

Directorate of Environmental Affairs, Ministry
of Environment and Tourism (DEA/MET),
Namibia

Danish Cooperation for the Environment and
Development (DANCED)

**Environmental Review of
the Namibian Green Plan
and Inclusion of
Environmental and
Sustainable Development
Aspects within Namibia's
Second National
Development Plan (NDPII)**

Second Mission Report
(6-16 March 2000)

April 2000

COWI

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1 The Second Mission in Brief

The COWI Team Leader undertook a second mission to Namibia from 6 to 16 March 2000.

The second mission was undertaken with the following objectives:

1. mobilise the stalled Environmental Review of the Green Plan and NDP1, including staffing the review team, work planning and agreeing to a working structure for the report;
2. discuss and finalise the draft Inception Report with the National Project Coordinator; and
3. plan for the immediate Phases 2 to 3, including preparation of the scope of work for the Sector-based Issues and Options Papers, and finding/mobilising consultants and/or consulting companies to prepare the sector papers.

Progress achieved during the COWI Team Leader's second mission are here-with noted:

- A Namibian environment and development consultant (Brian Jones) was recruited and engaged who would serve as the Namibian Team Leader. He will be on board almost full time from late March to June 2000.
- A core team of 3 specialists has been identified to undertake the Environmental Review of the Green Plan and NDP1, which include the Namibian Team Leader, a broad ENRM/energy specialist (Dr. Hartmut Krugmann), and a development planner (Christoph Schumann). Faced with time constraints, the work will give priority to the identification of environmental and sustainable development (E/SD) issues and threats, with a view towards the first Cluster Workshop on natural resources tentatively scheduled in the early part of May. Three team workshops were held with the ER core team, involving the participation of the National Project Coordinator and the COWI Team Leader, which achieved agreement on a broad workplan and timeframes, and a working outline for the ER report.
- The scope of work for the preparation of Sector-based Issues and Options Papers was drafted in Namibia and finalised in Denmark within days after

the COWI Team Leader's return. Sector specialists have been, and are being recruited for this task. The sector papers are supposed to feed into the Cluster Workshops as basis for discussion of issues for consideration in the drafting of NDPII chapters.

- The draft Inception Report was discussed with the National Project Coordinator for finalisation in Denmark.

2 NDPII Process

In follow-up meetings with the NDPII Plan Coordinator (Dr. Chivuno), it was confirmed that the NPCCS is still working on the original NDPII timetable. Table 1 presents an overview of the NDPII process as discussed with Dr. Chivuno on 10 March 2000, showing the original milestone of May-June 2000 for the production of the first draft Sector Chapters and the overall first Draft NDPII.

In early March, the Permanent Secretaries were invited to a meeting by the NPCCS to inform them about the NDPII preparations. In that meeting, the Permanent Secretaries endorsed the idea of cluster and inter-cluster workshops, and recommended that the NPCCS should take charge of organising and conducting these workshops. This is viewed as a positive development from the DANCED Project's standpoint as this will mean that the NPCCS will be actively involved in the planning and holding of the workshops.

The DANCED Project will only directly support the Cluster Workshop on Natural Resources and the Inter-Cluster Workshop with technical assistance and funds for holding the workshops. The NPCCS will arrange for the funding of the 3 other cluster workshops (on social sectors, industry and infrastructure and institutions).

Table 1. Overview of the NDPII Process
(as of 10 March 2000 meeting with Dr. Chivuno, NDPII Plan Coordinator)

<i>Time</i>	<i>NDPII milestones</i>	<i>Inputs to the NDPII Process</i>		
		<i>EU TA for NDPII Coordination</i>	<i>Regional Development Plans</i>	<i>DANCED Project</i>
March 2000	Line Ministries to set up Sectoral Planning Committees by end of March SPCs should be convened immediately to prepare Action Work Plans			
April	NPCS to submit to Cabinet first progress report on the NDPII preparations (input from the SPCs)			5-10 fundamental issues and threats to sustainable development Sector Issues Papers as an input to the Cluster and Inter-cluster workshops Cluster workshop for the NR cluster (NPCS to take lead with DANCED support)
May	first draft Sector Chapters ready	EU TA (long-term macroeconomists) mobilised early this month		TA to MET and DEA in drafting chapters on cross-cutting environmental issues and wildlife
June	overall first Draft of NDPII ready		first draft of RDPs	
July				TA to DEA in screening NDPII chapters re SD priorities and targets
August				
Sept.				TA to NPCS in consolidating the draft NDPII re SD priorities and targets Support to dialogues/ roundtables/consultations re Draft NDPII
Oct.	final Draft of NDPII ready for Cabinet approval			
Nov.				
...				
April 2001	Parliament approval of NDPII			TA to identify and describe capacity constraints to manage natural resources according to NDPII framework, and to outline possible remedial interventions through a consultative process.

