

Republic of Namibia
National Planning Commission (NPC)

**THE PROJECT ON IMPLEMENTATION OF
INTERNATIONAL LOGISTICS HUB
MASTER PLAN
IN THE REPUBLIC OF NAMIBIA**

Project Completion Report

February 2019

Japan International Cooperation Agency (JICA)

International Development Center of Japan Inc. (IDCJ)

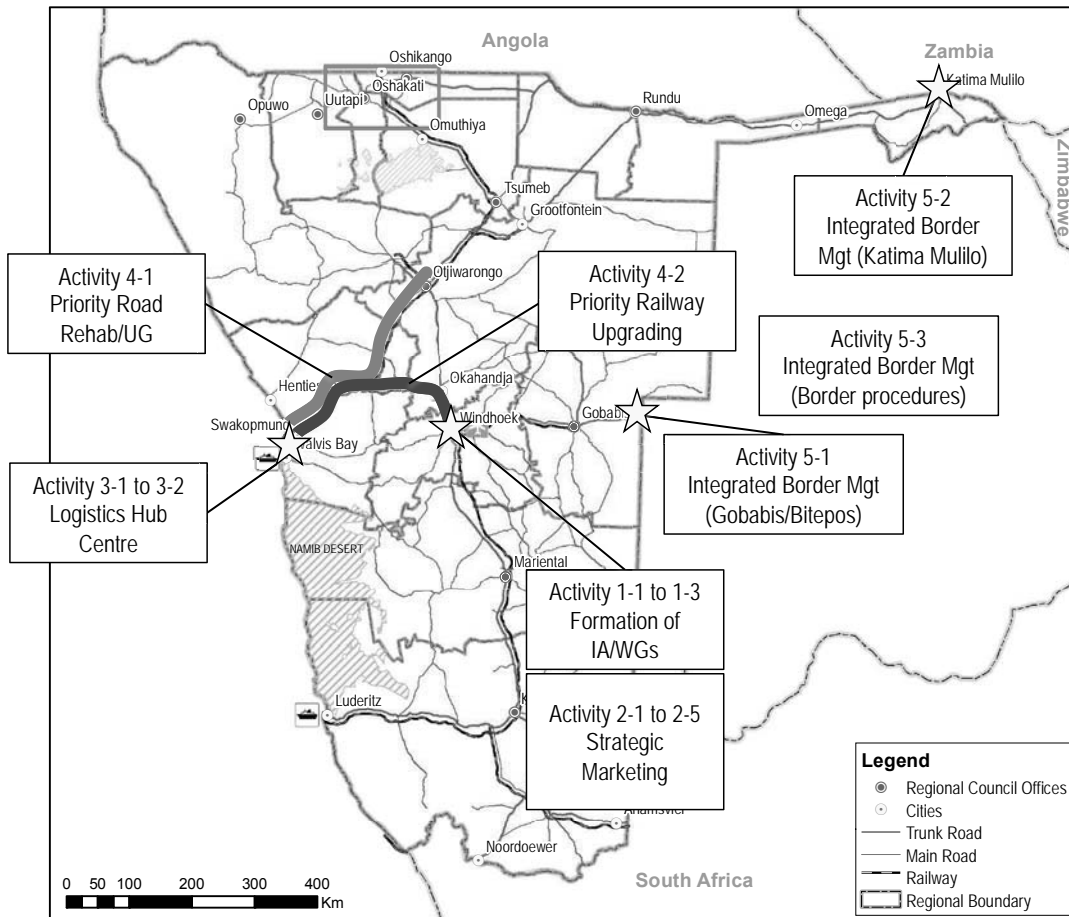
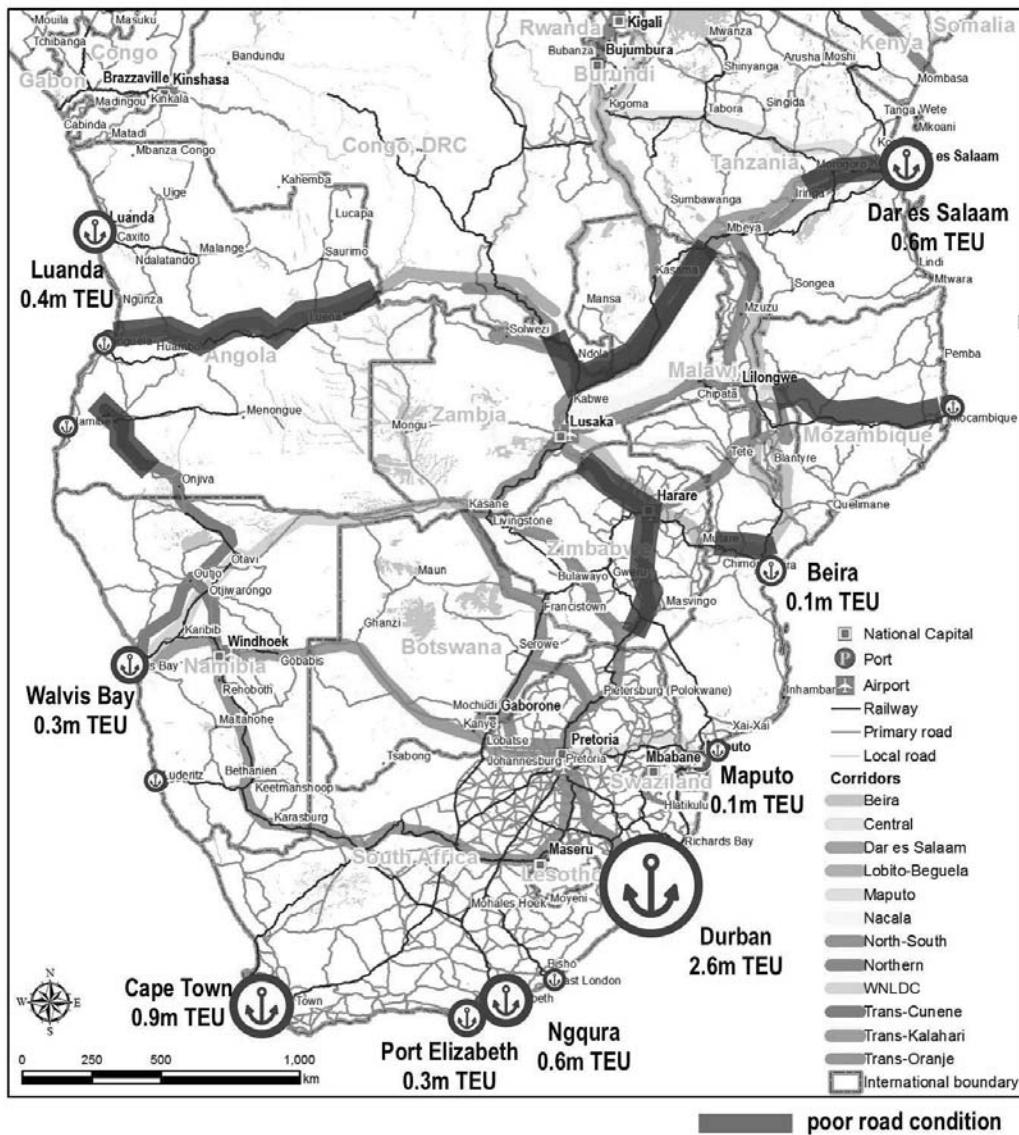


Figure: Activities of the Project and their locations



Source: Africa Road Corridors Handbook (2014) and port statistics

Figure: Major gateway ports and corridors in SADC

**The Project on Implementation of International Logistics Hub Master Plan
in the Republic of Namibia**

**Project Completion Report
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Abbreviations

4WD	Four Wheel Drive
ACMA	African Corridor Management Alliance
ADB	African Development Bank
CIQ	Customs, Immigration and Quarantine
CDC	Corridor Development Consultants (Pty), Limited
CEO	Chief Executive Officer
D/D	Detailed Design
DAC	Development Assistance Committee (Organization inside OECD)
DRC	Democratic Republic of Congo
EPZ	Economic Processing Zone
ES	Engineering Service
EU	Europe Union
FS	Feasibility Study
FY	Fiscal Year
GDP	Gross Domestic Products
GIZ	Gesellschaft für Internationale Zusammenarbeit
GOJ	Government of Japan
GRN	Government of the Republic of Namibia
HRD	Human Resource Development
HPC	Hamburg Port Consulting GmbH
IA	Implementing Agency
IBM	Integrated Border Management
ICT	Information and Communication System
IEE	Initial Environmental Examination
IMF	International Monetary Fund
JCC	Joint Coordinating Committee
JICA	Japan International Cooperation Agency
KfW	Kreditanstalt für Wiederaufbau
LHC	Logistics Hub Centre
MAWF	Ministry of Agriculture, Water and Forestry
MHAI	Ministry of Home Affairs and Immigration
MITSMED	Ministry of industrialization, Trade and SME Development
M/M	Minutes of Meeting
MLA	Ministry of Land Reform
MoA	Memorandum of Agreement
MOF	Ministry of Finance
MOHSS	Ministry of Health and Social Service
MOU	Minutes of Understanding
MURD	Ministry of Ministry of Urban and Rural Development
MWT	Ministry of Works and Transport
NAC	Namibia Airport Corporation
Namport	Namibian Port Authority
NDC	Namibia Development Corporation

NDP4	Fourth National Development Plan
NDP5	Fifth National Development Plan
NETS	Namibia e-Trade Solutions (Pty) Ltd.
NGCL	Namibia–German Centre for Logistics
NIC	Namibia Investment Centre
NPC	National Planning Commission
NUST	Namibia University of Science and technology
OECD	Organisation for Economic Co-operation and Development
OSBP	One Stop Border Post
PDM	Project Design Matrix
PO	Plan of Operation
PR	Public Relation
R/D	Record of Discussion
RA	Roads Authority
RSA	The Republic of South Africa
SACU	Southern African Custom Union
SADC	Southern African Development Community
SKD	Semi knocked-down
Solas	International Convention for the Safety of Life at Sea
TOR	Terms of Reference
TWG	Target Working Group
UN	United Nations
USAID	United States Agency for International Cooperation
WBCG	Walvis Bay Corridor Group
WG	Working Group
WBNLDC	Walvis Bay–Ndola–Lubumbashi Development Corridor

1. Basic Information of the Project

1.1 Country

The Republic of Namibia

1.2 Title of the Project

The Project on Implementation of International Logistics Hub Master Plan in The Republic of Namibia

1.3 Duration of the Project

Plan (Work Plan 1): From March 2016 to February 2019

Actual: From March 2016 to February 2019

1.4 Background of the Project

Based on the agreement between the National Planning Commission (hereinafter referred to as “NPC”) and the Japan International Cooperation Agency (hereinafter referred to as “JICA”), “The Project on Implementation of International Logistics Hub Master Plan in The Republic of Namibia” (hereinafter referred to as “the Project”) has commenced in March 2016. The background of the Project is summarized as follows.

1.4.1 Development of International Logistics as one of the main economic priorities in NDP4

The Government of the Republic of Namibia (hereinafter referred to as “GRN”) presented the Fourth National Development Plan (NDP4) in May 2012, which is a roadmap of Namibia from FY2012/13 up to 2016/17. One of the desired outcomes stipulated in NDP4 is to enable Namibia to become a regional leader in logistics and distribution. In order to realize this, NDP4 included preparation of a “National Logistics Master Plan” that provides a detailed future image of Namibia as an international logistics and distribution centre and identifies key policy measures and actions to be taken to promote and invite logistics industries to Namibia. The development of the “International Logistics Hub” and implementation of the “National Logistics Master Plan” were proposed by the JICA study team which worked for identification of the national economic development strategy in October 2011.

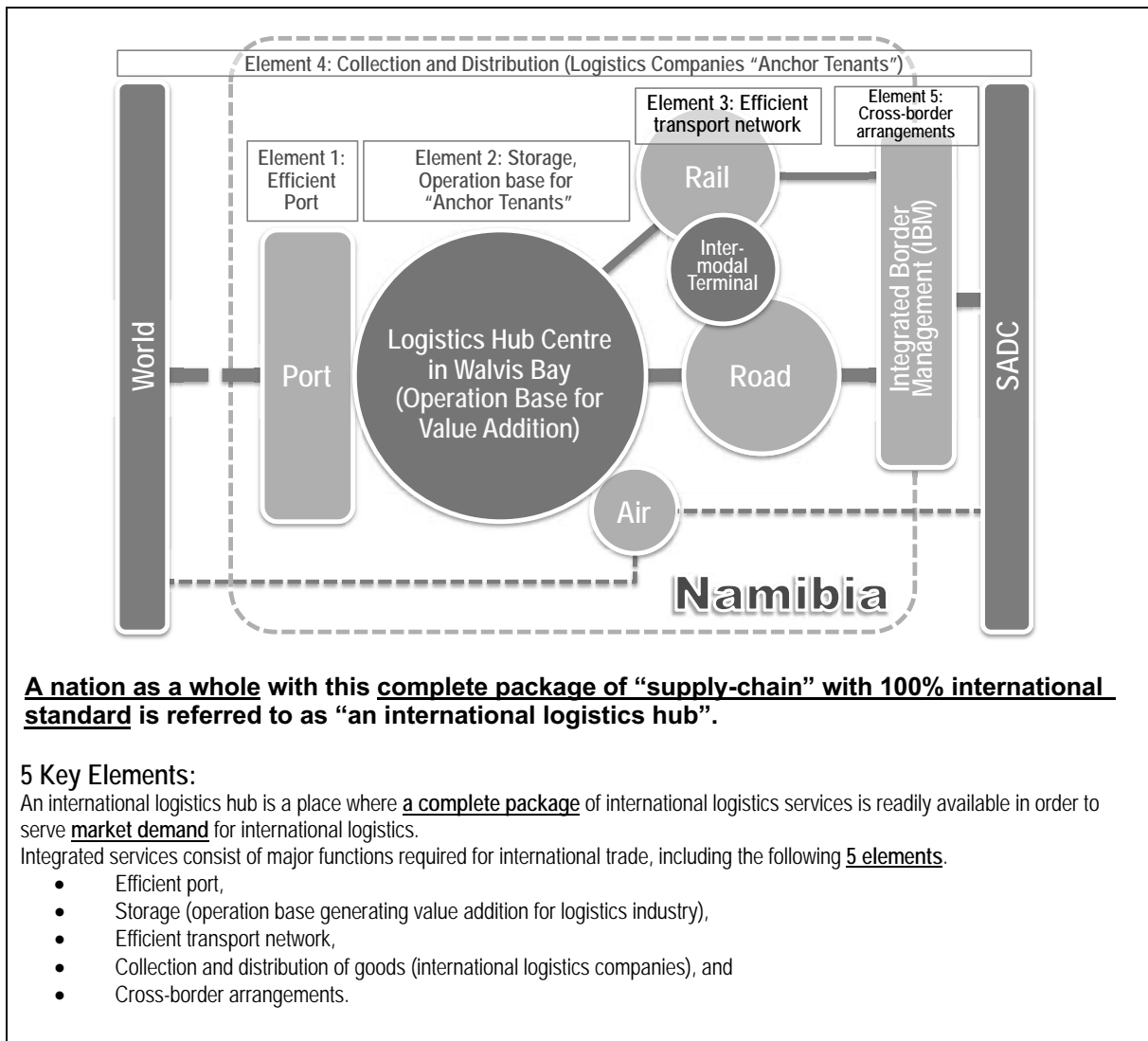
1.4.2 International Logistics Hub Master Plan

GRN, embarking upon this new challenge of development, requested the Government of Japan (hereinafter referred to as “GOJ”) to provide technical cooperation for development planning on “The

Project on Master Plan for Development of an International Logistics Hub for SADC Countries in the Republic of Namibia (Hereinafter referred to as “Master Plan”). In March 2015, the Master Plan was formulated.

