

Feasibility Study for a Project on
Poverty-oriented Support to Community Conservation in Namibia
Terms of Reference

[Draft]

1. Study background

Community-based Natural Resource Management (CBNRM) in Namibia is implemented for more than two decades and is regarded as one of the most successful conservation initiatives in the world. It is a leading example of rural community empowerment through the devolution of rights and responsibilities over wildlife and forest resources. Communities forming 82 wildlife conservancies (to be increased up to 100 until 2020) and 32 community forests cumulatively cover almost 20% of Namibia's lands and engage almost 10% of Namibia's population as conservation stewards. In 2015 conservancies generated a total cash income and in kind benefits of EUR 7 Mio. (N\$ 102 million). The programme focusses on benefit generation and creating opportunities for livelihoods for the poorest population in the country and therefore contributes to poverty reduction. Furthermore, it reduces the costs of public services in regard to environmental conservation significantly.

However, the required long term financial and technical support for CBNRM is exceeding by far the current available funding from government and other sources. Hence, it is imperative to assure the sustainability of the programme, with further improvement of capacities of local communities to manage and derive economic benefit from their natural resources. Furthermore, as a result of successful conservation efforts an increase of Human-Wildlife-Conflicts was recorded over the last years. As a consequence the support for the CBNRM approach is eroding, particularly where poor farmers are affected, and in Conservancies where HWC costs are exceeding revenues and other benefits obtained from CBNRM.

The potential for revenue generation from tourism or hunting concessions is unevenly spread amongst the different Conservancies. Therefore, it is difficult to incentivize the more 'marginal' Conservancies for sustainable use of natural resources and wildlife conservation.

To ensure independence from donor funds and the longevity of the CBNRM programme, the Community Conservation Fund of Namibia (CCFN) was registered and is under further preparation. Conservancies (and other CBNRM institutions, i.e. Community Forests) will be the primary beneficiaries of the CCFN funds.

1.1 Introduction to the CCFN

The CCFN is an independent, autonomous non-profit Association Incorporated under the Companies Act 2004, with governmental as well as civil society stakeholders as members, supported by the Namibian Ministry of Environment and Tourism (MET), NACSO (Namibian Association of CBNRM Support Organizations), and WWF Namibia. The fund has three different themes or possible sub-funds to address major problems the Conservancy approach is currently faced with:

1. *Minimum Support Package (MSP)*

Main objectives of the CCFN are to sustain the funding of advisory services to Conservancies through economic returns of a capital stock. A Gap analysis was developed for the MSP, indicating that 30 million USD is required for an endowment fund and 20 million USD is required as sinking funds to ensure the ongoing provision of NGO services to the conservancies.

Relevance for the FC-programme: FC support could be given if services are explicitly requested by the conservancies and directly necessary for the implementation of the HWC measures (see 2) and PES (see 3) (such as legal advice, management planning, mapping, etc.), which are currently not reliably provided by Governmental agencies. Only direct support measures for Conservancies shall be eligible, measures which fall under the realm of Technical Cooperation shall not be financed from the FC, such as the financing of policy advisors at MET level.

2. *Human-Wildlife Conflict (HWC)*

The concept of the CCFN, inter alia, foresees the establishment of an innovative and sustainable funding mechanism to reduce claims of HWC. There is an increasingly urgent need to address growing concerns around HWC in Namibia. The MET is being faced with swelling political pressure, which in turn, is being driven by a public outcry

from community members who are individually bearing the costs of living with wildlife. Unless new ways of offsetting the costs of living with wildlife are created, Namibia's globally recognized communal conservancy programme could be lost. Attempts by countries in Africa and around the globe to compensate farmers for losses have proven to be ineffective, unsustainable, and overly costly. Consequently, there is a need to change the paradigm around HWC. Fundamental to this paradigm shift will be to change community members' attitudes towards problematic species of wildlife. However, this cannot happen unless new and more efficient approaches of offsetting costs and increasing the value of wildlife are introduced.

Relevance for the FC-programme: Measures to mitigate HWC are one of two core activities financed by the upcoming FC programme. The FS should develop a concept how the project can implement these measures. The aim is to deliver to MET/ CCFN a mechanism how to deal with HWC in the future. The Project could therefore aim to introduce such innovations through building upon the existing National HWC policy and framework by adding improved offset efficiency, increased offset amounts (for livestock and human death/injury) and increased incentives for communities to proactively manage their wildlife.