3 Progress on Project Activities

3.1 Project Implementation Plan

Appendix 1 presents the updated Project Implementation Plan as of 24 March 2000. The NDPII milestones are unchanged (vis-a-vis the First Mission Report findings) but the DANCED Project phases reflect revised timeframes based on developments during the COWI Team Leader's second mission to Namibia.

The updated PIP also reflects the timeframes for project reporting and project reviews based on current information.

3.2 Project Staffing

Appendix 2 presents a broad picture of technical assistance inputs based on the progress in recruiting consultants and following the proposed adjustments to the fee rates for Namibian and regional consultants in COWI's contract with DANCED (submitted to DANCED on 4 April 2000).

3.2.1 Consultants on-board

After a brief delay in mobilising consultants for the environmental review, some firm progress was achieved on this second mission in identifying the core team for the environmental review, as well as in finding sector specialists for the preparation sector-based issues and options papers (Table 2).

An advertisement was placed in the 10 March edition of the local newspaper, *"The Namibian"*, inviting companies, institutions and individual consultants to submit letters of interest and CVs for the various staffing needs of the Project. The Namibian Team Leader was identified through the advertisement.

The selection of consultants has been thus carried out on the strength of qualifications and relevant professional experience, as well as their immediate availability to carry out the work. Initial efforts were directed at gathering CVs of people who have relevant experience in the key aspects of strategic environmental assessments and process-oriented technical assistance based on referrals.

Table 2. Namibian and regional consultants for the DANCED Project

<i>Consultant</i>	<i>Specialisation</i>	<i>Responsibility</i>	<i>Status as of 04 April</i>
Namibia Nature Foundation		Coordination and management support to the Project; administrative support for workshops and roundtables	Sub-consultancy agreement being finalised.
Brian Jones	Environment and Development Consultant	Namibian Team Leader Core team member for the Environmental Review of the Green Plan and NDP1 (ER)	Contract finalised.
Hartmut Krugmann	ENRM/Energy	Core team member for the ER	Contract finalised.
Christoph Schumann	Development planner	Core team member for the ER	Contract finalised.
Jon Barnes	Resource economist	Core team member for the ER; was only involved during work planning for the ER	Contract finalised.
Wolfgang Werner	Lands	Sector specialist, will prepare Sector-based Issues and Options (I&O) Paper	Contract finalised.
Piers Vigne	Agriculture	Sector specialist, will prepare Sector-based Issues and Options (I&O) Paper	Contract finalised.
Fred Greiner	Water and sanitation	Sector specialist, will prepare Sector-based Issues and Options (I&O) Papers	Contract finalised.
Jacque Tarr	Environment	Consolidation of sector/cluster I&O papers for the Inter-Cluster Workshop	Commitment obtained
Gunther Stubenrauch	Urban/regional planning	Sector specialist, will prepare Sector-based Issues and Options (I&O) Paper on Regional and Local Administrations	Commitment obtained

3.2.2 Namibian Team Leader (Environment and Development Consultant)

A Namibian environment and development consultant, Brian Jones, has been recruited. He would serve as the Namibian Team Leader. Brian Jones is an independent consultant with broad experience in the fields of policy development and research in environmental and development issues, particularly on community-based natural resources management (CBNRM), community-based tourism and eco-tourism, and protected area/neighbor relations. He has therefore been involved in the review of CBNRM policy and legislation covering wildlife, forestry, water, agriculture, fisheries and land sectors. He spent 10 years at DEA/MET, and his last position was Chief Development Planning Officer. Appendix 3 includes a job description for the Namibian Team Leader post.

Brian Jones will be on board almost full time from late March to June 2000, which coincides with the peak period of the Project. In total, he will have an input of 5 person-months.

Appendix 4 is incorporated in the report in order to clarify the working relationships and responsibilities of the 3 members of the Project Management Group, which now includes the Namibian Team Leader.

3.3 Environmental Review of the Namibian Green Plan and NDP1

Three-member ER team on board, comprising Brian Jones, the de facto Namibian Team Leader (an environment and development consultant), Dr. Hartmut Krugmann, a broad ENRM/energy specialist, and Christoph Schumann, a development planner.

The scope and methodology of the review was formulated in early February. This was further refined during the second mission, giving priority to the identification of fundamental issues and threats to sustainable development, in view of time and resource constraints, and the emerging developments in the NDPII process.

Three team workshops were held to discuss the scope and intentions of the ER, leading to agreement on a broad workplan and timeframes, and a working outline for the ER report.