Conceptual framework of International Logistics Hub

The Master Plan formulated its “Conceptual Framework of Namibia as an International Logistics Hub” as shown in Figure 1. The Plan also identified that it is required for Namibia to have 5 key elements of integrated services in order to become an “International Logistics Hub”.



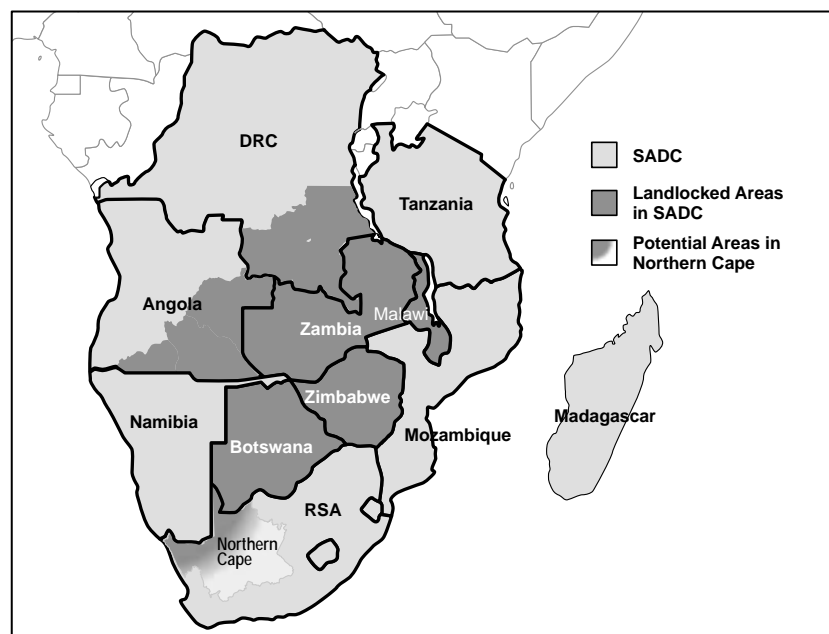
Note: Examples of value addition are consolidation and logistics processing

Source: Master Plan for Development of an International Logistics Hub for SADC Countries in the Republic of Namibia, March 2015.

Figure 1: A conceptual framework of “Namibia as an International Logistics Hub”

Target markets: “Landlocked Areas in SADC”

There are presumed primary target markets in the Master Plan. These are “Landlocked Areas in SADC” where the Walvis Bay–Ndola–Lubumbashi Development Corridor (WBNLDC)¹ will be the primary route. In the Master Plan, “Landlocked Areas in SADC” refers to the areas of all landlocked countries in SADC and some inland regions of Angola and DRC as shown in Figure 2.



Source: Master Plan for Development of an International Logistics Hub for SADC Countries in the Republic of Namibia, March 2015.

Figure 2: Target markets of the master plan

At the time of the Master Plan formulation, Angola was a dominant destination of cargo either through transshipment at Walvis Bay Port or transit on land transport through Oshikango Border in the Northern part of Namibia. It was, however, found to be too risky to depend upon a single market and on very volatile transshipment business.² Thus, it was strongly recommended to diversify destinations, most specifically transit business towards Zambia and DRC where prospects for cargo demands were found to be larger and more stable once Namibia succeeds to secure key account clients.

Likewise, the main stay of the Master Plan was designed to put a strong emphasis on pursuing markets in Zambia and DRC. A warning and a prospect that had been addressed in the Mater Plan had soon become reality. After the “high oil price bonanza” was gone after June in 2015, demand from the Angolan market dramatically dropped both in transshipment and transit on one hand, while the Zambian and DRC markets were proved to be more resilient and kept growing on the other.

Strategies

The Master Plan was developed based upon the following seven over-all strategies in order to transform

¹ Refer to Material 2 (a map of corridors) of “Intro Material” for a location of WNLDC.

² Refer to Anecdotal Column 1: A success case of attracting “Anchor Tenant” - Maersk to the Port of Tanjung Palepas by Malaysia to compete with Singapore in volatile transshipment market.

Namibia into an “International Logistics Hub”.

Seven (7) Overall Strategies of the Master Plan	
Strategy 1:	Namibia as a newcomer should be “impressive at a glance”; must present very strong and clearly visible selling points that everyone can understand at a glance in comparison with the other well established gateways.
Strategy 2:	Namibia as a country with a limited demand base in its own hinterland must install “pull-factors” strategically and decisively. A typical way to do so is to <u>set the cost of utilizing land strategically low</u> for the logistics industry.
Strategy 3:	“Anchor tenants approach” is the best and fastest way to get the volume, which is to attract global players in the international logistics business to establish their large-scale operational bases in Namibia to use its ports as gateways. A strategic centrepiece to attract “anchor tenants” must be Logistics Hub Centre.
Strategy 4:	Remove critical bottlenecks on the key corridors by expanding throughput capacity to enhance “speed and reliability.”
Strategy 5:	Get up to international standard as quickly as possible - “Launch window is limited.” Namibia should not hesitate to utilize foreign skills and financial sources.
Strategy 6:	Re-introduce beneficiaries pay principles - to stop cross-subsidisation in investment and operation of logistics related infrastructure in order to secure long-term sustainability.
Strategy 7:	Install a legal framework to give foundations for key stakeholders to implement the Master Plan. A single legal instrument cannot establish the entire framework. Rather, a legal framework for implementation of the Master Plan should be a cluster of relevant laws and regulations.

Source: Master Plan for Development of an International Logistics Hub for SADC Countries in the Republic of Namibia, March 2015.

Figure 3: Seven (7) overall strategies of the Master Plan

Anecdotal Column 1:

A success case of attracting “Anchor Tenant”

Maersk to the Port of Tanjung Palepas by Malaysia to compete with Singapore in volatile transshipment market.

An example presented in the Progress Report (2014) of the Master Plan Study

Namport must have a concrete and robust plan of tactics to secure more calls of ocean liner class ships for at least the next 20 years...It is, however, not sufficient to make a demand base solid enough given the fact that Walvis Bay Port depends for more than 60% of total cargo handling upon transshipment that has very little to do with a local cargo demand base. Those transshipment demands are commonly known to be very volatile.

There is a good example to demonstrate the fact that international competition is fierce and brutal for transshipment. The Port of Singapore, known as the best and the largest international hub port (notably for transshipment), suffered a 10% loss of business (2 million TEUs) virtually overnight at the end of 2000 and the beginning of 2001. Maersk, the largest shipping company in the world, completely shifted their operation to PTP (the Port of Tanjung Pelepas in Malaysia). In 2002, Evergreen also shifted its operation to PTP, which was followed by the other major shipping lines starting direct services to PTP. Within 5 years after 2001, Singapore lost business opportunities of 4.6 million TEUs. By 2012, throughput of PTP reached 7.7 million TEUs.

The tactics of PTP that enabled this to happen were very simple. Maersk took a 30% equity stake in the port's holding company, Seaport Terminal in a deal concluded on 17 August 2000, effectively shifting all of Maersk's operations to the new port from the Singaporean port by the end of that year.

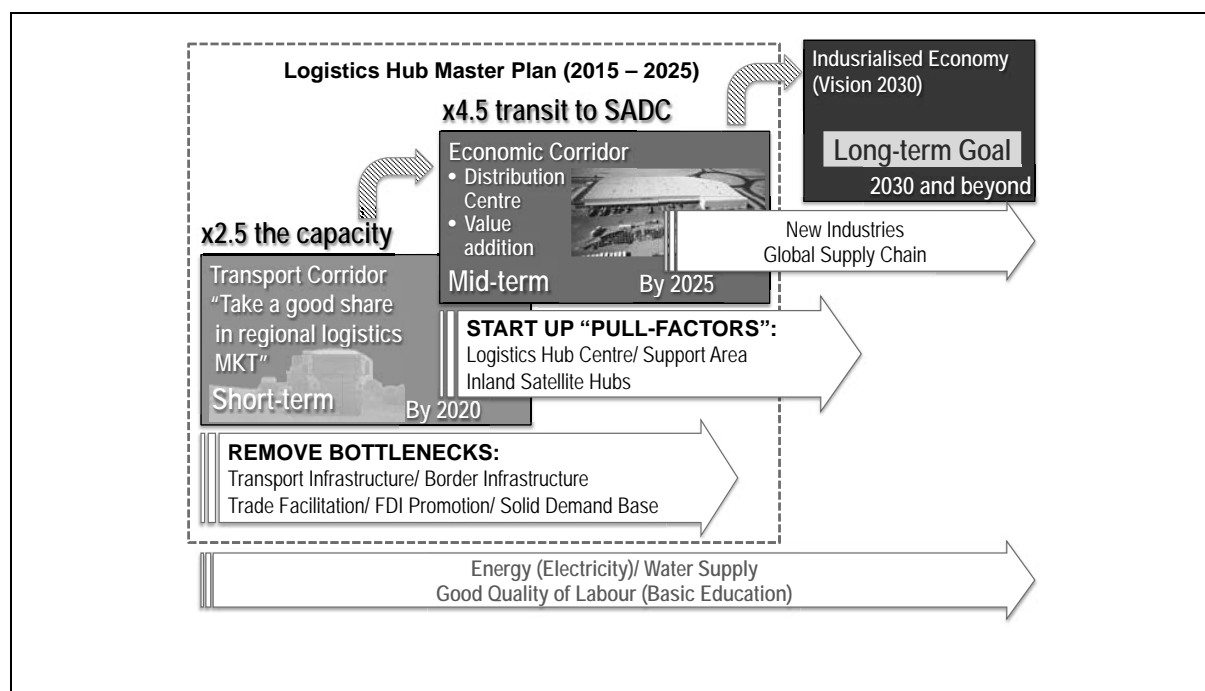
This sudden shift (loss) has happened to “the world's best and the largest” Port of Singapore, and thus the same thing could happen to any port in the world, especially those ports dependant upon international transshipment larger than the local demand. Walvis Bay Port must prepare itself to be robust enough for such reality of international competition and make sure it can survive through it.

It is better not to exclude the option to directly involve global players into container berth operation and let them invest in the port, as Malaysia did, unless there are other concrete tactics equal or better in enhancing marketing power of the port for transshipment very quickly and allowing major shipping lines to increase ship calls by 2020 and stay for at least 15-20 years...

Source: Chapter 7, Progress Report 2014, International Logistics Hub Master Plan Study by JICA Study Team

Scenario

The Master Plan assumes a development scenario as summarized in Figure 4.



Source: Master Plan for Development of an International Logistics Hub for SADC Countries in the Republic of Namibia, March 2015.

Figure 4: Expected changes in economic structure by a “Logistics First Strategy” and a flow of development scenario of “An International Logistics Hub”

In the first phase, namely the “Short-term: Transport Corridor” phase, the focus is on removing bottlenecks and preparing for attracting a sizable share in the regional portion of the international transportation market, as well as the expansion and upgrading of infrastructure that is needed to accommodate a larger quantity of flow of goods. Given the results of a large volume of goods going through Namibia, the country will be ready to go on to the next stage.

In the second phase, namely the “Medium-term: Economic Corridor” phase, the focus will be on evolving Namibia as one of the regional distribution centres from being a “Transport Corridor” by developing the functions of becoming a supply and distribution depot for the region.

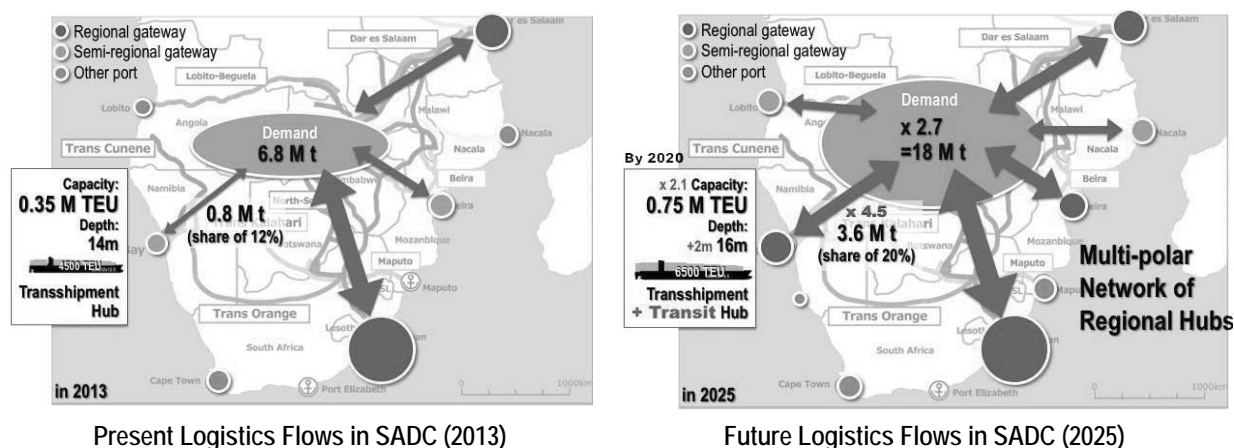
Targets

The Master Plan sets the targets in 2025 with given projected potential demand and supply capacity as summarized in Table 1. Figure 5 indicates “present” and “future” cargo volume of transit cargo by different gateways.

Table 1: Master Plan targets

Target items			2013	2020	Target 2025	Growth rate 2013-25
Pre-conditions	Potential demand	Total transit cargo volume to landlocked SADC via major Gateway Ports (million tons/year)	6.8	11.4	18.0	8.5%
	Supply capacity	Port Capacity in TEU (million TEUs/year)	0.35	0.75	0.85	-
Targets	Transit cargo	Transit cargo volume using Walvis Bay (million tons/year)	0.8	1.3	3.6	13.2%
		Share of transit cargo via Namibia in total transit cargo volume to landlocked SADC.	12%	11%	20%	-
		Transit cargo volume using Walvis Bay in TEU (million TEUs/year)	0.07	0.11	0.30	11.5%
		Transit cargo volume using Walvis Bay as % of Port Capacity	23%	15%	35%	-
Impacts	Economic contribution of logistics	GDP of logistics (NAD billion at 2013 price)	3.1	-	10.0	12.3%
		%Contribution to GDP	2.5%	-	4.6%	-
		Employment of logistics (000 persons)	25.7	-	57.6	8.4%
		% Contribution to employment	3.7%	-	5.7%	-

Source: Master Plan for Development of an International Logistics Hub for SADC Countries in the Republic of Namibia, March 2015.



