the CPP, NPA, NACOMA, ICEMA, UNFCCC Article 6 assessment, etc.
- Commitments to take forward recommendation in NDP 3 context have been made. It should be noted that the (sustainable) development planning (i.e. through NDPs) has its own time schedule and the NCSA process to date has not fully intercepted with this
- Evaluation against this principle should take place some time after completion of NCSA to allow for better mainstreaming
- Conversely, mainstreaming of sustainable development into NCSA, i.e. through review of MDGs, NPRAP, capacity building, and human resources development related policy and other, was novel in the context of the Namibian NCSA

Principle 8: Where appropriate, focus on issues that cut across the three Conventions

Ranking: 4

Justification:

- Steps in UNDP toolkit were generally followed
- Both cross-cutting issues and synergy issues were teased out in some detail through the national and local and regional assessments
- Several innovative approaches as well as novel views and ideas on capacity to implement the Convention on a local and regional level were formulated by the participants
- Include a summary listing of the key cross-cutting and synergy issues identified in NCSA

Principle 9: Where appropriate, pay particular attention to the systemic level of capacity

Ranking: 3

Justification:

- Steps in UNDP toolkit were generally followed
- As outlined under Principle 6, an attempt was made to make the required linkages between the three capacity levels, systemic, institutional and individual. However it has become clear that especially the analysis of systemic level of capacity is extremely demanding and they were not fully addressed through NCSA
- A strong emphasis on addressing individual (and to some extent institutional and systemic) level capacity development through the formulation of a national training, capacity building and skills development strategy is placed in the AP
- Include a summary listing of key policies reviewed and key findings i.e. on need for harmonization, gaps, challenges, opportunities to mainstreaming NCSA recommendations.

ANNEX 4 – THEMATIC ASSESSMENTS REFERENCES

- NCSA VOLUME 1: Stocktake exercise
- NCSA VOLUME 2: Local/Regional Level Capacity Assessment report
- NCSA VOLUME 3: National Level Capacity Assessment report