Appendix 5 presents the updated approach and detailed workplan for the period, March to May 2000, which covers Phase 1 (the ER) and Phase 2.

3.4 Sector-based Issues and Options (I&O) Papers

Sector-based I&O Papers will be an input to the discussions in the Cluster Workshops. A general scope of work for the preparation of concise Sector I&O Papers was drafted during the COWI Team Leader's second mission, and circulated to the National Project Coordinator and the Namibian Team Leader for comments.

The scope of work was finalised within days after the COWI Team Leader's return to Denmark, and has since been fed back to the sector specialists who have been contracted to undertake the task of preparing sector papers.

Appendix 6 includes the final version of the scope of work for the Sector-based I&O Papers.

Appendix 1 Project Implementation Plan (updated 24 March 2000)

Overall Project Implementation Plan

Environmental Review of Namibia's Green Plan and Inclusion of E/SD Aspects within Namibia's NDP2

	2000												2001				
	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	
Milestones in the NDP2 planning process																	
Cluster workshops to develop shared vision among sectors																	
First draft of NDP2*				●													
Consolidated draft NDP2 to be submitted to the Cabinet						●											
Cabinet approval of NDP2												●					
Parliament approval of NDP2																	●
DANCED Project implementation																	
Mobilisation of Consultant																	
Phase 1. Assist DEA to conduct an environmental review of the Green Plan and NDP1																	
Phase 2. Assist DEA to facilitate development of a shared sustainable development vision for NDP2																	
Phase 3. Assist line Ministries and DEA to draft NDP2 chapters																	
Phase 4. Assist DEA to screen NDP2 chapters with regard to sustainable development priorities and targets																	
Phase 5. Assist NPC to consolidate the draft NDP2 with regard to sustainable development priorities and targets																	
Phase 6. Assist NPC/DEA to define constraints to manage national sustainable development priorities and outline possible remedial interventions																	
Project reports																	
Inception Report																	
Mission Reports (after each visit of the COWI Team Leader)																	
1st Progress Report																	
2nd Progress Report																	
Project Completion Report																	
Project reviews																	
Mid-term Review																	
Final Project Review																	

* Extended arrows indicate possible delays in producing the first draft of NDP2.

Appendix 2 Rolling Staffing Plan (updated 24 March 2000)

Technical Assistance (TA) Inputs

(as of 24 March 2000)

	<i>Per Danced Contract</i>	Phase 1 Jan. - May 2000	Phase 2 April-May 2000	Phase 3 April - June 2000	Phase 4 June - Aug. 2000	Phase 5 Aug. - Sept. 2000	Phase 6 March - April 2001
Team Leader/Dev't. Planner							
Home office (Denmark)	8 days	8					
Namibia	66 days	30		17	15	4	**
Namibian and regional consultants	290 days or ~13 p/m						
Coordination and management support, and resource support to the Project Management Group (Namibia Nature Foundation)	22 days (or ~1 p/m)
Namibian Team Leader (Environment and Development Consultant)	110 days (or 5 p/m)		—————	—————
Consultants for the Environmental Review of GP and NDP1	50 days (or ~2 p/m)		—————				
Other short-term specialists, as may be required	~5 p/m	
Contingency*							
Team Leader, in Namibia (est.)	11 days						
Namibian consultants (est.)	26 days						

* Use of contingency is subject to DANCED's approval. The above shown distribution between the Team Leader and Namibian consultants is very tentative and for illustration purposes only.

** Proposed to be drawn from the contingency provision.

————— Full-time input

..... Part-time or intermittent input

Appendix 3

Job Description for the Namibian Team Leader (Environment and Development Consultant)

Description. The post of Environment and Development Consultant is an important TA input to the DANCED project. The person will de facto serve as the Namibian Team Leader on the Project in close consultation with the National Project Coordinator, Dr. Peter Tarr, Head, DEA/MET, and the COWI Team Leader.

This post is intended to have the most consistent presence on the Project, and for this reason, will have a longer, and in the early phases, continuous input to the Project, compared to other specialisations the need for which would be more intermittent. The consultant will therefore provide the continuity in the implementation of the DANCED Project. He will take the role of "driving force" behind the process of building environmental and sustainable development aspects into the NDPII process.

The Environment and Development Consultant should have relevant professional background and extensive experience in the assessment and consideration of environmental issues within key economic sectors from a policy, planning and program/project perspectives. The consultant should also possess experience in the field of process-oriented technical assistance in the relevant sectors, as well as in providing professional inputs to the consideration of cross-sectoral/inter-sectoral issues in the context of sector/national development planning.