Source: Master Plan for Development of an International Logistics Hub for SADC Countries in the Republic of Namibia, March 2015.

Figure 5: Current and Future cargo flow between Walvis Bay Port and inland SADC area (Conceptual framework of development scenario in the Master Plan)

1.4.3 Proposed critical actions in the Master Plan

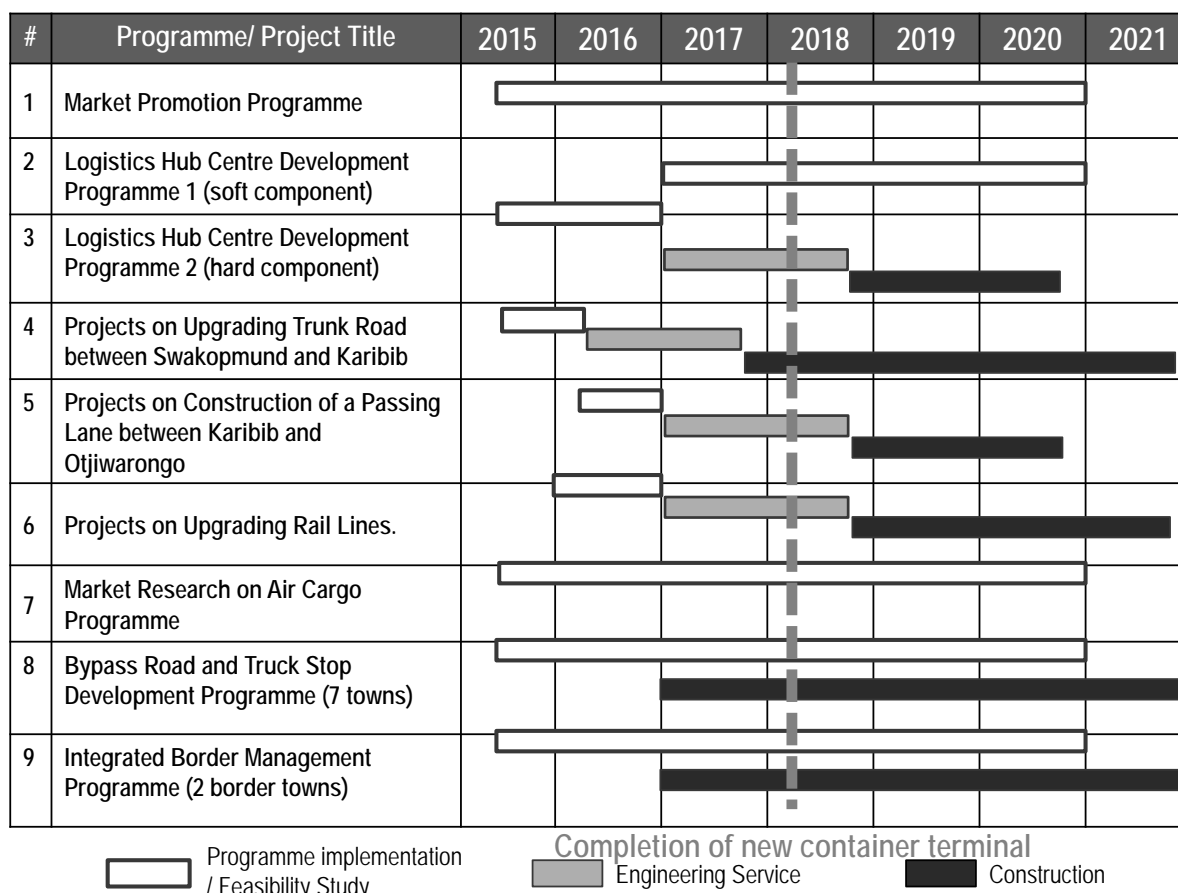
Given above mentioned framework and strategies, The Master Plan proposed respective priority actions to meet development requirements. Among development activities proposed in the Master Plan, there are the nine (9) most critical programmes/ projects (22 components) as summarized in Table 2. Among these nine programmes/ projects, it was agreed that the Project would directly support seven (7) programmes/projects #1 to #6, and #9.

Table 2: Summary of critical programmes and projects by 2020

Key Elements	#	Programme/Project Title	Organisation	Schedule	N\$ million
(1) Strategic Marketing	1	Market Promotion Programme - Establishment of a National Coordinating Body. - Market research and promotion program - Development of marketing promotion technique - Regular benchmarking of "State of Logistics" in Namibia	NPC/MITSD/MOF/ MWT/Namport/ WBCG/NGCL	2015-2020	42.6
(2) Strong and Attractive Operation Base for International Logistics	2	Logistics Hub Centre Development Programme 1 (soft component) - Establishment of an operation and management body - Development of a business plan and incentive mechanisms for LHC - Reforms of laws and regulations for development of LHC	NPC/MITSD/MWT/ Namport/WB Municipality/ WBCG	2015-2020	32.7
	3	Logistics Hub Centre Development Programme 2 (hard component) - Preparation of infrastructure development	MWT/MITSD (NDC)	2015-2016 (FS) 2017-18 (ES) 2019-20 (Const.)	644.4
(3) Efficient Transport Network (Modes)	4	Project on Upgrading Trunk Road between Swakopmund and Karibib - Swakopmund – Arandis - Arandis – Karibib	MWT/RA	2015 (FS) 2016-18 (ES) 2018-22 (Const.)	2,503 (min) – 6,888 (max)
	5	Project on Construction of Passing Lanes between Karibib and Otjiwarongo - Passing lanes in 40 locations	MWT/RA	2016 (FS) 2017-18 (ES) 2018-20 (Const.)	324.5
	6	Project on Upgrading Rail Lines - Walvis Bay – Kranzberg - Kranzberg – Windhoek	MWT/ TransNamib	2015-16 (FS) 2017-18 (ES) 2019-21 (Const.)	1,968.6
	7	Market Research on Air Cargo Programme - Market research on air cargo demand at Walvis Bay Airport - Market research on air cargo demand at HKIA Airport	MWT/NAC	2015-2020	6.0
(4) Efficient Transport Network (Towns)	8	Bypass Road and Truck Stop Development Programme - Land use-planning program - Preparation of bypass road development projects - Preparation of truck stop development projects	NPC/MWT/RA/7 towns (Usakos, Karibib, Omaruru, Otjiwarongo, Ondangwa, Grootfontein, Rundu)	2015-2020	2,237.9
(5) Integrated Border Management	9	Integrated Border Management Programme - Preparation and commencement of border town development packages (Land use plan, Bypass, Truck stop, and border infrastructure) - Integration of ICT system relating border management (linkage between Asycuda and Navis, Single Window and Risk Management System) - Install "Corridor Net" to provide information services to transporters - Implementation of OSBP at Mamuno	NPC/MOF/ MITSD/ MHAI/ MOHSS/ MAWF/ WBCG 2 towns (Katima Mulilo, Helao Nafidi - Oshikango)	2015-2020	27.0 (excluding construction of border town development packages)

Note: Implementation schedule of these programmes and projects was as of March 2015 when the master plan had been completed. Latest schedule of these programmes and projects is explained in Figure 10.

Source: Master Plan for Development of an International Logistics Hub for SADC Countries in the Republic of Namibia, March 2015.



Note: Figure 6 was based upon proposals and prospects as of March 2015 when the master plan had been completed. Refer to Figure 10 for updated progress and schedule as of February 2019. More details of progress of these programmes, projects are explained in section 2.1.4 of this report.

Source: Master Plan for Development of an International Logistics Hub for SADC Countries in the Republic of Namibia, March 2015.

**Figure 6: Schedule of critical programmes and projects
(as it was provisionally proposed in March 2015)**

1.4.4 Urgent need for an entity for overall coordination of implementation of the Logistics Master Plan

In this master plan, identified challenges and proposed respective actions are not limited to a group of simple matters of “construction” and “financing”. Each and every action involves many kinds of stakeholders with different interests and priorities, which makes it a serious challenge to reach much-needed consensus on how to implement programmes and projects. On the other hand, these expected outcomes of actions are mutually supplemental and interactive in their nature.

Therefore, it is quite likely that piecemeal implementation of individual actions results in inefficient and unsatisfactory results at the end. What the Master Plan study revealed is the fact that these actions must be implemented with close coordination among wide range of stakeholders involved both from the public and private sectors in an integrated manner in order to achieve consistency among actions to be taken and to realise synergy as intended in the Master Plan.

To do so, it is required to have a new single national level body for coordination that can propose clear

policy directions supported with strong technical expertise for management of such a comprehensive and strategic development plan. This body should cooperate with the implementing task forces such as “Working Groups” that shall consist of members from implementing organizations in charge of respective actions.

It is against this background that GRN requested further technical assistance for implementation of the logistics master plan.

Anecdotal Column 2

A success case of national level planning and implementation of integrated development: A case of “Eastern Seaboard Development Committee” in Thailand An example presented in the Final Report of the Master Plan Study (2015)

Regarding expertise needed for Namibia, the Master Plan Project proved that there are some success cases of such national level planning and implementation of integrated development. For example, the Study Team, as part of their skill transfer activities, introduced an experience where Japan had supported “Office of Eastern Seaboard Development Committee” within “National Economic Social Development Board” in Thailand to develop “Eastern Seaboard Region” as a new industrial base. Cooperation started from its Master Plan stage to its implementation, including two deep seaports, two industrial complexes, and associated infrastructures, during the period from the late 1970s to 1990s.

While, it is not possible to directly apply experiences and formation of Japan-Thailand cooperation in the past to logistics development in Namibia, Thai success case still gives quite insightful and practical references for Namibia in pursuing what the Logistics Master Plan proposed especially in terms of the role of planning agency, frameworks of decision making, and institutional arrangements for implementation.

There are several success factors in case of Eastern Seaboard Development Programme.

(1) Master Plan first approach: One factor is that the whole programme had started with “Master Plan” providing a good common ground for a wide range of stakeholders to share the vision and whole image of development, which enabled them to discuss about issues on a same technical foundation. Technical Cooperation of Japan enabled formulation of the Master Plan, plans and feasibility studies for those projects proposed in the Master Plan.

(2) Given clear national level priority: Eastern Seaboard Development was regarded as a high priority in the 5th (1982-1986) and the 6th (1987-1991) National Economic and Social Development Plans. In case of Logistics Master Plan in Namibia, this has been already done through NDP4 stipulating it as a priority.

(3) National Coordinating Body: Thailand created special coordination and decision-making mechanisms exclusively for the plan. These were the following three level entities.

Organisations for implementation of Eastern Seaboard Development:

Level 1	Cabinet level national committee: Eastern Seaboard Development Committee (ESDC) chaired by Prime Minister (Prime Minister himself functioned as a “balancer”).
Level 2	Sub-committees for major programmes
Level 3	Secretariat: Office of the Eastern Seaboard Development Committee (OESD) within the National Economic and Social Development Board (NESDB, agency similar to NPC in Namibia). OESD was assigned as the Secretariat for a number of major national committees and acted as influential liaison to get the plans and policies into action. It should be noted that the Prime Minister of Thailand placed confidence in technocrats (“Secretariat”) and delegated authority to them. He also placed great importance in pursuing pragmatic economic outcomes by forcing back political pressures.

Source: Development Process and Aid: A Case Study in the Eastern Seaboard Development (Thailand), GRIPS Development Forum June 2006.

The above structure itself was a reflection of Thai specific context and may not necessarily be applicable to Namibia. The important point is to learn from their coordinating functions and mandates to propose policy options directly to the level of Cabinet.

(4) Pragmatic revision and adjustment of implementation process: Given a strong national coordinating structure, it was made possible that the Master Plan and other sub-plans were revised in their implementation stage (their timing and scale of development) in order to adjust them to volatile economic conditions and availability of financial resources including their own government budget, Development Finance Institutions, and private sector investments.

Source: Chapter 5, Final Report (Summary), International Logistics Hub Master Plan, by JICA Study Team, 2015

1.5 Overall Goal and Project Purpose

An overall goal, project purposes, expected outputs and respective activities in the beginning of the Project are as summarized in Table 3.

Table 3: Summary of overall goal, project purpose, outputs and activities (as of April 2016)

Overall goal	
To transform Namibia as a whole nation into an international logistics hub for SADC region by 2025.	
Project purpose	
International Logistics Hub Master Plan is implemented through policy decisions and actions by “National Coordination Unit” and “Workings Groups”.	
Output	Activity
Output 1. National Coordinating Unit and “Target Working Groups” are fully operational.	1-1: Prepare initial work plan for National Coordinating Unit. 1-2: Prepare 5-year strategic plan of the International Logistics Hub Master Plan. 1-3: Formulate “Target Working Groups”.
Output 2. Guidelines of actions and compilations of knowledge to promote marketing in logistics are shared among stakeholders.	2-1: Support to prepare marketing plan and update regularly. 2-2: Support, compile and prioritise participation in local, regional and international conferences and seminars. 2-3: Survey regional logistics demand profile and identify potential of growth market. 2-4: Provide inputs to “Single Window” and investment promotion programmes to reflect needs of encouraging international logistics businesses. 2-5: Publish regular benchmarking of “State of Logistics in Namibia”.
Output 3. Objectives, schedule and scopes of Logistics Hub Centre (LHC) are identified and shared among stakeholders.	3-1: Review logistics hub centre study. 3-2: Prepare TOR for feasibility study on infrastructure development, Environmental Impact Assessment and natural condition survey, etc.
Output 4. Priority projects in road and rail are identified.	4-1: Provide technical supports on priority road projects. 4-2: Provide technical supports on upgrading of priority railway lines.
Output 5. Integrated border management plans for priority border areas are identified and shared among stakeholders.	5-1: Prepare integrated and harmonized plans on land use and layout of border infrastructure at Mamuno. 5-2: Prepare integrated and harmonized plans on land use, layout of border infrastructure and bypass road at Katima Mulilo. 5-3: Prepare integrated and harmonized plans on land use, layout of border infrastructure and bypass road at Oshikango.

Note: Description of activities is based on Work Plan 1. Revision of Project Design Matrix which includes change of activities will be presented in the section 2.3.