3. *Payment for Environmental Services (PES) and the Wildlife Credits concept*

Another component of the CCFN entails the establishment of a system for Payment of Environmental Services. PES is centred on the idea that beneficiaries or users of ecosystem services make a direct or indirect payment to the provider of that service. Whoever preserves or maintains an ecosystem service should be paid for doing so. One approach is the Wildlife Credits system, which is a new way of paying for wildlife and its habitat, by providing income based on wildlife performance. Communities that live with wildlife incur additional costs, for example for wildlife protection, for prevention of human wildlife conflict and for incurred HWC costs (human casualties and injuries, livestock and crop losses). PES based on Wildlife Credits can help to compensate these costs. Payments to communities based upon wildlife sightings provide further incentive to protect wildlife and conserve its habitat and thereby making conservation a viable land use option for the rural communities.

Relevance for the FC-programme: Measures to support PES are one of two core activities financed by the upcoming FC programme. The FS should develop a concept how the project can implement a PES mechanism. The aim is to deliver to MET/ CCFN a mechanism for PES to be operated sustainably in the future. As a further input to this GiZ should be contacted. GiZ has commissioned NNF (Namibian Nature Foundation) to carry out a design study on another potential PES system which would work for those conservancies with limited tourism potential i.e. those, where the Wildlife Credit system is not applicable. While the final draft of the study will be only available in March, the FS team might be able to obtain some first ideas about the PES and how it could be integrated with the envisaged Programme.

1.2 Options for Programme Management

Regarding the modes of delivery/management structure of a FC contribution (5 million Euro committed during bilateral Namibian-German Government Negotiations in September 2017; possibility of additional commitments in the future), several possible options have been discussed in the past with the partners. The Ministry of Environment and Tourism (MET) decided and announced in the German G-to-G negotiations, that it is clearly preferred to implement the envisaged Community Conservation Programme via the CCFN. It is therefore proposed to establish a project account under the CCFN which possibly could be designed as sinking fund window of the CCFN. It is envisaged to disburse the German contribution via this sinking fund, in line with Financial Cooperation regulations (e.g. disbursement according to implementation progress, *not* in a single tranche).

Hence, this study shall design an implementation concept and recommend a management structure for the project. Provided that the fund management capacities are sufficient, the fund itself would manage and implement the Programme.

1.3 Programme Objectives

The Programme shall aim to combine effectively objectives of nature conservation with socio-economic development and poverty reduction. More specifically, the Programme shall aim at promoting sustainable development of communal conservancies and community forests that will protect, improve and sustainably use their natural resources while contributing to poverty reduction

and the livelihood improvement of community members.

Namibia - as middle income country – is facing one of the most unequal income distribution globally. Hence the envisaged project will mainly focus on poor communities for payments for environmental services. Suitable interventions have to be designed to cater for the needs of different types of conservancies. Particularly in North-eastern Namibia there are a number of conservancies with high tourism potential as a consequence of high population densities of iconic animal species. However, as result of successful recovery of wildlife these conservancies are now suffering from increased wildlife damage costs, which in some conservancies even exceed the benefits from wildlife management. On the other hand, there are a number of conservancies with little, if any, opportunities for tourism development. These conservancies will be supported through cash rewards for successful conservation work, and will favour from mitigating HWCs and their costs.

The project will strengthen the conservation of biodiversity and wildlife and support economic development of the targeted marginalised wildlife conservancies, in full alignment with the national development plans (NDPs) and the Namibian Harambee Prosperity Plan. The conservation of the significant biodiversity of Namibian conservancies is also in the interest of the global civil society.

A support to the Namibian CBNRM Programme will also strengthen the long term sustainability of the BMZ engagement for the Conservation of Biodiversity and Wildlife in Namibia, and therefore complements excellently the current portfolio of the Namibian-German cooperation.

1.4 Project Executing Agency

During the preparation of this study, the Ministry of Environment and Tourism (MET), represented through its Protected Area Department, indicated a preference for to assigning the CCFN as the Project Executing Agency (PEA). This implies that project funds will be directed directly to the CCFN. This has to be reflected in the institutional structure of the project.

Project management structures and implementation modes shall be proposed by this study. Especially the capacities of the CCFN to implement the project as project executing agency have to be critically assessed. Different roles of MET, CCFN, NGOs and other stakeholders have to be proposed and specified. Specifically, the wish of MET to be closely involved and provide formal

endorsement of all strategic decisions for the project has to be translated into a suitable management structure, which also needs to be aligned with the structure of the CCFN. During the FS, this shall be discussed in detail with MET.