Key Qualifications. At least 10-15 years' professional experience within the broad fields of environmental/natural resource planning and management, and development planning. Preferably with experience in process-oriented technical assistance that will involve working together and interacting in the normal work environment with counterparts from government ministries as well as with other consultants and specialists. Experience in facilitation and workshops also required.

Responsibilities. The consultant will work closely with the Project Management Group (comprising the National Project Coordinator and the COWI Team Leader) with respect to the overall coordination and execution of Project activities. The consultant will also provide professional inputs as well as process-oriented technical assistance to the DEA and the MET in general, while maintaining the contact with the NDPII Plan Coordinator, and the NPCCS in general, in connection with developments in the overall NDPII process.

Specific responsibilities include:

1. Facilitate overall project implementation, in the absence of the COWI Team Leader.

2. Provide direction to the core team of consultants undertaking the environmental review (ER) of the Green Plan and NDP1. Specifically: (i) ensure that the inputs of selected ER team members are in accordance with particular tasks assigned and timetable for the study; (ii) guide team members in carrying out their particular tasks in accordance with the overall work program set out at initiation of the ER; (iii) keep in contact with the COWI Team Leader and the National Project Coordinator re progress or bottlenecks; (iv) coordinate the convening of the Task Force for the Environmental Review; and (v) coordinate and organise the involvement of counterparts from DEA and other Ministries in the ER, etc. In addition, the consultant will be responsible for specific aspects of the ER requiring the professional background of a CBNRM specialist.
3. Provide direction to the sector specialists and broad cluster specialists in the preparation of sector-based issues and options papers and where applicable, cluster issues and options papers.
4. Provide process-oriented technical assistance to the DEA and NPCCS in organising and carrying out the Natural Resources cluster workshop and the inter-cluster workshops.
5. Oversee and coordinate with the PMG the production of a popular version (in brochure format) of the findings of the ER.
6. Assist the DEA in compiling options papers, vision papers, and producing other desired outcomes that may require his professional background.
7. Assist the MET primarily (and other ministries within the Natural Resources cluster when required) to apply and concretise national sustainable development vision into their sector chapters for NDPII.
8. In collaboration with the COWI Team Leader and other specialists, propose a monitoring system for sustainability issues by means of appropriate indicators.
9. In collaboration with the COWI Team Leader, provide professional input to the analysis of draft chapters of NDPII to ensure coherence of the plan with respect to cross-cutting issues pertaining to environment and sustainable development.
10. In collaboration with the COWI Team Leader and other specialists, undertake the identification of constraints and shortcomings to implement the sustainable development vision, and outline possible remedial interventions.

Input. Total of **5 person-months** for the entire project; almost full-time in the period, March-June 2000 (Phases 1-3 of the Project), and intermittent inputs thereafter.

Appendix 4 TORs for Project Management Group (PMG)

(Taken from the Inception Report)

	National Project Co-ordinator (Head, DEA/MET)	COWI Team Leader/Development Planner	Namibian Team Leader/ Environment and Development Consultant
Project Management and Major Substantive Tasks	<ol style="list-style-type: none"> 1. Overall management and administration of the Project. 2. Co-signatory with the COWI Team Leader with respect to expenses related to the purchase of equipment, conduct of workshops/roundtables, and production of popular version of review findings. 3. Liaison and co-ordination of Project activities with the NDP2 Steering Committee and within MET, in tandem with the COWI Team Leader or Namibian Team Leader. 	<ol style="list-style-type: none"> 1. Overall management and administration of the Project, including continuous review of appropriateness and timing of Project activities; liaison and cooperation with the NPCCS with respect to the NDP2 planning process; recruitment and contracting of suitable consultants for specific Project tasks; development of workplans, scopes of work and terms of reference for key Project activities, etc. 2. Prepare an overall plan for the Environmental Review: (i) develop scope and methodology, (ii) propose a tentative Table of Contents for the report, (iii) prepare workplan, (iv) determine TA inputs, (v) identify the necessary counterpart support from DEA, and (vi) quality assurance of the ER report and its popular version 3. Develop concept paper on the natural resources cluster workshop and the inter-cluster workshop (to guide the planning of the NR cluster workshop) and organise Project resources in support of these workshops. 4. Financial management of the Project in accordance with DANCED rules, including co-signatory arrangements between the COWI T/L and the National Project Coordinator, and preparation of Project financial statements in conjunction with the submission of progress reports. 5. Prepare a Project Inception Report for submission to the NPCCS and DANCED. 	<ol style="list-style-type: none"> 1. Act as de facto Namibian Team Leader in the absence of the COWI Team Leader. 2. In the periods when the COWI T/L is not on field, responsible for the continuous and consistent execution of Project activities on the basis of the rolling Project Implementation Plan (PIP). 3. Support timely recruitment and fielding of suitable consultants for specific tasks. 4. Provide direction to Project consultants in the execution of their respective tasks as defined by workplans/ scopes of work/TORs, i.e. environmental review and preparation of sector-based issues and options papers. 5. Assist the NPCCS in planning, organising and holding the first cluster workshop on natural resources, and the subsequent inter-cluster workshop. 6. Provide process-oriented technical assistance to the DEA/MET in connection with various Project activities that may require his professional background. 7. Undertake other tasks as may be necessary to facilitate Project implementation.