Source: Record of Discussion on the Project on Implementation of International Logistics Hub Master Plan in the Republic of Namibia

1.6 Implementing Agency

1.6.1 Overall structure of implementation of the Logistics Master Plan

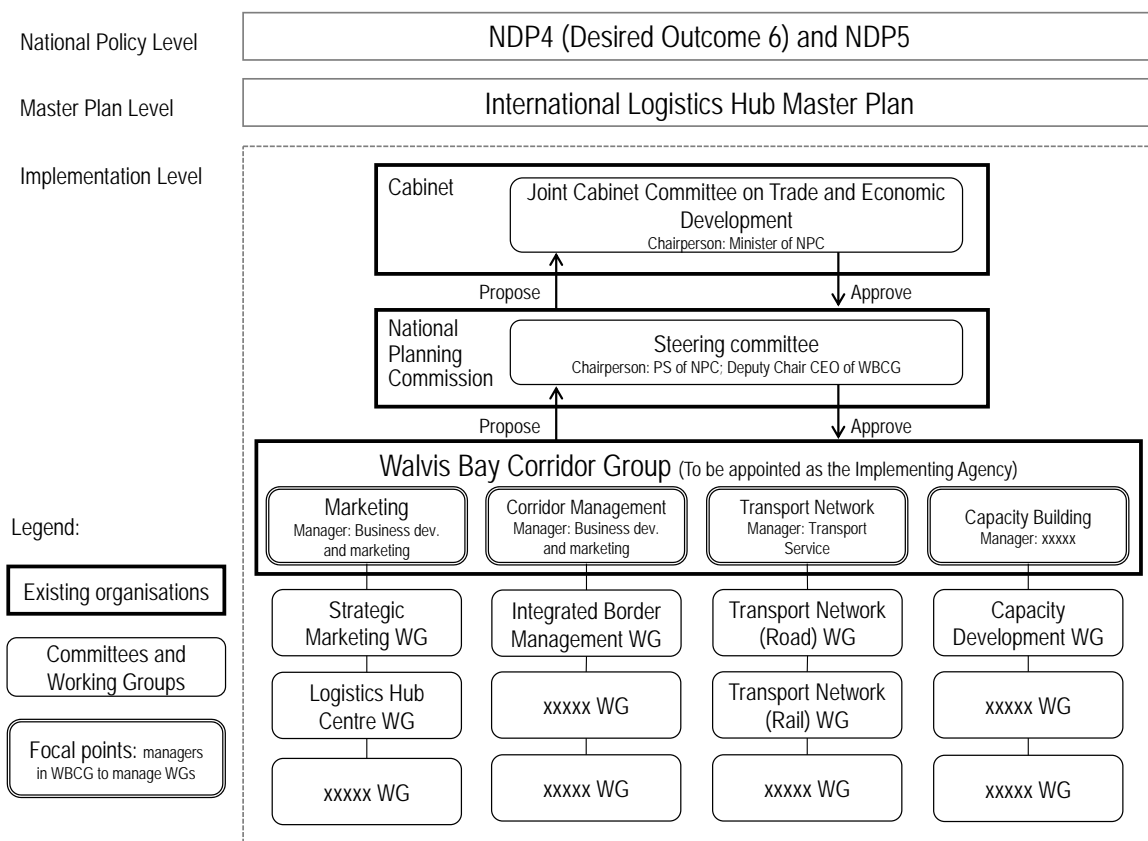
Overall structure of implementation of the Master Plan is proposed to be as shown in Figure 7.

Walvis Bay Corridor Group (WBCG) is the “Implementing Agency³” of the Master Plan. WBCG is responsible for reporting results of discussions in Working Groups to Permanent Secretary of National Planning Commission Secretariat (Chairperson of the steering committee of the Master Plan). In case the proposed actions are within the currently given policy and budgetary framework for the organizations concerned, they will proceed to implement the proposals. When the proposed actions require decisions at the higher policy level, the Permanent Secretary forwards a proposal to an

³ In the R/D, the term, “Project Coordination Unit” was used as an implementing body of the Master Plan. However, the term has been changed to the “Implementing Agency” because roles of WBCG in implementing the logistics hub master plan is positioned “Implementing Agency” in the draft Memorandum of Agreement. This revision was agreed between Namibian side and Japanese side in the first Joint Coordinating Committee in February 2017.

appropriate route and level of policy decisions including as high as the Joint Cabinet Committee on Trade and Economic Development.

Working Groups (WGs) were established under WBCG after the consultation with stakeholders based on the proposal in the Master Plan. All WGs formulate coordination and consensus across sectors and make implementation plans to carry out critical programmes and projects in the Master Plan. Therefore, it is also expected that members of each WG consist of officials of the implementing organizations and stakeholders (both of government sector and private sector) of the critical programmes and projects. A representative of an organization with mandate to implement activities for discussion at a WG takes leadership as a chairperson in coordination and decision-making of such WG. Manager-level staff of WBCG is assigned as a Focal Point of each WG, and they shall manage WGs.



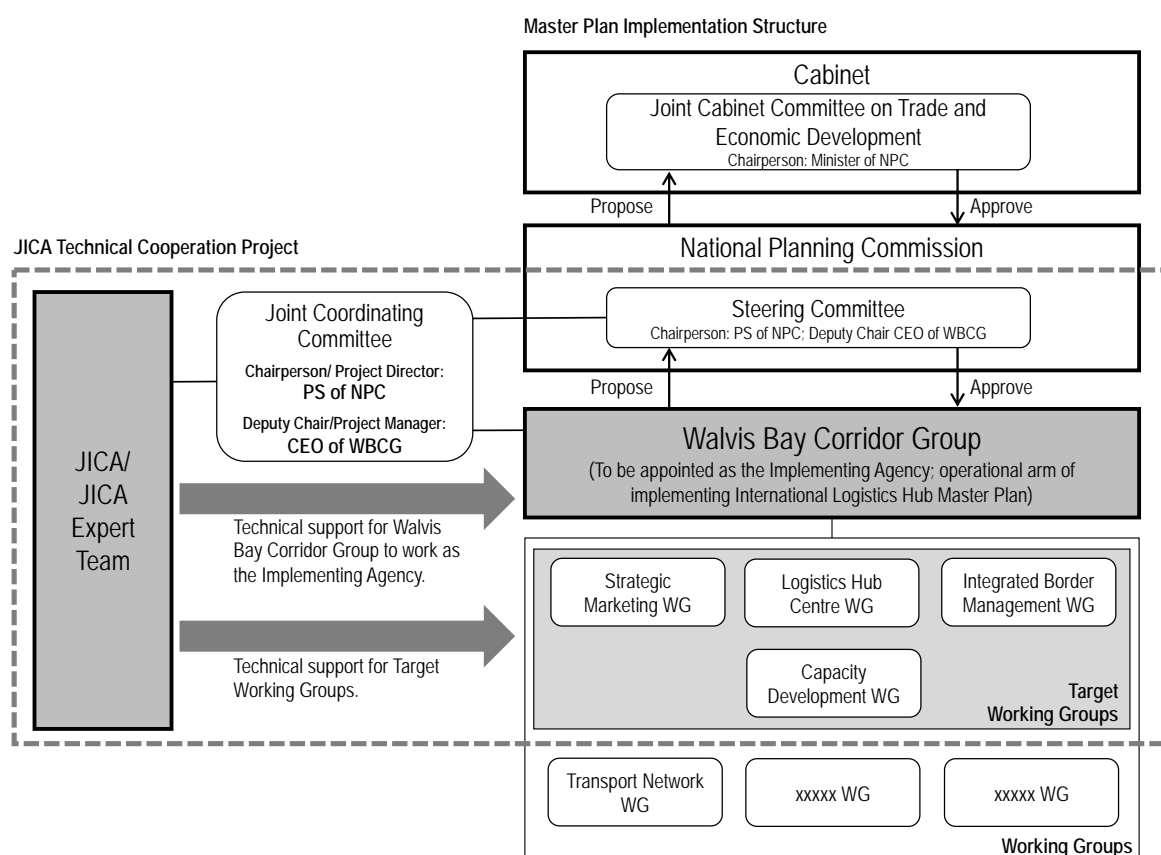
Note: Transport Network WGs have not been established during the Project period because inter-organizational coordination needs to be limited in developing road and railway networks.

Source: Minutes of Meeting between Japan International Cooperation Agency and National Planning Commission on the Japanese Technical Cooperation for the Project on Implementation of International Logistics Hub Master Plan

Figure 7: Schematic structure of master plan implementation

1.6.2 Administrative structure of the technical cooperation project

Administrative structure of the present technical cooperation project within and in relation to the overall implementation structure of the Master Plan is as described in Figure 8.



Source: Minutes of Meeting between Japan International Cooperation Agency and National Planning Commission on the Japanese Technical Cooperation for the Project on Implementation of International Logistics Hub Master Plan

Figure 8: Schematic project administrative structure

1.6.3 The roles and assignments of relevant organizations

The roles and assignments of relevant organizations are as follows:

Project director

The Permanent Secretary of NPC serves as the Project Director, and bears overall responsibility for the administration and implementation of the Project.

Project manager

The Chief Executive Officer of WBCG serves as the Project Manager and is responsible for managerial and technical matters of the Project.

Expert team from JICA

The expert team from JICA gives the necessary technical guidance, advice and recommendations to NPC and WBCG on any matters pertaining to the implementation of the Project.

Joint Coordinating Committee

The Joint Coordinating Committee (hereinafter referred to as “JCC”) is established in order to facilitate inter-organizational coordination. The JCC meets at least once a year and whenever deemed necessary. The JCC reviews the progress, revises the overall plan when necessary, approves an annual work plan, conducts evaluation of the Project, and exchanges opinions on major issues that arise during the implementation of the Project. A list of proposed members of the JCC is as the followings.

Chairperson

Permanent Secretary, NPC⁴

Deputy chairperson

Chief Executive Officer, WBCG

Members

Namibian Side

- National Planning Commission
- Ministry of Works and Transport
- Walvis Bay Corridor Group
- Ministry of Finance
- Ministry of Industrialization, Trade and SME Development
- Ministry of Home Affairs and Immigration

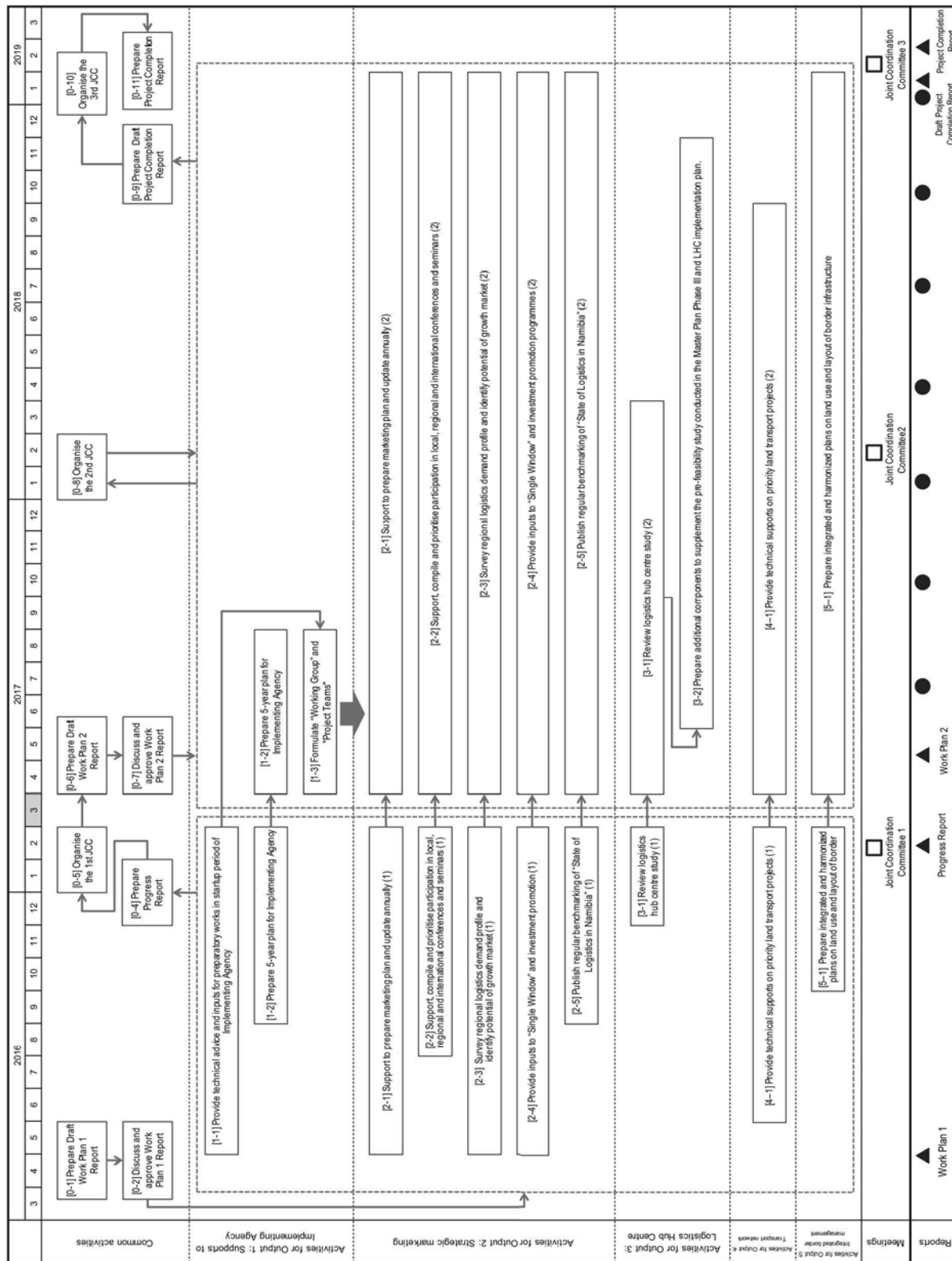
Japanese Side

- Experts assigned to the Project
- Representative(s), JICA South Africa Office
- Resident representative, JICA Namibia Office
- Other person(s) recommended by JICA

Notes

- Officials of the Embassy of Japan may attend the Committee meetings as observers.
- Persons who are designated by the Chairperson may attend the Committee meetings.

⁴ Deputy Permanent Secretary (Acting Chief: National Development Advice Monitoring and Evaluation and Development Partners Coordination) has been appointed as the chairperson of the Joint Coordinating Committee. He has been also chairing the Steering Committee indicated in Figure 3.



Source: Expert team

Figure 9: Workflow of the Project

2. Results of the Project

2.1 Results of the Project

2.1.1 Input by Japanese side

In the R/D, the Japanese side agreed to provide the following input.

- Dispatch of experts: Logistics development strategy, International trade and logistics industry analysis, Logistics marketing/trade facilitation, Infrastructure (LHC and transport) and Land use/urban planning.
- Inputs other than indicated above will be determined through mutual consultations between JICA and NPC during implementation of the Project, if necessary.

The items below indicate input by Japanese side in both of the planning stage and implementation stages.