Due to the longstanding cooperation with the MET regarding various other projects, a detailed sector analysis and an institutional analysis of the MET already exists. These documents can be received from MET or KfW office in Windhoek.

1.5 Target Groups

The main target group of the Programme will be the Conservancies and their individual member households. These groups are residing in rural areas, mainly in and around the protected areas. Staff of the protected areas and of the NGOs working with the conservancies will be important intermediaries for the Programme. Information regarding conservancies can be retrieved from the MET, WWF in Windhoek or NACSO-respectively Maxi Louis (maxi@nacso.org.na) or Richard Diggle (rwdiggle@wwf.na). In addition, general information for the target group analysis can be retrieved from project documents for ongoing and planned Namibian-German FC projects. Since it was agreed between the two Governments that the project shall have a poverty-alleviation focus, it is important for the study to document the poverty status in the envisaged project areas and to identify suitable interventions to address or mitigate some of the challenges of poverty.

2. Objectives of the Assignment

The objective of this assignment is to support the MET in developing a feasible a concept and design for the envisaged FC Programme. The Study shall provide all information required for the KfW appraisal.

As noted above, a main task will be to identify the most appropriate structure for Programme management. Furthermore, the study has to elaborate how provided funds can be used for mechanisms regarding (1) payments for environmental services, as well as for (2) supporting a sustainable financing system for mitigating HWC in close alignment with the CCFN. Since the Programme is expected to have a focus on poverty alleviation, special emphasis shall be given to the promotion of poor communities. In line with the funding purposes of the CCFN, Programme funds mainly shall be used for:

- i) Funding for topping up of off-set claims for wildlife damages and

- ii) Funding for implementing mitigation measures for Human-Wildlife-Conflicts (HWC) like the development of a reward-system to reduce claims in the long run or proven physical protection measures such as lion-proof kraals, etc.
- iii) Rewarding conservation performance (“payments for environmental services”) and
- iv) Support services as directly necessary for the implementation of the measures above (such as legal advice, management planning, mapping, etc.), which are currently not reliably provided by Governmental agencies.

Details for the mechanisms and systems for implementing HWC and PES measures have to be examined and worked out in the frame of the Feasibility Study. Background information regarding PES and HWC can be obtained from MET, WWF in Windhoek – respectively Greg Stuart-Hill (gstuart@wwf.na), NACSO and IRDNC- respectively Willie Boonzaaier (irdnc@iafrica.com.na), NNF and GiZ (see above). As already the case with existing wildlife credit systems in some conservancies it should be discussed and agreed to what extent revenue streams from wildlife credits and other PES should be ring-fenced for topping up of offsets for wildlife damage claims.

The expected output of this assignment is a comprehensive Feasibility Study which specifies the design and institutional delivery arrangements of a KfW-supported investment programme. The results will be used by KfW as basis for the project appraisal mission.

All work will be carried out in close cooperation with the MET and the WWF.

3. Scope of Work - Tasks of the Consultants

To achieve the objective of this assignment, the tasks of the Consultant cover the following:

a) Sector and problem analysis:

Prepare a brief, general Overview of the CBNRM concept in Namibia (information available from NASCO- Maxi Louis (maxi@nacso.org.na), WWF- Richard Diggle (rwdiggle@wwf.na), MET-Bennett Kahuure (Bennett.Kahuure@met.gov.na))

- Rationale: Briefly describe threats, bottlenecks, underlying causes of problems, and justification for community based NRM.

- Sum up information on the conservation approach and structural set up of conservancies; based on available documentation, with a focus on:
 - Management,
 - Organization,
 - Income generation,
 - benefit distribution
 - Data and statistics (HWC, income, poverty, etc.)
- Provide an overview of conservancies in Namibia (background information) and the poverty figures in the regions as well as Human-Wildlife Conflict data (a lot of data exists already and is available at MET, WWF, NACSO and IRDNC).
- Analyse existing HWC mitigation schemes by MET and elaborate the mechanism of the Game Product Trust Fund and how the conservancies are involved (SWOT analysis to be performed)
- Provide background information on the CBNRM -Minimum Support Package (information can be provided by WWF in Windhoek).
- Analyse the situation with regard to Human-Wildlife Conflict in Namibia: Trend analysis of HWC cases;- critical review of the existing National HWC policy (MET can provide information),
- Description and analysis of PES schemes in Namibia and the proposed Wildlife Credit System of WWF (for background information Greg Stuart-Hill at WWF can be contacted);
- Identify problems and challenges concerning long-term funding of the CBNRM programme;

Based on this general analysis, the consultant is expected to deliver the project design, including:

b) *Institutional arrangements and project management structures:*

- Assess the specific responsibilities of the PEA (MET), the CCFN, of the NGOs (e.g. WWF, IRDNC, etc.), the conservancies, and other stakeholders, their structures, their

governance, their management capacities and their potential role in the project. A stakeholder and sector analysis from the NamParks projects can be used as a guideline and is available at the KfW office in Windhoek.