	National Project Co-ordinator (Head, DEA/MET)	COWI Team Leader/Development Planner	Namibian Team Leader/Environment and Development Consultant
		<ul style="list-style-type: none"> 6. Prepare Mission Reports for submission to DANCED after each visit to Namibia. 7. Prepare Project Progress Reports for submission to the NPCCS and DANCED; also a Project Completion Report at project end for the NPCCS and the DANCED-Namibia Programme Management Committee (PMC). 8. Support the Mid-term Review Mission to be undertaken jointly by DANCED and GRN (some-time in June/July 2000). 9. Undertake other tasks as may be necessary to facilitate Project implementation. 	

Appendix 5 Approach and Detailed Workplan for Phases 1 and 2 (March-May 2000)

16 March 2000

Approach and Detailed Workplan for Phases 1 and 2 (March-May 2000)

Background

This note sets out the Consultant's proposed approach to the immediate-term Phases 1 and 2 of the DANCED Project, having considered the discussions among the core team members¹ mobilised thus far and DEA's Peter Tarr. A rethinking of last Friday's (10 March) discussions was done over the weekend in consultation with the core team members, giving rise to this note.

The limiting/constraining factors faced by the Consultant in the planning of the work are recognised:

- Only 2 consultants of fairly broad backgrounds in environment and development have been mobilised for the environmental review (ER), who are better suited to the requirements of the ER and could already start working on the review.

Only a handful of sector specialists have been identified at this stage. Other consultants may be identified after 14 March, however it is anticipated that their period of availability and timing would remain a limiting factor. It will take some time to get these sector specialists engaged and working on sector-based issues (and options) papers.

- Possible changes to the sectors following the expected changes in the Cabinet and the structures of some Ministries, hence the composition of the clusters may differ from what we know at this time.
- The tight timeframe within which the DANCED Project has to produce the expected inputs to the NDPII process is the main limiting factor. The following table establishes this limitation quite clearly, with the shaded block of cells indicating the outputs most urgently expected from the Project.

<i>NDPII Process milestones (immediate term)</i>	<i>DANCED Project inputs to the NDPII process</i>	
	<i>Expected Outputs</i>	<i>DANCED Project Phase</i>
first draft Sector Chapters ready by May 2000	5-10 fundamental issues and threats to sustainable development Cluster workshop for the NR cluster (NPCS to take lead with DANCED support) Sector-based Issues and Options Papers as an input to the Cluster and Inter-cluster workshops TA to MET and DEA in drafting chapters on cross-cutting environmental issues and other NR sectors	Phase 1, Environmental Review of Green Plan and NDP1 Phase 2, Assist DEA to facilitate development of a shared sustainable development vision for NDPII Phase 2 Phase 3, Assist MET and DEA to draft NDPII chapters
overall first Draft of NDPII ready by June 2000 for broad consultations (leading up to submission of	TA to DEA in screening NDPII chapters re SD priorities and targets	Phase 4, Assist DEA to screen NDPII chapters with regard to SD priorities and targets

¹ Includes Hartmut Krugmann (ENRM/energy), Christoph Schumann (Development planning/institutions), and Jon Barnes (will only be involved in the work planning for the environmental review)

<p>final Draft of NDPII to the Cabinet by Oct.-Nov. 2000)</p>	<p>TA to NPCS in consolidating the draft NDPII re SD priorities and targets</p> <p>Support to dialogues/roundtables/ consultations re Draft NDPII</p>	<p>Phase 5, Assist NPCS to consolidate the draft NDPII</p> <p>Phase 5</p>
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Approach to Phases 1 and 2

The Project in the immediate-term Phases 1 and 2 should thus aim to *produce the expected outputs from the Project given the limited staff resources mobilised thus far, and the tight timeframe within which these outputs should feed into the NDPII process.*

Having considered the present constraints, as well as the basic outputs expected from the DANCED Project in the immediate term, it is proposed that:

- (i) the ER be started up immediately by the two broad consultants already on board, giving priority to the identification of the 5-10 most fundamental threats to SD (the "big picture"); and
- (ii) the sector-based issues and options papers be prepared giving more focus on inter-sectoral, cross-cutting concerns than sector-specific issues.