Amount of input by the Japanese side:

Financial input from Japanese side is summarized in Table 4.

Table 4: Financial input from Japanese side

Unit: 000 Japanese Yen

Items	Contract amount	Final amount
1 st term contract	70,272	66,264
2 nd term contract	143,764	-

Note: Final amount for the 2nd term contract will be determined after the completion of the project.

Source: Expert team

Dispatching an expert team

Six experts were dispatched based on the R/D. Names, positions of the experts and person-months (both of plan and actual) were indicated in Table 5.

Table 5: Input of experts from Japanese side

Name	Position	Person-month (plan)	Person-month (actual)
Shigeki Kawahara	Team Leader/Logistics Development Strategy	14.20	14.90
Yoji Sakakibara	International Trade and Industrial Analysis	14.20	14.90
Eiji Nishizaki	Logistics Marketing 1/Trade Facilitation	4.20	4.03
Yasunori Nagase	Infrastructure (Logistics Hub Centre and Transport)	5.60	5.80
Jun Kuwabara	Land Use/Urban Planning	5.60	5.97
Yuriko Kaji	Project Administration/ Logistics Marketing 2	4.20	1.40

Source: Expert team

Financial support for organizing meetings, conferences and seminars

The Japanese side gives support to organize meetings, conferences and seminars in the course of implementation of the Project through the expert team, as indicated Table 6. The financial support was a part of the financial inputs from the Japanese side indicated in Table 4.

Table 6: Financial supports for organizing meetings, conferences and seminars

Date	Items	Amount (N\$)
2016/09/18	Venue for SADC Meeting of the Senior Officials: Western Corridors Cluster	30,000
2016/09/28	Sponsorship for 8 th Transport and Logistics Workshop	20,000
2017/05/23	Venue for 4 th steering committee meeting and 1 st WG Strategic Marketing meeting	8,225
2017/10/04	Sponsor fee for 9 th Transport and Logistics Workshop	25,000
2018/02/08	Venue for Logistics Hub Forum	8,250
2018/04/26	Venue for Presentation of Master Plan Phase III Final Report	2,750
2018/09/26	Sponsor fee for 10 th Transport and Logistics Workshop	25,000

Source: Expert team

Another support from JICA South Africa Office

JICA South Africa supplied a 4WD vehicle to the expert team for daily activities during the project period.

2.1.2 Input by Namibian side

In the R/D, the Namibian side agreed to provide the following input.

- Services of Namibian counterpart personnel and administrative personnel;
- Suitable office space with necessary equipment to accommodate both the Japanese mission and Namibian counterpart personnel and administrative personnel;
- Supply or replacement of machinery, equipment, instruments, vehicles, tools, spare parts and any other materials necessary for the implementation of the Project other than the equipment provided by JICA;
- Information as well as support in obtaining medical service;
- Credentials or identification cards;
- Available data (including maps and photographs) and information related to the Project;
- Running expenses necessary for the implementation of the Project; and
- Necessary facilities to the JICA experts for the remittance as well as utilization of the funds introduced into Namibia from Japan in connection with the implementation of the Project

The following sections describes actual inputs from the Namibian side.

Assignment of counterpart, Steering Committee members and Working Group members

The Namibian side assigned WBCG as a counterpart organization. Relevant ministries and parastatals assigned Steering Committee members and Working Group members responding to requests from NPC/WBCG.

Counterpart team: Walvis Bay Corridor Group (WBCG)

The CEO of WBCG was assigned as the Project Manager, and WBCG worked as the counterpart organization. The expert team had mostly been working with the manager of Logistics Hub for implementation of the master plan for two years (since March 2016 to January 2018); however, other managers (responsible for Spatial Development Initiative, Marketing & Communications and Projects and Funding) joined in the project implementation such as supporting WG meetings, organizing meetings and conferences in 2018 after the manager of Logistics Hub was assigned as the acting CEO. Table 7 indicates a list of the counterpart team.

Table 7: List of counterpart team (Managers of Walvis Bay Corridor Group)

Names	Position in the organization	Position in the Project
Mr. Johny Smith	CEO (until January 2018)	Counterpart team member (until January 2018)
Mr. Clive Smith	Acting CEO & Manager: Logistic Hub,	*Counterpart team member
Mr. Gilbert Boois	Manager: Spatial Development Initiative	*Counterpart team member
Ms. Cindy-Lu Hasheela	Manager: Marketing & Communications	*Counterpart team member
Mr. Boris Boettcher	Manager: Projects and Funding (from November 2017)	*Counterpart team member (from November 2017)

Note: * indicates member as of February 2019

Source: Expert team

Steering Committee

Officials from NPC, MOF, MWT, MITSMED and MHAI participated in the Steering Committee which monitored progress of the implementation of the master plan, and decided on setup of the master plan such as establishment of the workings groups. The Steering Committee members indicated in Table 8 worked as contact points of each ministry as well as participating in the Steering Committee meetings.

Table 8: List of Steering Committee members

Names	Position and organization	Position
Mr. Ned Sibeya	Acting Chief: National Development Advice, National Planning Commission	*Chairperson
Ms. Habani Muyungano	Chief National Development Advisor, National Planning Commission	*Co-chairperson
Ms. Victoria Nashidengo	National Development Advisor, National Planning Commission	*Steering committee member
Ms. Itah Ndjarakana	National Development Advisor, National Planning Commission	Steering committee member (until February 2017)
Mr. Bevan Simataa	Commissioner, Customs & Excise, Ministry of Finance (until April 2017)	Steering committee member (until April 2017)
Ms. Susan Beukes	Acting Commissioner & Deputy for Trade Facilitation, Customs & Excise, Ministry of Finance	Steering committee member (from April to October 2017)
Mr. Uazapi Maendo	Deputy Director: Support Services, Customs & Excise, Ministry of Finance	*Steering committee member
Mr. Cedric Limbo	Deputy Permanent Secretary, Ministry of Works and Transport	Steering committee member (until December 2017)
Ms. Leena Endjala	Acting Deputy Director of Transport Policy, Ministry of Works and Transport (Until February 2017)	Steering committee member (until February 2017)

Names	Position and organization	Position
Mr. Lemmy Mutonga	Acting Deputy Director of Transport Policy, Ministry of Works and Transport (From January 2018)	*Steering committee member (from January 2018)
Mr. Nicky Mutame	Senior Policy Analyst, Department of Transport, Ministry of Works and Transport	*Steering committee member (from December 2017)
Mr. Willy Shimbome	Chief Investment Promotion Executive, Investment Promotion, Namibia Investment Centre, Ministry of Industrialization, Trade and SME Development (until December 2017)	Steering committee member (until December 2017)
Mr. Oscar Shikanda	Chief Investment Promotion Officer: Investment Promotion, Namibia Investment Centre, Ministry of Industrialization, Trade and SME Development (until September 2017)	Steering committee member (until September 2017)
Mr. Wilbard Nashandi	Deputy Director: Projects & Incentives, Namibia Investment Centre, Ministry of Industrialization, Trade and SME Development (from December 2016)	*Steering committee member (From September 2016)
Mr. Allison Hishekwa	Director: Visas, Permits, Passports & Citizenship, Ministry of Home Affairs and Immigration	*Steering committee member
Mr. Nehemia Nghishekwa	Director: Immigration & Border Control, Ministry of Home Affairs and Immigration	*Steering committee member
Mr. Clive Smith	Acting CEO & Manager: Logistic Hub, Walvis Bay Corridor Group	*Steering committee member

Note: * indicates member as of February 2019

Source: Expert team

Working Groups

After establishment of the Working Groups, Relevant ministries and parastatals assigned Working Group members in response to requests from NPC/WBCG. These members joined meetings and conferences such as Working Group meetings, joint Working Group meetings and Logistics Hub Forum, and discussed agendas set in each Working Group. Chairperson of each Working Group and Focal Points of WBCG (managers) are getting to prepare meeting schedules, meeting agendas and presentation materials by themselves under an assistant framework prepared by the expert team.

Table 9 to Table 12 indicate list of Working Group members.

Table 9: List of members of Strategic Marketing Working Group

Names	Position and organization	Position in the WG
Mr. Elias Mwenyo	Manager Business Development Namport (until September 2017)	Chairperson (until September 2017)
Mr. Emmanuel !Hananbeb	Acting Executive: Commercial, Namport (from September 2017)	*Chairperson (from September 2017)
Mr. Leonard Kamwi	Head: Advocacy & Research, Namibia Chamber of Commerce and Industry	*Co-chairperson
Mr. Wilbard Nashandi	Deputy Director: Projects & Incentives, Namibia Investment Centre, Ministry of Industrialization, Trade and SME Development	*Member
Mr. Zebby Mukungu	Executive: Commercial & Marketing, TransNamib	*Member
Mr. Riaan Lottering	Chairperson, Walvis Bay Port Users' Association	*Member
Mr. Agostinho Victor	General Manager: Community & Economic Development, Walvis Bay Municipality	*Member
Mr. Albinus Indongo	Chief Economist, Ministry of Environment and Tourism	Member (until December 2017)
Ms. Maureen Posthuma	Marketing Manager, Namibia Tourism Board	*Member (from January 2018)
Mr. Wilmarc Lewis	Managing Director, Namibia Logistics Association	*Member
Mr. Alexander Anguwo	Manager: Commercial Services, Namibia Airports Company	*Member
Mr. Clive Smith	Focal Point of WBCG	Member (until May 2018)
Mr. Gilbert Boois	Focal Point of WBCG	*Member (from June 2018)

Note: * indicates member as of February 2019

Source: Expert team

Table 10: List of members of Capacity Development Working Group

Names	Position and organization	Position in the WG
Mr. Logan Fransman	Director, Namibia-German Centre for Logistics, National University of Science and Technology	*Chairperson
Ms. Chantel Burger	Namibia Logistics Association (Windhoek Branch Manager, Woker Freight Service)	*Co-chairperson
Ms. Faye Kandjeo	University of Namibia	*Member (from October 2018)
Mr. Nickey Mutame	Senior Policy Analyst, Department of Transport, Ministry of Works and Transport	*Member
Mr. Indongo Indongo	Manager: Research & Planning, Namibia Training Authority	*Member
Mr. Clive Smith	Focal Point of WBCG	Member (until September 2018)
Mr. Boris Boettcher	Focal Point of WBCG	*Member (from October 2018)

Note: * indicates member as of February 2019

Source: Expert team

Table 11: List of members of Integrated Border Management Working Group

Names	Position and organization	Position in the WG
Mr. Lemmy Mutonga	Acting Deputy Director of Transport Policy, Ministry of Works and Transport	*Chairperson
Mr. Uazapi Maendo	Deputy Director: Support Services, Customs & Excise, Ministry of Finance	*Member
Ms. Sebastiana Appolus	Control Officer, Customs & Excise, Ministry of Finance	*Member
Mr. Nehemia Nghishekwa	Director: Visas, Permits, Passports & Citizenship, Ministry of Home Affairs and Immigration	*Member
Dr. Albertina Shilongo	Deputy Chief Veterinary Officer, Ministry of Agriculture, Water and Forestry	*Member
Dr. Adrianatus Maseke	Chief Veterinary Officer (until September 2018)	Member (until September 2018)
Ms. Margret Matengu	Deputy Director: Plant Health, Ministry of Agriculture, Water and Forestry	*Member
Mr. Nickey Mutame	Senior Policy Analyst, Transport Policy, Ministry of Works and Transport	*Member
Mr. Charles Tubalike	Ministry of Urban and Rural Development	*Member
Mr. Gilbert Boois	Focal Point of WBCG	*Member

Note: * indicates member as of February 2019

Source: Expert team

Table 12: List of members of Logistics Hub Centre Working Group

Names	Position and organization	Position in the WG
Mr. Emmanuel !Hananbeb	Acting Executive: Commercial, Nampont	*Chairperson
Mr. Wilbard Nashandi	Deputy Director: Projects & Incentives, Namibia Investment Centre, Ministry of Industrialization, Trade and SME Development	*Co-chairperson
Mr. Uazapi Maendo	Deputy Director: Support Services, Customs & Excise, Ministry of Finance	*Member
Mr. Nickey Mutame	Senior Policy Analyst, Transport Policy, Ministry of Works and Transport	*Member
Mr. Zebby Mukungu	Executive: Commercial & Marketing, TransNamib	*Member
Mr. Agostinho Victor	General Manager: Community & Economic Development, Walvis Bay Municipality	*Member
Mr. Riaan Lottering	Chairperson, Walvis Bay Port Users' Association (until March 2018)	Member (until March 2018)
Ms. Pilar Veiga	Chairperson, Walvis Bay Port Users' Association (from April 2018)	*Member (from April 2018)
Mr. Willie Prosser	Chairperson, Container Liners Operators Forum	*Member
Mr. Clive Smith	Focal Point of WBCG	Member (until May 2018)
Mr. Gilbert Boois	Focal Point of WBCG	*Member (since June 2018)

Note: * indicates member as of February 2019

Source: Expert team

Provision of offices, etc.

WBCG provided office space for the expert team at WBCG Windhoek headquarters.

Other items borne by the counterpart government

WBCG provided the budget for venues to organize WG meetings and other meetings, conferences & seminars to promote Walvis Bay Port and Namibia route in domestic, regional (SADC) and international (African continent) levels as indicated in Table 13.