- Define institutional set-up necessary for achieving the Project goal (Outcome) and design adequate project management structure (“who is implementing the project with which capacities?”),
- assess capacity of institutions/administrations involved. Thereby:
 - Elaborate the implementation structure for the project. Notably the wish of MET to be in control of major strategic decisions for the project (endorsement of operational plans, work plans and project budgets, etc) has to be reflected in the project management structure and be harmonised / aligned with the management structure of the CCFN.
 - Elaborate the role of the relevant NGOs like WWF, NACSO, IRDNC
 - Elaborate the role of the CCFN for the implementation of the proposed measures, including: its role for implementing the CBNRM -Minimum Support Package, Human-Wildlife Conflict and PES and describe how the fund will address and involve these topics
 - Assess CCFN capacities to manage the project implementation
 - Assess CCFN financial management capacities to manage project funds
 - Based on these analysis steps, define/agree minimum capacities / personnel resources of the CCFN as required for its envisaged role as project executing agency.
 - Identify the potential of the fund to include and address Access and Benefit Sharing and supporting value chains as well as Human-Wildlife Conflict mitigation schemes.
 - Describe how the fund will be responsive to opportunities such as new payment for ecosystem service models and innovative approaches to mitigating Human-Wildlife Conflict and how the project can support these opportunities
 - Prepare an overall vision for the sustainability of Programme operations, considering the current FC projects and its overall long term concept; (information on current FC projects in the Natural Resource Management Sector are available at the KfW office in Windhoek)
- Critical review of the developed capacity development programme for Conservancies

c) *Target group analysis: Elaborate the support to poor communities in the context of the project*

- Define the target groups and potential beneficiaries of the Community Conservation Fund Namibia and the project, thereby:
 - Describe socio-economic situation of target groups, mainly based on existing data (see above).
 - Assess importance of natural resources
 - Provide short descriptions of the ecosystem services and the socio-economic situation in the proposed intervention area or project field (mainly based on interviews with resource persons on national level).
 - Evaluate the acceptance and ownership of the envisaged Project measures by the benefiting districts and communities in a participatory manner.
 - Identify individuals and groups who are likely to be affected by the project, and Identify opportunities to include the opinions of affected and influential stakeholders
 - Assess gender situation. Analyse the gender relevance for the project design.
 - Elaborate a conflict analysis based on the current land use and potential land use conflicts in the project region

- Develop a mechanism and criteria for selecting eligible Conservancies

- Elaborate a detailed design and implementation concept of the project and specification of project measures (concept for mitigating HWC, concept for PES, performance based reward system for conservation performance, sustainable funding mechanism (information regarding HWC and PES can be retrieved from MET, NACSO, WWF and IRDNC))
- Elaborate the Wildlife-Credit system and how it can be linked to the fund and supported by the project
- Define and describe activities and measures that will be supported by the project
- Propose allocation of the project (budget and sustainability perspective)

- Review existing poverty studies that establish Namibia's Gini Coefficient and advice on how the CCFN and the envisaged project could help to counter Namibia's income inequality by increasing benefits and opportunities to the rural people (reports on key poverty

indicators can be retrieved from the Namibian Statistics Agency-NHIES; poverty figures of conservancies are available at MET, WWF and NACSO)

- Analyse impacts and concepts how to maximize poverty reduction
- Elaborate recommendations how to strengthen the role and structures of communities so that they can take responsibility for the measures supported by the project

d) Link project measures and concept to other sectors, and to national policy

Use experiences of other Projects, Programmes and Initiatives

- Describe other initiatives` direct link to the proposed Community Conservation Fund, thereby collaborate with MET, NASCO, WWF, IRDNC;(it is advised to also get in contact with the Environmental Investment Fund in Windhoek- Benedict Libanda or Karen Knott-knott@iafrica.com.na)
- Discuss this issue with selected other donors (also: possible co-funding);
- Analyse possible overlaps and synergies with other programmes and projects.