The approach to the work in the immediate term would therefore deliberately focus on producing the desired priority output from Phase 1 (fundamental threats to SD) as early as possible, ensuring that the Project has a ready input to the NDPII process even if the sector-based issues and options papers are delayed. Phase 2 will be launched in parallel with Phase 1 as soon as committed and available staff resources (sector specialists) could be mobilised.

Detailed Workplan

The detailed tasks and indicative timetable are presented in the following table.

**Detailed Workplan for Phases 1 and 2
Indicative plan for Phase 3**

Activity	Responsible	Timeframe
Direction and coordination of local inputs	BJ	
Environmental review of GP and NDP1 (Phase 1)		
1. Collect and compile relevant documents; set up location for collected documents with access to team members	MFU, BJ, HK, CS	
2. Desk reviews of documents and available literature on environmental and SD issues	All	
3. Core team to brainstorm on the fundamental issues and threats to SD, and prepare a discussion paper	All	
4. Brainstorm with PWT, Chris Brown, Dr. Chivuno(?), other resource persons on the Core team's considered list of fundamental issues and threats to SD (focused group discussion)	BJ to set this up	HK and CS to meet on 27 March Core team meeting on 30 March at DEA Date?
5. Investigate background, root causes, extent, and what has been done and what remains to be done in relation to the fundamental issues and threats to SD (If the sector issues and options papers are already available, draw findings from the broad sector assessments.)	All	
6. Assess the overall incorporation of GP principles/actions/initiatives into the NDP1, and in overall terms, assess the outcomes in terms of achievement of the two plans' objectives and contribution to SD	HK	
7. Comment on the effectiveness of the planning approaches for GP and NDP1, and highlight lessons learned from past planning experiences	HK	
8. Propose options (in broad strokes) to address fundamental issues and threats to SD	HK ++	end April?
9. Consolidate findings into a concise report	?Communications specialist	
10. Prepare a popular version of the key findings of the ER (brochure format)		
Sector-based Issues and Options (I&O) Papers (Phase 2)		
1. Collect and compile relevant statistics and information from background documents, various reports and research papers	MFU, planning/QA BJ, direction Sector specialists	
2. Identify and describe the key issues that lead to unsustainable sector development, giving more emphasis on cross-cutting concerns (e.g. conflicting policies with other sectors; resource use conflicts; legal and regulatory framework; etc.) but also highlighting key sector-specific issues that have significant sustainability implications. Recommend which key issues should be prioritised during the NDP2 plan period.		
3. Comment, in broad terms, on the sector's performance as a whole as indicated by: (i) its importance to national economic development, and (ii) the major environmental and sustainability implications of sector policies, plans and activities (programmes/projects and actions). (It is suggested that in tackling this task, broad indicators that are already available be used to capture access, equity, disadvantaged groups, and participation issues.)		
4. Outline options (in broad strokes) to address the cross-cutting, inter-sectoral issues as well as the important sector-specific issues that have significant sustainability implications		
5. Prepare a concise report of not more than 10 pages for each sector (in hard and electronic copies).		

Activity	Responsible	Timeframe
Other Phase 2 activities		
1. Plan, organise and facilitate, with NPCCS, the Natural Resources Cluster Workshop to develop visions, options and priorities for the cluster for the NDP2 plan period	BJ + Workshop facilitator; NNF for finance and admin.	Tentatively on 3 May 2000?
2. Coordinate with NPCCS the schedules for the 3 other Cluster Workshops to ensure Sector-based I&O Papers and Cluster I&O Papers are available as inputs to the workshops	BJ	
3. Consolidate the Sector-based I&O Papers and Cluster I&O Papers into a discussion paper for the Inter-Cluster Workshop	?	
4. Plan, organise and facilitate, with NPCCS, the Inter-Cluster Workshop to develop a shared SD vision for the NDP2 plan period	BJ + Workshop facilitator; NNF for finance and admin.	
5. Compile the outcomes of the workshops into a Sustainable Development Vision Paper for the NDP2 plan period	?	
Phase 3, E/SD issues effectively integrated into NDP2		
1. Assist MET (Dir. on Wildlife and Parks) to compile their chapter	Wildlife specialist	
2. Assist DEA to compile chapter on cross-cutting environmental issues	BJ +	
3. Propose appropriate indicators to monitor sustainability compliance and ways of operationalising such monitoring		

Appendix 6

Scope of Work for the Sector-based Issues and Options Papers

23 March 2000

Sector-based Issues and Options Papers Scope of Work

Background

The Danish Cooperation for the Environment and Development (DANCED) is assisting the Government of the Republic of Namibia with technical assistance to incorporate environmental and sustainable development aspects into Namibia's Second National Development Plan (NDPII).