Table 13: Provision of venues for meetings and conferences by WBCG

Date	Items	Amount (N\$)
2017/06/02	2 nd WG Strategic Marketing meeting	-
2017/08/03	Meeting, Visiting the Port of Walvis Bay	-
2017/08/31	1 st WG Capacity Development meeting	-
2017/09/06	WBCG's Stakeholder Meeting	-
2017/11/10	3 rd WG Strategic Marketing meeting	-
2017/11/10	2 nd WG Capacity Development meeting	-
2017/11/16	Logistics Hub Forum	-
2017/01/29	4 th WG Strategic Marketing meeting	-
2018/02/16	2 nd Joint Coordination Committee	-
2018/06/07	1 st WG Integrated Border Management meeting	-
2018/06/22	Info Session (Namibia – An Alternative Trade Route) in Lusaka	-
2018/06/25	1 st WG Logistics Hub Centre meeting	-
2018/07/13	3 rd WG Strategic Marketing meeting	-
2018/07/17	Logistics Hub Forum (Railway)	-
2018/07/19	Logistics Hub Forum	-
2018/08/06	Joint WG meeting (4 th Strategic Marketing and 2 nd Logistics Hub Centre)	-
2018/08/06	2 nd WG Integrated Border Management meeting	-
2018/08/06	3 rd WG Capacity Development meeting	-
2018/10/04	4 th WG Capacity Development meeting	-
2018/11/02	3 rd WG Logistics Hub Centre meeting	-
2018/11/16	3 rd WG Integrated Border Management meeting	-

Source: Expert team

2.1.3 Input by GIZ

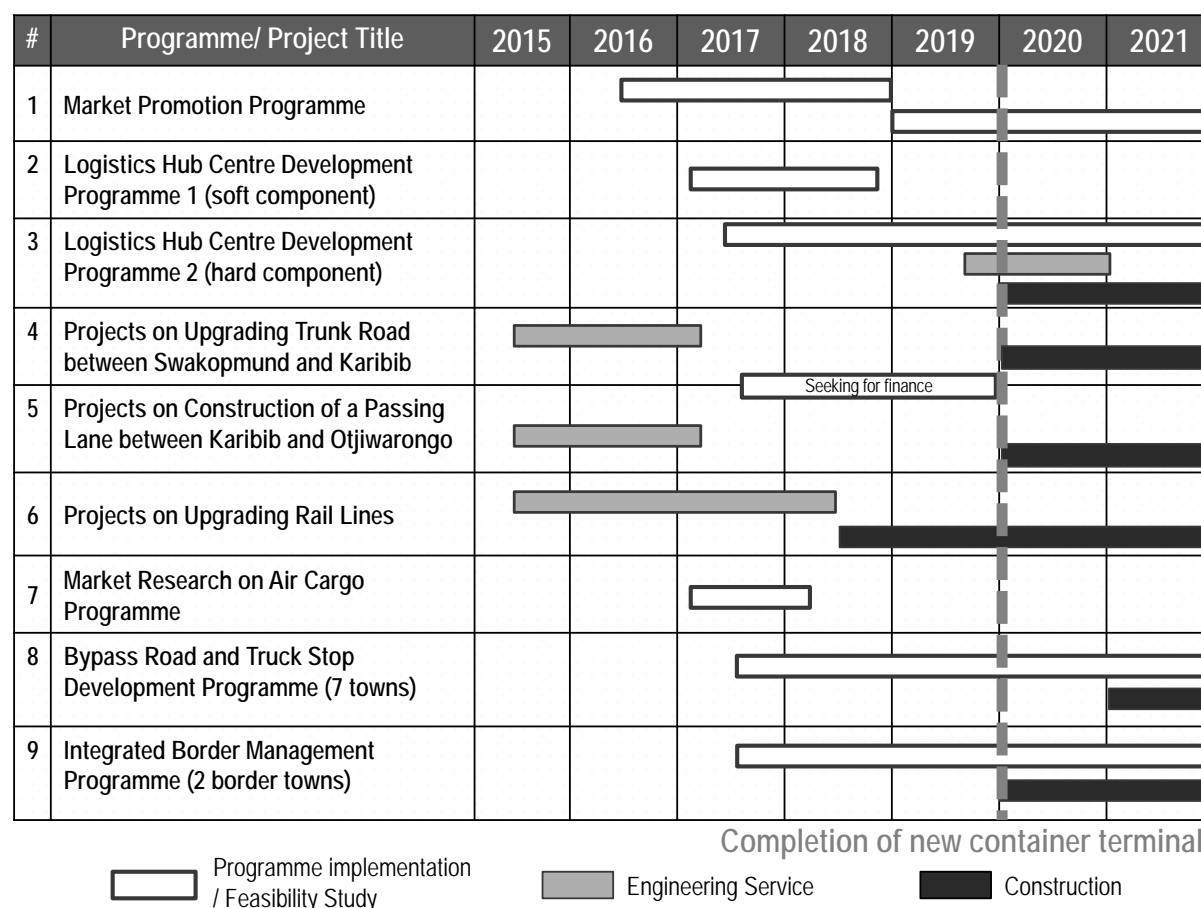
GIZ, which had been providing support to GRN in the transport sector joined in supporting activities to promote the Logistics Hub Concept after the commence of the Project. After preparation in FY2016/17, it started technical cooperation in the following activities from FY2017/18.

- Support to Strategic Marketing Study,
- Support to State of Logistics Study,
- Proposal of establishing the Working Group Capacity Development
- Support to wellness programme conducted by WBCG

- Support to the Strategic Environment and Socio-Economic Impact Assessment along WBCG Corridors, and
- Support to Capacity Development of Namport.

2.1.4 Overall Progress of Implementation of the Master Plan

The updated overall progress and prospects of the programmes, projects proposed in the Master Plan and the new container terminal are as summarized in Figure 10.



Note: Implementation schedule of programmes and projects and completion of the new container terminal was as of February 2019.
Source: Expert team

Figure 10: Updated schedule of critical programmes and projects (as it was updated in February 2019)

Of these nine (9) programmes/projects, it was agreed that the Project would directly support seven (7) programmes/projects #1 to 6, and #9. Nevertheless, the Project Team actively provided inputs and support to other activities relevant to implementation of the Master Plan upon request by the stakeholders including NPC, MWT, WBCG, Namport, TransNamib, Roads Authority, NUST, Walvis Bay Municipality and other local authorities, representatives of the private sector, GIZ and other parties concerned.

Table 14: Progress of critical programmes and projects

#	Programmes/ project titles	Implementation organizations/support organizations	Progress
1	Market Promotion Programme	WBCG/GIZ WBCG/JICA expert team	<ul style="list-style-type: none"> - GIZ supported to carry out strategic marketing study financially. The study was conducted by HPC/CDC during the period from November 2017 to December 2018. - Strategic Marketing WG was established in May 2017, and organized meetings 7 times in 2017 and 2018. - Refer to Item [2-1] in detailed activities.
2	Logistics Hub Centre Development Programme 1 (soft component)	WBCG/ADB WBCG/ JICA expert team	<ul style="list-style-type: none"> - WBCG conducted a pre-feasibility study of the Logistics Hub Centre was conducted as a part of the "Master Plan Phase III" study which was financially supported by ADB (Item [3-1]). - The expert team assisted WBCG in reviewing the report and providing comments to the consultant team (Mott MacDonald).
3	Logistics Hub Centre Development Programme 2 (hard component)	WBCG/ JICA expert team	<ul style="list-style-type: none"> - JICA expert team assisted WBCG in preparing concept land use plan, relocation plan of TransNamib marshalling yard and project schedule plan after Namport decided to develop the Logistics Hub Centre inside WB Port area (Item [3-2]). - The expert team assisted WBCG in conducting cost estimation, cash flow analysis and initial environmental examination (IEE) of the LHC development project (Item [3-2]).
4	Projects on Upgrading Trunk Road between Swakopmund and Karibib	Roads Authority WBCG	<ul style="list-style-type: none"> - Roads Authority has completed detailed design of a section from Usakos and Karibib and on preparation from Swakopmund to Usakos (Item [4-1]). - WBCG is calling for financial support of the project to development partners in European countries (Item [4-1]).
5	Projects on Construction of a Passing Lane between Karibib and Otjiwarongo	Roads Authority WBCG	<ul style="list-style-type: none"> - Roads Authority has completed detailed design of a section from Karibib and Omaruru and (Item [4-1]). - WBCG is calling for financial support of the project to development partners in European countries (Item [4-1]).
6	Projects on Upgrading Rail Lines	MWT/ADB	<ul style="list-style-type: none"> - MWT announced procurement process of materials for railway improvement has started in July 2018. (Item [4-2]).
7	Market Research on Air Cargo Programme	WBCG/ADB	<ul style="list-style-type: none"> - Air Cargo Market was conducted as a package of the Master Plan Phase III study which was financially supported by ADB. The study was completed in April 2018.
8	Bypass Road and Truck Stop Development Programme (7 towns)	WBCG/ADB WBCG/JICA expert team	<ul style="list-style-type: none"> - The consultant of the Master Plan Phase III study which was financially supported by ADB identified a need of bypass road and truck stop at Katima Mulilo (Item [5-1]). - The expert team conducted site survey at Katima Mulilo in October 2018, and followed up the bypass road and truck stop need through meetings with local authorities (Item [5-1]).
9	Integrated Border Management Programme (2 border towns)	WBCG/ADB WBCG/JICA expert team	<ul style="list-style-type: none"> - Integrated Border Management was conducted as a package of the Master Plan Phase III study which was financially supported by ADB. The consultant prepared recommendations for improvement of border procedures based on the border management plan in the Master Plan. - Output of the Master Plan Phase III team were compiled into discussion papers and the papers are used in the IBM WG meetings since June 2018 (Item [5-1]). - The expert team conducted site survey in October and November 2018, and proposed new targets for efficient border control (Item [5-1]).

Note: Implementation schedule of these programmes and projects was as of February 2019.

Source: Expert team

2.1.5 Activities

In order to carry out the Project, the expert team has drawn up a work flow diagram shown in Figure 9 of page 14.

For the smooth implementation of the Logistics Master Plan, it is important to monitor progress of work items, and to revise framework, methodology and schedule of the Project a necessary. Major items for such review are Steering Committee meetings, Joint Coordination Committee meetings and regular monitoring; however, the expert team proposed review and revision of the framework, methodology and schedule of the Project in other items whenever urgent actions are needed.

Progress of work items are explained the following sections.

Common activities

Item [0–1]: Prepare Draft Work Plan 1 Report

The expert team reviews the report of the detailed planning survey, Record of Discussion (R/D), the final report of the International Logistics Hub Master Plan and analyses collected data and information. After the review and analysis, the expert team will compile framework, methodology and schedule of the Project into the Draft Work Plan 1.

The expert team created a Draft Work Plan 1 report and submitted it to the Namibia side on March 29, 2016. After that, the expert team held a series of meetings with NPC, MWT, MITSMED, MOF, and MHAI during the period between the end of March and April. At the series of meetings, the expert team explained the contents of the Draft Work Plan 1 report, and received comments from the officials. They were also requested to send written comments to the expert team by 16th May if they found further points to be revised in the draft Work Plan 1.

Item [0–2]: Discuss and Approve Work Plan 1 Report

The expert team will explain the Draft Work Plan 1 to Namibian side and build consensus on overall goal, purpose, framework, activities and schedule of the project. The expert team will finalise the Work Plan 1 and submit to Namibian side and JICA South Africa Office within one month from the commencement of the project.

The expert team explained the Draft Work Plan 1 to the Namibian side in the kick-off meeting on 18th of May 2016. Comments and suggestions from the Namibian side were compiled into the minutes of meeting of the Work Plan 1 Report. The expert team finalised the Work Plan 1 and submitted it to the Namibian side and JICA South Africa Office on 21st of June 2016.

Item [0–4]: Prepare a Progress Report

The expert team will prepare a progress report which compiles activities and outputs during the 1st contract-term period and submit to GRN and JICA South Africa Office.

The expert team prepared a progress report which compiles activities and outputs during the 1st contract-term period, and submitted it to GRN and JICA South Africa Office on 24th of February 2017.

Item [0–5]: Organise the 1st JCC

The 1st Joint Coordination Committee (JCC) will be organised to assess activities and outputs of the 1st contract-term period. The expert team will explain the activities and outputs of the 1st contract-term period and receive comments and suggestions from the GRN and JICA. These comments and suggestions will be reflected to the review of framework, methodology and schedule of the Project.

The 1st Joint Coordination Committee (JCC) meeting was organised to assess activities and outputs of the 1st contract-term period on 16th of February 2017. The expert team explained the activities and outputs of the 1st contract-term period, and proposed revision of Project design Matric (PDM) and Plan of Operation. The team received comments and suggestions from the GRN and JICA. These comments and suggestions were reflected to the review of framework, methodology and schedule of the Project in the 2nd contract-term period.

Item [0–6]: Prepare Draft Works Plan 2 Report

Based on the discussion at the 1st JCC and comments and suggestions from Namibian side and JICA South Africa Office to the progress report, the expert team will review framework, methodology and schedule in the 2nd contract-term period of the Project and compile the Draft Work Plan 2.

The expert team prepared Draft Work Plan 2 and submitted it to JICA South Africa Office on 18th April 2017 and to WBCG on 19th April 2017. The Work Plan 2 included a PDM and PO with the revisions of wording and timeline that had been agreed and approved at the Joint Coordination Meeting on 16th of February 2017.

Item [0–7]: Discuss and Approve Work Plan 2 Report

The expert team will explain the Draft Work Plan 2 to Namibian side to build consensus on updated framework, methodology and schedule. The expert team will finalise the Work Plan 2 reflecting the comments and suggestions from Namibian side and JICA South Africa Office within one month from the commencement of the 2nd contract-term period.

The expert team explained the Draft Work Plan 2 to the Namibian side and discussed about the work plan in the 2nd contract-term period on 23rd May 2017. The result of the discussion was compiled into the minutes of meeting of the Work Plan 2 Report. After reflecting the comments and suggestions from the Namibian side and JICA South Africa Office, the expert team finalised the Work Plan 2, and submitted it to WBCG on 9th June 2017 and to JICA South Africa Office on 14th June 2017.

Item [0–8]: Organise the 2nd JCC

The 2nd JCC will be held around February 2018. The expert team will report activities and outputs from the beginning of the 2nd Phase to date to Namibian side and JICA South Africa Office, and receive comments and opinions. These comments and opinions from Namibian side and JICA South Africa Office will be reflected to the review of framework, methodology and schedule of the Project.

The 2nd JCC was held on 14th February 2018. The expert team reported activities and outputs from April 2017 to February 2018 to the Namibian side. Comments and opinions provided from the Namibian side and JICA South Africa Office was reflected to the review of framework, methodology and schedule of the Project in FY 2018.

Item [0–9]: Prepare Draft Project Completion Report

The expert team will compile a Draft Project Completion Report which contains the activities and outputs of the Project and submit to Namibian side and JICA South Africa Office in February 2019.

The expert team prepared a Draft Project Completion Report and submitted to JICA South Africa Office WBCG in the end of November 2018. The Draft Project Completion Report included basic information of the Project, results of the Project, result of joint review between WBCG and the expert team and recommendations to achieve overall goals after the project completion.

Item [0–10]: Organise the 3rd JCC

After the submission of the Draft Project Completion Report, the 3rd JCC will be organised. The expert team will report activities and outputs of the Project from the beginning to date by using the Draft Project Completion Report, and receive comments from Namibian side and JICA South Africa Office.

The 3rd JCC was held on 8th February 2019. The expert team reported activities and outputs from the beginning of the project to February 2019 to the Namibian side. Comments and opinions provided from the Namibian side and JICA South Africa Office was reflected to the Project Completion Report.

Item [0–11]: Prepare Project Completion Report

Project Completion Report will be prepared and submitted to JICA after incorporating the comments and opinions of the JCC members in Namibia and JICA.

The expert team finalised the Project Completion Report and submitted it to JICA on 14th February 2019.