e) Define the Scope of Interventions and Eligible Project Measures

- Elaborate and identify criteria for the selection of measures to be funded;
- Describe typical measures that would be eligible for funding under the different components (prepare list of eligible and non-eligible example measures, notably of eligible support services); propose a mechanism for provision of grant support for support services;
- Analyse the potential to pilot/promote the introduction of insurance schemes regarding Human-Wildlife Conflict under the project. Note: only a preliminary assessment shall be performed in the context of the study, based on initial discussions with Alexander Forbes and Hollard Insurance Companies. If proven promising a separate dedicated mission on the design of an insurance-based approach may be recommended. In that case the FS is expected to prepare draft ToR for such a short-term expert mission.
- Describe how the communities/conservancies can access and benefit from grant funds under the project (grant mechanism, e.g. for wildlife mitigation measures, but also other measures)
- Advice on preparation of guidelines and criteria for use of funds disbursed by the project in the context of the CCFN

- Describe how to achieve impact with such a set of small-scale measures (overall impact of all measures combined / programmatic approach);
- Assess the need for consulting services required for the implementation of the project in the context of the CCFN.
- Discuss the issue of own contribution by the beneficiaries;

g) Describe further Project Management Issues

Contribute to the description of relevant management issues through

- Give guidance regarding the establishment of an M&E System;
- Provide a cost estimate for the management costs.
- Discuss possible significant risks for the implementation and the means to influence them.

h) Define implementation milestones and disbursement conditions

Several project milestones should be placed in the project schedule at planning time, with estimation of their completion date

- Elaborate a list of important steps and/or preconditions to be undertaken before the funds can be disbursed for the project

i) Climate relevant Analysis (see also Annex X)

- *Analysis of Potential for Climate Change Adaptation, including:*
 1. Analysis of past climate trends in the project region (last 40-50 years; temperature, precipitation, extreme weather events; nature catastrophes; other climate factors)
 2. Analysis of expected future climate trends in the project region (results of available models; expectations, uncertainties)
 3. Identify relevance for Project design and measures
- *Analysis of Relevance for Climate Change Mitigation, including:*
 - Analysis of potential mitigation impacts of proposed Project measures
 - Implications for Project design

Available Sources: Climate Fact Sheet of Climate Service Center, Hamburg

j) Detailed cost calculation:

Elaborate a detailed break-down of cost and financing for the overall Project with all its components, including a detailed cost time-table for the life-span of the Project. The cost and financing plan should reflect the available FC funding of 5 million EUR. Furthermore, a rough budget break-down for possible additional FC contributions of EUR 15 Mio shall be prepared.

k) Impact, Sustainability and Risk analysis:

Assess and describe the major Project impacts and risks & problems for implementation and sustainability. Propose mitigating measures. Put risks into a list according to their ranking.

Describe and specify socio-economic, ecological impacts and structural impacts.

l) Result matrix

The Consultant shall develop the Result matrix for the Project according to the BMZ-prescribed format. In this context, the following levels have to be distinguished:

- Project Goal (Outcome);
- Expected results (Outputs);
- Activities/Measures;
- Risks and Assumptions.

For each of these levels, appropriate indicators that shall subsequently be used for monitoring and evaluation (M&E) purposes and for measuring the achievement of the Project goal (outcome) and results are to be elaborated.

m) Coordination with Technical Cooperation Modules

Assess options for complementary activities and synergies with GIZ activities.

The scope of tasks is not claimed to be exhaustive. It is the Consultant's responsibility to critically

verify the scope of services indicated and amend it wherever deemed necessary according to the Consultant's own professional judgment and the knowledge acquired during the preparation of the proposal. The Consultant is obliged to perform all work as necessary to fulfil the objectives of the FS.

All Consultant services as described shall be performed in close cooperation with the responsible institutions and administrations. Furthermore, the Consultant shall meet and coordinate activities with the operations of other institutions relevant to the Programme.

4. Execution of the FS: Methodology and Procedures

- Literature review and review of project concepts and reports of Namibian-German Cooperation in the Biodiversity Conservation Sector, information materials on Namibia's protected areas and its CBNRM / conservancy approach;
- Stakeholder interviews: MET; representatives/board members of the CCFN, relevant NGOs, notably WWF, NASCO and IRDNC; other donors (?); select conservancies and their individual members, as a basis for the situation analysis and to discuss programme design options;
- Wrap-up workshop in the MET to present programme design on major issues: programme delivery/management options (roles and responsibilities); flow of funds; stakeholder contributions; main programme components, etc.