The Project will support a process that:

- facilitates multi-stakeholder involvement in the strategic analysis of, and debate about progress towards sustainable development in the country, and
- promotes the development of a common vision with due consideration to the national development objectives, at overall national level as well as within thematic sectors, or clusters, e.g. natural resources, social resources, industrial, and infrastructure and institutions.

An important initial input of the Project to the NDPII process has been made in connection with the formulation of the "Guidelines for the Preparation of Sector Chapters for NDP II", with the inclusion of the following text as a formal guideline for the drafting of sector chapters:

"To support the formulation of the sector's mission statement, objectives and strategies, key sectors have been grouped into four main clusters - Natural Resources; Social Resources; Infrastructure and Institutional Resources; and Industrial and Manufacturing Resources. Each cluster will serve as a forum for discussions and deliberation of a common vision for the sector in the context of its overall contribution to the sustainable development of Namibia. Before line Ministries write their respective chapters, cluster workshops will be organised among the relevant line Ministries to develop a shared vision amongst sectors in each of the four clusters. An inter-cluster workshop will also be organised to take the process of developing a shared vision for Namibia's long-term national development further by providing a forum for a discussion of cross-sectoral issues and themes. The process is intended to guide the line Ministries in drafting their respective chapter contributions to the NDPII bearing in mind the vision for the cluster, the inter-relationships with other sectors and clusters, and the need for common or aligned priorities for development."

Scope and Expected Outputs

As an input to these cluster workshops, the Project will provide limited technical assistance in the preparation of sector-based *Issues and Options (I&O) Papers* focusing on inter-sectoral, cross-cutting concerns. Where applicable, clus-

ter I&O papers may instead be prepared. Sector specialists, or broad environment/development consultants will be engaged to prepare the I&O papers within a very limited timeframe.

The I&O papers will then serve as basis for discussions in each of the 4 Cluster Workshops that will lead to consideration of visions, options and priorities for each cluster for the NDPII plan period.

After 4 Cluster Workshops have been undertaken, an Inter-Cluster Workshop will be undertaken to develop an overall vision for sustainable development for the NDPII plan period, identifying national priorities and setting targets for sustainable development within the NDPII planning framework. The Project inputs to the Inter-Cluster Workshop are the considered priority list of 5-10 most fundamental threats to sustainable development and a consolidated I&O Papers from the Cluster Workshops establishing the inter-relationships and inter-dependencies among clusters.

Key Qualifications and Tasks for the Sector Specialists

Sector specialists with extensive experience in the assessment and consideration of environmental and sustainability issues from a policy, planning or program/project perspective will be needed. The necessary professional experience within a given sector must be broad enough for the specialist to take account of sector development activities that have environmental and sustainability implications.

The outline tasks for the sector specialists are:

1. Collect and compile relevant statistics and information from background documents and various reports and research papers
2. Identify and briefly describe the key issues that lead to unsustainable sector development, highlighting key sector-specific issues that have significant sustainability implications as well as cross-cutting concerns (e.g. conflicting policies with other sectors; resource use conflicts; legal and regulatory framework; etc.). Recommend which key issues need to be prioritised during the NDPII plan period.
3. Comment, in broad terms, on the sector's performance as a whole as indicated by: (i) its importance to national economic development, and (ii) the major environmental and sustainability implications of sector policies, plans and activities (programmes/projects and actions).

(It is suggested that in tackling this task, broad indicators that are already available be used to capture access, equity, disadvantaged groups, and participation issues.)

4. Outline options (in broad strokes) to address the important sector-specific issues that have significant sustainability implications, and the cross-cutting issues.

5. Prepare a concise report of not more than 10 pages for each Sector-based I&O Paper (in hard and electronic copies).

The sector specialists should make themselves available for discussions on their draft I&O papers with the Project Management Group (comprising the National Project Coordinator, Dr. Peter Tarr; the COWI Team Leader, Marlene Fuentes; and the Namibian Team Leader, Brian Jones) based in the DEA. The sector specialists should also be available for discussions during the Cluster Workshops.

The sector specialists will undertake the tasks with direction and guidance from the Namibian Team Leader, Brian Jones, who will be based in the DEA beginning 30 March 2000 (at telephone 24 9015). Alternatively, he can be reached at telephone 23 6186 (residence) or by e-mail at bjones@mweb.com.na.

Staff Input and Timeframe

A sector specialist input of 5 person-days has been allotted for each Sector-based I&O Paper.