Activities for output 1**Item [1–1]: Prepare initial work plan for Implementing Agency**

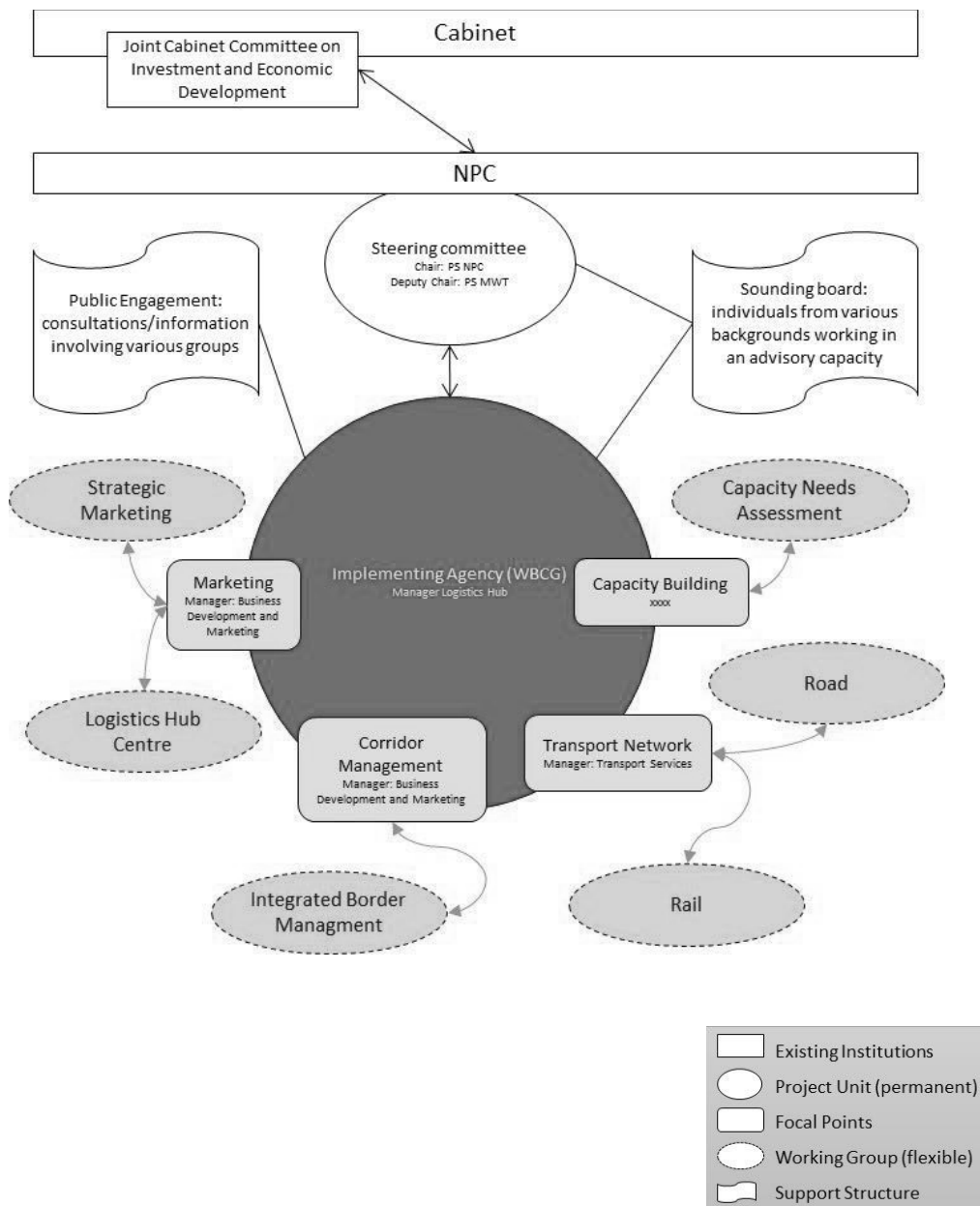
The Government of the Republic of Namibia (GRN) decided to designate Walvis Bay Corridor Group (WBCG) as an implementing agency of the Logistics Master Plan. The GRN was arranging necessary actions such as preparation of Memorandum of Agreement (MoA) between National Planning Commission (NPC) and WBCG. The expert team will confirm progress of the arrangement, and support preparing an initial work plan for WBCG as the IA by the 2nd quarter of 2016.

National Planning Commission intended to designate WBCG as an implementing agency of the Logistics Master Plan. NPC was arranging necessary actions such as preparation of Memorandum of Agreement (MoA) between National Planning Commission (NPC) and WBCG and discussions about the master plan implementation structure with key ministries such as MWT, MOF, MITSMED and MHAI. The official approvals for establishment of the implementing agency across the ministries directly involved in the implementation were obtained by September 2016, but the MoA has not been signed yet⁵. Instead, the Minister of NPC issued an endorsement letter regarding recognition of WBCG as the implementing agency of the Logistics Hub Master Plan in February 2017 (O-1⁶).

On the other hand, the JICA expert team supported preparation of a draft initial work plan, which is the work plan in the 1st year for WBCG as the implementation agency by October 2016. The expert team proposed specific roles and functions of the Working Groups and WBCG as a secretariat of the Working Groups (O-2 to O-4). Figure 11 shows implementation structure of Working Groups.

⁵ The background why the MoA has not been signing yet and actions taken are described in section 3.2.1 of page 66.

⁶ “O-1” of Item [1–1] to “O-44” of Item [5–1] are reference documents of these task items. Those documents are listed in “ANNEX 2 List of Products produced by the Project” of this report, and those documents are compiled into Appendix 1 Volume of Project Completion Report.



Source: Terms of Reference/Rule of Procedure of Working Group Strategic Marketing (draft) prepared by WBCG

Figure 11: Implementation structure of Working Groups

JICA expert team had completed support for preparation of the document in February 2017, and WBCG recognized that the initial preparatory works for implementing agency had been finished in February 2017 when the Minister’s endorsement letter was issued (April 2017).

Item [1–2]: Prepare a 5-year strategic plan for Implementing Agency

The Logistics Master Plan positioned the first 5-year period of the master plan as “a period to increase cargo transport volume and presence in the SADC logistics market” and “a period to remove bottlenecks on transport and border infrastructure, trade processes and investment”. Following the direction of the master plan, the expert team will support preparing a 5-year strategic plan for Implementing Agency by the 3rd quarter of 2016 together with WBCG.

The expert team supported preparing a 5-year strategic plan for the Implementing Agency. The 5-year strategic plan consisted of the following two diagrams regarding critical programmes/projects proposed in the Logistics Hub Master Plan (22 programmes/projects in total).

- List of information on time schedule, policy framework (justification of the programmes/projects), implementing organizations and development partners (if any), and
- List of critical sub-activities for each programme/project.

The first draft of the 5-year strategic plan was prepared in October 2016, and finalized in April 2017 (O-5).

	Policy framework	Implementation bodies	Partners	2017			2018			2019			2020			2021			2022		
				1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q
Market Promotion Programme																					
(1) Establishment of a National Coordinating Body	Logistics Hub Master Plan	WBCG	JICA	Endorsement Ltr																	
(2) Market research and development of promotion program and technique	Logistics Hub Master Plan		GIZ, JICA			Market development & Preparation of 1st issue			Market development Implementation												
(4) Regular benchmarking of "State of Logistics" in Namibia Airport	Logistics Hub Master Plan		GIZ																		
Logistics Hub Centre Development Programme 1 (soft component)																					
(4.5) Selection of LHC location (in conjunction with relocation of Walvis Airport)		WBCG, Namport, TN, MWT, WB	ADB, JICA			Selection Study		Planning													
(6) Development of a business plan and incentive mechanisms for LHC	Logistics Hub Master Plan: Master Plan Phase	WBCG	ADB			Planning															
(7) Reforms of laws and regulations for development of LHC	Logistics Hub Master Plan: Master Plan Phase	WBCG	ADB, JICA			Planning		Implementation													
(5) Establishment of an operation and management body	Logistics Hub Master Plan	WBCG	JICA						Implementation												
Logistics Hub Centre Development Programme 2 (hard component)																					
(8) Preparation of site and infrastructure development	Logistics Hub Master Plan	WBCG	JICA, Other Partners					Preparation of	Feasibility Study		Engineering Service										
Project on Upgrading Trunk Road between Swakopmund and Karibib																					
(8.5) Walvis Bay - Swakopmund dual carriage road (behind the dunes)	Logistics Hub Master Plan: NDP5	RA							Construction												
(9) Swakopmund – Usakos (2+1)	Logistics Hub Master Plan: NDP5	RA				Engineering Service			Construction												
(10) Usakos – Karibib (2+1)	Logistics Hub Master Plan: NDP5	RA							Construction												
Project on Construction of Passing Lanes between Karibib and Ojijwarongo																					
(11)-1 Passing lanes Karibib-Omalulu (2+1)	Logistics Hub Master Plan: NDP5	RA	GIZ, JICA																		Construction
(11)-2 Passing lanes Omalulu-Ojijwarongo (2+1)	Logistics Hub Master Plan: NDP5	RA	GIZ, JICA						Engineering Service												Construction
Project on Upgrading Rail Lines																					
(12) Walvis Bay – Kranzberg	Logistics Hub Master Plan: 2016 Transport	MWT, TransNamb							Feasibility Study												Engineering Service
(13) Kranzberg – Windhoek	Logistics Hub Master Plan: 2016 Transport	MWT, TransNamb							Feasibility Study												Engineering Service
Market Research on Air Cargo Programme																					
(14) Market research on air cargo demand at Walvis Bay Airport	Logistics Hub Master Plan: Master Plan Phase	WBCG	ADB			Study															
(15) Market research on air cargo demand at HKIA Airport	Logistics Hub Master Plan: Master Plan Phase	WBCG	ADB			Study															
Bypass Road and Truck Stop Development Programme																					
(16) Land use-planning program	Logistics Hub Master Plan	WBCG								Planning											
(17) Preparation of bypass road development projects	Logistics Hub Master Plan	WBCG																			Implementation
(18) Preparation of truck stop development projects	Logistics Hub Master Plan	WBCG																			Implementation
Integrated Border Management Programme																					
(19) Preparation and commencement of border town development packages (Land use plan, Bypass, Truck stop, etc.)	Logistics Hub Master Plan: Master Plan Phase	WBCG	ADB, JICA			Katima Mulilo at conceptual level		Oshikango & Mamuno													
(20) Integration of ICT system relating border management linkage between Asyuda and Navis, Single Window and	Logistics Hub Master Plan: Master Plan Phase	WBCG	ADB, USAID			Planning		Implementation (USAID)													
(21) Install "Corridor Net" to provide information services to transporters	Logistics Hub Master Plan	WBCG	WBCG																		
(22) Implementation of OSBP at Mamuno	Logistics Hub Master Plan	Customs, WBCG																			

Source: 5-year strategic plan, April 2017

Figure 12: A part of the 5-year strategic plan (as of April 2017)

After the completion of the 5-year strategic plan, the expert team prepared a diagram named "Matrix of Logistics Hub Master Plan." The matrix covers all activities relating to the Logistics Hub Project (over JICA technical cooperation project), and indicates the five (5) key elements of an International Logistics Hub, Diagnoses, Symptoms, Development requirements, actions in long- medium- and short-term, critical programmes/projects and responsible organizations. The progress of Critical Programmes and Projects was updated every 3 to 6 months and shared among stakeholders (O-6 to O-11).

Item [1–3]: Formulate “Target Working Groups”

According to Record of Discussion (R/D) of the Project, which was agreed between NPC and JICA in November 2015, 4 Working Groups, “Strategic Marketing”, “Logistics Hub Centre”, “Transport Network 1” and “Integrated Border Management” are selected as the Target Working Groups which are directly supported by the expert team. The expert team will support WBCG in clarifying roles, aims and necessary actions, etc. and establishing the TWGs by the 1st quarter of 2018.

In the Steering Committee meeting held on 16th of February 2017, committee members decided to establish two Working Groups; “Strategic Marketing” and “Capacity Development”. After final arrangement by WBCG and relevant organizations, the “Strategic Marketing” Working Group was established on 23rd May 2017 and the first meeting was held on the same day. The “Capacity Development” Working Group was established and the first meeting was organized on 31st August 2017.

After discussions of the Strategic Marketing WG and Capacity Development WG were on track, the Logistics Hub Centre WG, and Integrated Border Management WG were established on 8th February 2018. The first meeting of the Integrated Border Management WG was organized on 7th June 2018, and that of the Logistics Hub Centre WG was organized on 25th June 2018 respectively. Table 15 indicates dates and agendas of WG meetings.

The expert team drafted terms of reference (TOR) and rule of discussion for each Working Group, and an initial agenda of the WG for Integrated Border Management WG and Logistics Hub Centre WG (O-12 to O-17).

Table 15: Date and agenda of WG meetings

	Strategic Marketing	Capacity Development	Logistics Hub Centre	Integrated Border Management
Mandate	<ul style="list-style-type: none"> - Build common policy bases of marketing strategies. - Discuss technical issues on Logistics Hub Development which are not covered by other WGs. 	<ul style="list-style-type: none"> - Build common policy bases for Capacity Needs in the Transport and Logistics Sector - Identify Capacity Needs for Implementation of the Logistics Master Plan 	<ul style="list-style-type: none"> - Establish business and operation policy, institution building and infrastructure development for Logistics Hub Centre in Walvis Bay. - Identify potential other sites for inland logistics hub centres. - Discuss technical issues on Logistics Hub Development which are not covered by other Working Groups. 	<ul style="list-style-type: none"> - Remove bottlenecks at the border points (including border infrastructure, town plans, bypass road, and truck stop development). - Discuss technical issues on Integrated Border Management which are not covered by other Working Groups
1st meeting	23 rd May 2017 <ul style="list-style-type: none"> - Explain Draft TOR - Select Chairperson/ Co-chairperson - Explain initial agenda 	31 st August 2017 <ul style="list-style-type: none"> - Explain Draft TOR - Select Chairperson/ Co-chairperson - Explain initial agenda 	25 th June 2018 <ul style="list-style-type: none"> - Explain Draft TOR - Select Chairperson/ Co-chairperson - Explain initial agenda 	7 th June 2018 <ul style="list-style-type: none"> - Explain Draft TOR - Explain initial agenda - Discuss WG members
2nd meeting	2 nd June 2017 <ul style="list-style-type: none"> - Approve TOR - Modification of WG members - Discuss TOR for Strategic Marketing Study 	11 th November 2017 <ul style="list-style-type: none"> - Progress of Capacity Needs Survey - Q & A and comments 	6 th August 2018 <ul style="list-style-type: none"> - Approve TOR - Project schedule and layout plan - Roles of stakeholders - Approve supplemental studies (cashflow analysis and IEE) for F/S 	6 th August 2018 <ul style="list-style-type: none"> - Approve TOR - Select Chairperson/ Co-chairperson - Land use plan and border arrangement improvement at Katima Mulilo
3rd meeting	10 th November 2017 <ul style="list-style-type: none"> - Kick-off of Strategic 	6 th August 2018 <ul style="list-style-type: none"> - Result of Capacity 	2 nd November 2018 <ul style="list-style-type: none"> - Progress of Initial 	16 th November 2018 <ul style="list-style-type: none"> - Land use plan and

	Strategic Marketing	Capacity Development	Logistics Hub Centre	Integrated Border Management
	Marketing Study - Q & A and comments	Needs Survey - Capacity Development Programmes - Expand WG members	Environmental Examination and cash flow analysis - Inputs from logistics businesses	border arrangement improvement at Gobabis/ Buitepos - Report of meetings with local authorities from the expert team - Target setting of border crossing time
4th meeting	29 th January 2018 - Presentation of Draft IC/R report - Q & A and comments	4 th October 2018 - Result of Capacity Needs Survey - Capacity Development Programmes		
5th meeting	13 th July 2018 - Presentation, comments and suggestions on Draft Component 1 Report - Q & A and comments - Progress of State of Logistics Study			
6th meeting	6 th August 2018 - Presentation of Component 1 Report and Draft Component 2 Report - Q & A and comments - Progress of State of Logistics Study			
7th meeting	2 nd November 2018 - Presentation on Draft Component 3 Report - Q & A and comments - Presentation on the first draft of State of Logistics Report			

Source: Expert team

After the establishment of the Working Groups, the expert team supported many logistics works for management of WG meetings, including activity plan, setting of meeting agendas, preparation of meeting materials, etc. However, as the team of experts set up the framework for management of the Working Group and entrusted preparation for WG to Namibia side, the Chairpersons of WG and managers of WBCG is getting to prepare activity plans, meeting agendas and meeting materials. As a result, it has become possible to smoothly operate the WG meetings.