All tasks shall be carried out in close collaboration with partners from MET, WWF, GIZ and other relevant sector administrations. In order to fulfil the objectives of the assignment, the anticipated activities include, but are not limited to:

- a) Critical review of the ToR and necessary modifications wherever required in consultation with KfW and MET to ensure the general quality and ownership of the design process with the partners;
- b) if required, hold a short start-up workshop (half a day) to launch the FS and to explain purpose, ToR, timelines and necessary inputs to all key partners (MET, WWF, GiZ);
- c) Collect existing (secondary) data and information; identify data gaps;
- d) Conduct field visits to representative conservancies to:

verify secondary information;

collect data to fill identified data gaps;

identify/confirm core problem and underlying causes to be addressed by the Programme

e) Develop the key design features of the programme (such as delivery model/programme governance; fundable/ eligible items; flow of funds; Programme objectives, major project components, etc.)

f) Hold a debriefing/planning workshop to discuss and agree on developed programme design with all relevant stakeholders to be organised by MET;

g) Analysis and reporting (upon completion of field mission).

8. Task and Responsibilities

MET will:

- Take a leading role in the entire feasibility study exercise, also ensuring staff availability and coordination
- Bennett Kahuure (Bennett.Kahuure@met.gov.na) will be the point of contact to the KfW and Expert team
- Facilitate and organise a final presentation workshop in the ministry

WWF in Namibia will:

- provide expertise and background information in cooperation with NACSO regarding the CCFN, the CBNRM programme and the conservancies
- provide a vehicle for the field trip; fuel expenses will have to be covered by KfW

KfW will:

- Provide expertise in numbers and qualifications as required as described below
- Fund the entire feasibility study

The Expert Personnel will:

- Carry out the requested analysis; help develop the requested project approaches and implementation options
- produce the requested report and communicate results to the main stakeholders
- Produce preliminary proposals on implementation issues, project and budget support
- Set out detailed steps for formulating an effective and feasible project within the framework of Namibian- German Development and Financial Cooperation and KfW.
- Meet and interview relevant board members of the CCFN regarding the support of the fund. Meet with all relevant stakeholders (MET, NACSO, IRDNC, WWF) and discuss the envisaged project.

9. Expert Personnel profiles

- Expert 1: International Study Coordinator and NRM/Nature Conservation Expert with ample documented experience in designing German Financial Cooperation Projects: approx. 26 days. The TL will have the overall responsibility for implementation of the study, organize the distribution of tasks between the different team members and merge all the individual inputs/contributions of the different experts into one coherent FS document.

- Expert 2: Regional NRM / Protected Area Management Expert with intimate knowledge of the Namibian Protected Area management context and the Namibian CBNRM / Conservancy Approach : approx. 21 days

- Expert 3 :the budget will include a disposition fund to be spent for selected required expertise for different fields, e.g. for trust fund expert, international (approx. 2 days), wildlife insurance experts, etc.

10. Outputs / Reporting

The Consultants will provide the following outputs:

- On-site presentation during wrap-up workshop of main results of discussions on feasibility of programme (main design features, financial layouts and contributions; programme objectives, etc.) prior to departure of the international TL;
- Draft FS report to MET and KfW within four weeks of finalization of on-site assignment. The report shall consist of (a) a summary of the main finding and recommendations, (b) a presentation of the main findings of the mission on programme design: analysis of different programme management options and recommendation for preferred option, details on implementation mechanisms for envisaged support of HWC mitigation system and a performance-based system for PES , selection of financial outlay and detailed cost and financing plan, discussion of , cost-time table and risk (following the outline of these ToR). Full details will be provided in the annexes to the report which will include the complete logical framework/result matrix, detailed of the proposed governance and management structures and systems for the programme a detailed implementation plan, a detailed budget and resource mobilisation plan, a risk analysis.

11. Time Schedule

The draft report has to be submitted by end of February 2018. The date for the mission to Namibia has to be agreed upon, but is envisaged for January 2018.

Mission phase	Expert 1 (number of days)	Expert 2 (number of days)	Selected Experts (number of days)
Preparatory work	2	1	
International Travel	2	0	
Briefing meetings in Windhoek (with MET, WWF, ???)	1	1	
Field mission	7	7	
Stakeholder Meetings, Preparation of draft result matrix, draft MoM and draft presentation	3	3	
Presentation Workshop	1	1	

Final Debriefing meeting / Signing of MoM	1	1	
Reporting	9	6	
Total number of days	26	20	2