A consulting company may form a group of sector specialists to tackle a particular cluster for an input of about 15-20 person-days. Sector I&O Papers will still be prepared for each sector in the cluster. The company will assign a senior consultant with fairly broad experience covering the sectors in the particular cluster, to be responsible for the work.

The timeframe for the preparation of the Sector I&O papers is from 15 March to late April 2000.

Working Outline for the Sector I&O Papers

1. Sector contribution to sustainable development (1-2 pages)

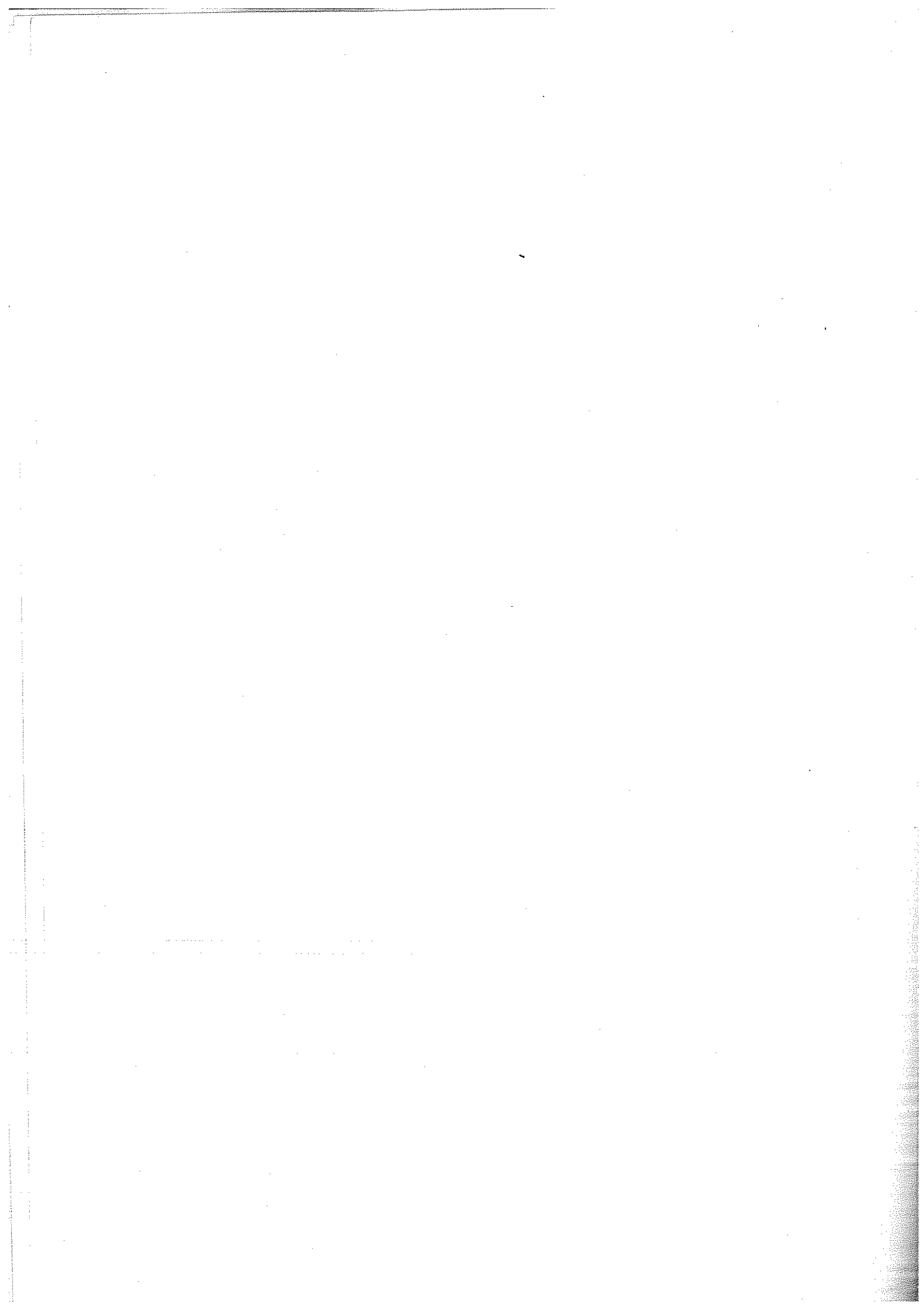
Importance of the sector to the national economy

Major environmental and sustainability implications (depending on available information, this could be either impacts, outcomes, or indicative trends) of sector policies, plans and activities to-date

2. Key environmental issues and cross-cutting concerns that should be addressed in NDPII

Recommend issues and concerns that need to be prioritised in NDPII.

3. Outline options (in broad strokes) to address No. 2.





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