Activities for output 2

Item [2-1]: Support to prepare marketing plan and update annually

The expert team will support TWG "Strategic Marketing" technically in formulating a marketing plan which covers both of inbound cargo (Walvis Bay Port to inland SADC area) and outbound cargo (inland SADC area to Walvis Bay Port).

After WBCG decided that the Strategic Marketing Study was to be implemented with financial support from GIZ, the expert team started to prepare draft Terms of Reference for the Study. The first version was completed in September 2016, and received comments from WBCG and GIZ (O-18).

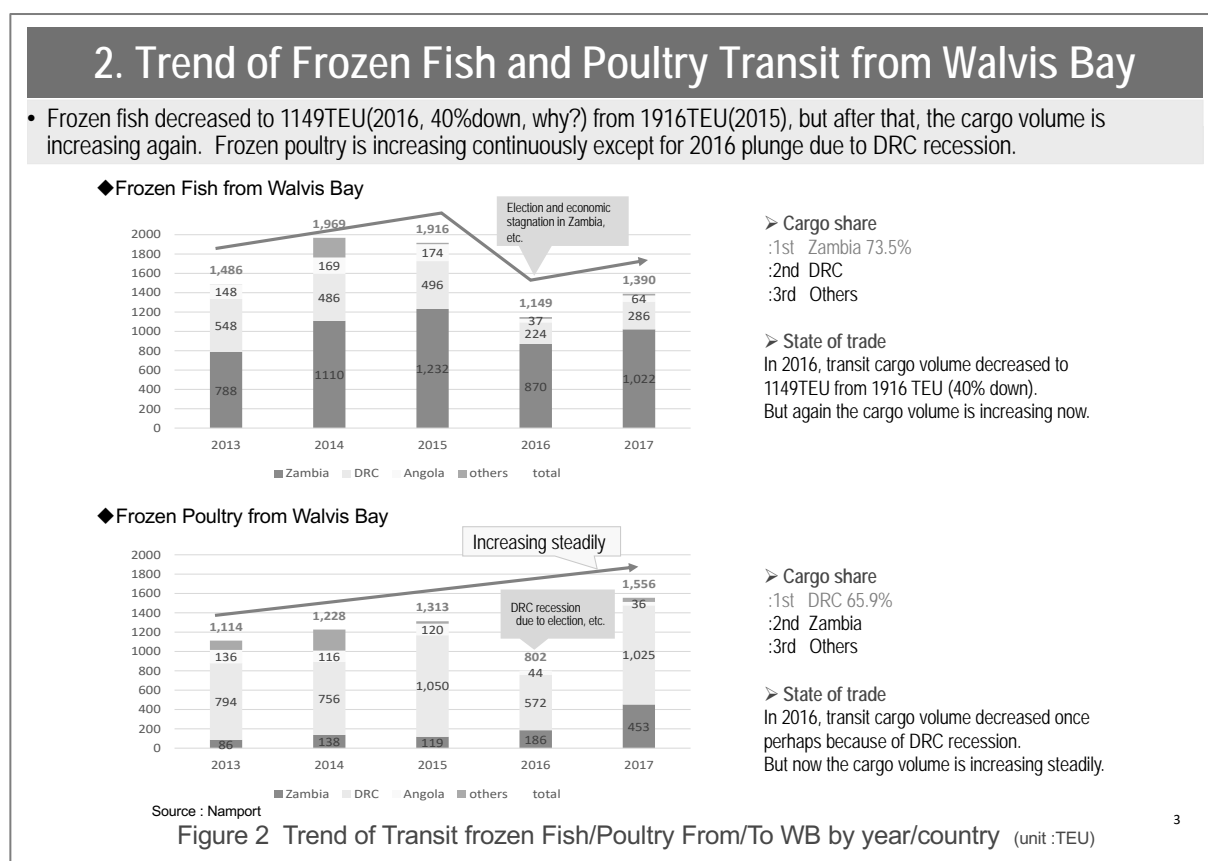
After the Strategic Marketing WG was established in May 2017, the draft TOR was discussed in the

WG meetings and the expert team revised the document. The TOR was finalized after the discussion in the 2nd WG meeting in June 2017.

The Strategic Marketing Study was started in November 2017. The expert team provided comments and suggestions to reports (Inception Report, Component 1 Report, Component 2 Report and Component 3 Report) as well as provision of relevant data & information and advice to the study team.

The expert team also provided the following technical support regarding preparation of a marketing plan.

- Preparation of a document, “Draft Discussion Framework of Strategic Marketing WG, which describes necessary discussions and actions for the WG members toward 2021/22 (final year of the NDP5) (O-19),
- Preparation of a discussion paper, “Toward the Cold Chain Hub of Southern Africa” in order to promote refrigerated cargo to the inland SADC area (O-20). Figure 13 shows one example page of it.



Source: Expert team

Figure 13: A part of discussion paper “Toward the Cold Chain Hub of Southern Africa”

Item [2-2]: Support, compile and prioritise participation in local, regional and international conferences and seminars

The expert team will support organising conferences, tentatively named “Logistics Hub Conference”. The Logistics Hub Conference disseminates proposals drawn in the International Logistics Hub Master Plan and its implementation process, and provides opportunities of exhibitions and business meetings to shippers, shipping lines, forwarders and logistics companies. The 1st conference will be organised by the 4th quarter of 2016.

The expert team assisted WBCG in organising local, regional and international conferences and seminars technically and financially. Those conferences and seminars are listed in Table 16.

Table 16: Conferences and seminars

Date	Title of conference/ seminar	Major participants	Agenda
19 th to 21 st of September 2016	SADC Western Corridors Cluster meeting	<ul style="list-style-type: none"> - 30 persons - SADC secretariat - Representatives from Namibia, South Africa, Botswana, Angola, Zambia - WBCG 	<ul style="list-style-type: none"> - Progress and status report on corridors (infrastructure development, transport agreements, corridor coordination's, road safety, trade facilitation and spatial development) for corridors in the western areas of SADC. - Proposals for identification of new regional transport corridors or realignment of existing corridors. - Report on regional projects and programmes affecting corridors - Review of the Western Corridors Cluster Action Plan
28 th to 30 th of September 2016	8 th Annual Logistics and Transport Workshop	<ul style="list-style-type: none"> - 90 persons - MWT, Namport, WB municipality - Logistics businesses in Namibia - Students of NUST 	<ul style="list-style-type: none"> - Presentations of current development regarding transport and logistics sector: infrastructure (port, road, railway, aviation), institutions (transport regulation, custom, Single Window), logistics marketing, logistics businesses (warehouse, HRD, ICT) and research & development - Trainings of custom clearance and warehousing; business matching - Walvis Bay port tour
13 th to 15 th February, 2017	African Corridor Management Alliance (ACMA) inaugural meeting	<ul style="list-style-type: none"> - 50 persons - International organizations: ECA, ATPC, Afreximbank, AUC, AfDB - Corridor Management Institutes: CMIs - GRN: MWT, Namport 	<ul style="list-style-type: none"> - Presentation and discussion on ACMA's Strategic Documents - Preparation of ACMA's Action Plan through group discussions
3 rd August 2017	Visiting the Port of Walvis Bay	<ul style="list-style-type: none"> - 70 persons - Transnet Port Authority - MWT, Namport, WB municipality - Logistics businesses in South Africa and Namibia 	<ul style="list-style-type: none"> - Introduction of Namibia Logistics Hub Project (Walvis Bay Corridor Group) - Progress of port development projects (Namport) - How Walvis Bay transforms like Dubai (Safmarine) - Overview of Southern African Corridors (FTW) - Panel discussion: role of private sector in PPP of logistics sector; benefits of the new container terminal at Walvis Bay
6 th September 2017	WBCG's stakeholder meeting	<ul style="list-style-type: none"> - 70 persons - Potential customers from Brazil - MWT, Namport, WB municipality - Logistics businesses in Namibia 	<ul style="list-style-type: none"> - Presentations about activity and potential projects at 4 branches (Zambia, DRC, RSA and Brazil) - Presentations of 4 invited Brazilian companies about their intended businesses at the southern Africa
4 th to 6 th October 2017	9 th Annual Logistics and Transport Workshop	<ul style="list-style-type: none"> - 90 persons - MWT, Namport, WB municipality - Logistics businesses in Namibia - Development partners (Japan, Germany, Finland) - Students of NUST 	<ul style="list-style-type: none"> - Presentations of current development regarding transport and logistics sector: infrastructure (port, road, railway, aviation), institutions (transport regulation, custom, Single Window), logistics marketing, logistics businesses (warehouse, HRD, ICT) and research & development - Trainings of custom clearance and warehousing; business matching - Walvis Bay port tour
16 th November 2017	Logistics Hub Forum	<ul style="list-style-type: none"> - 30 persons - Steering Committee members - WG members (Strategic Marketing, Capacity Development) - Consultant teams 	<ul style="list-style-type: none"> - Progress of Logistics Hub Master Plan from WBCG - Technical cooperation for the International Logistics Hub Master Plan from JICA and GIZ - Presentations on on-going 3 studies: Master Plan Phase III, Strategic Marketing Study and Capacity Needs Assessment - Discussions about necessary actions to move the master plan forward

Date	Title of conference/ seminar	Major participants	Agenda
8 th February 2018	International Logistics Hub Workshop	<ul style="list-style-type: none"> - 35 persons - Steering Committee members - WG members (Strategic Marketing, Capacity Development) - Consultant teams 	<ul style="list-style-type: none"> - Draft Final Report of Master Plan Phase III: presentation and discussion - Draft Final Report of Capacity Needs Assessment: presentation and discussion - Inception Report of Strategic Marketing Study: presentation and discussion - Establishment of Logistics Hub Centre WG and Integrated Border Management WG - Presentation and discussion on action plans of WGs in 2018
23 rd to 24 th April 2018	11 th WBNLDC Tripartite Meeting	<ul style="list-style-type: none"> - 55 persons - Namibia: MWT, MHAI, Custom, Nampport, WBCG - Zambia: MWT, Custom - DRC: MWT 	<ul style="list-style-type: none"> - Confirm progress of actions by each country to facilitate cross-border transport along WBNLDC - Identify issues about cross-border transport in terms of CIQ, infrastructure, transit fee, etc. - Walvis Bay port tour
21 st June 2018	Info Session "Namibia – An Alternative Trade Route into Southern Africa"	<ul style="list-style-type: none"> - 35 persons - Namibia: MWT, Nampport, WBCG - Zambia: MWT - Logistics businesses from Zambia 	<ul style="list-style-type: none"> - Presentation about Walvis Bay Port and Namibian route as an option to connect Zambia with the countries outside the southern Africa. - Q & A about Walvis Bay Port, Namibia route and services offered by logistics businesses in Namibia.
17 th July 2018	Logistics Hub Forum (Railway)	<ul style="list-style-type: none"> - 100 persons - MWT, TransNamib, WBCG - Logistics businesses in Namibia 	<ul style="list-style-type: none"> - Presentations on management reform plan of TransNamib, situation of mining business in the southern Africa and Western Rail Project. - Q & A on the presentations.
19 th July 2018	Logistics Hub Forum	<ul style="list-style-type: none"> - 100 persons - TransNamib, Nampport, Roads Authority, WBCG - Logistics businesses in Namibia - Logistics businesses from Brazil 	<ul style="list-style-type: none"> - Presentations on management reform plan of TransNamib, latest situation of Nampport Projects (new container terminal and oil jetty), strategic development plan of road network. - Presentation from business mission from Brazil and business meeting.
25 th to 27 th September 2018	10 th Annual Logistics and Transport Workshop	<ul style="list-style-type: none"> - 80 persons - MWT, MOF, MITSMED, Nampport, WB municipality, WBCG - Logistics businesses in Namibia - Logistics businesses from Baltic countries and other countries - Development partners (Japan, Germany, Finland) - Students of NUST 	<ul style="list-style-type: none"> - Presentations of current development regarding transport and logistics sector: infrastructure (port, road, railway, aviation), institutions (transport regulation, custom, Single Window), logistics marketing, logistics businesses and research & development - Trainings of custom clearance and warehousing; business matching
4 th December 2018	Logistics Hub Forum	<ul style="list-style-type: none"> - 60 persons - Steering Committee members - WG members - Nampport, TransNamib, WBCG - Logistics businesses in Walvis Bay - Development partner (Japan) 	<ul style="list-style-type: none"> - Presentations on activities of each Working Group in 2018: Strategic Marketing, Logistics Hub Centre, Integrated Border Management and Capacity Development - Presentation of "State of Logistics in Namibia" - Q & A and discussion session on each Working Group

Source: Expert team

At some meetings/conferences, the expert team prepared and presented concept and project implementation of the International Logistics Hub as well as assisting group discussions in the workshop. Figure 14 shows typical scenes of the local, regional and international level meetings/conferences/seminars. In addition, the expert team transferred knowledge on concept and implementation method

of the Logistics Hub to Manager: Marketing & Communications of WBCG, and the manager got to publish the concept and organize events on the Logistics Hub.



Presentation by the expert team (SADC Meeting of the Senior Officials: Western Corridors Cluster in September 2016)



Participants of international-level conference (ACMA inaugural meeting in February 2017)



Presentation to logistics businesses at Walvis Bay (WBCG stakeholder meeting in September 2017)

Source: Expert team



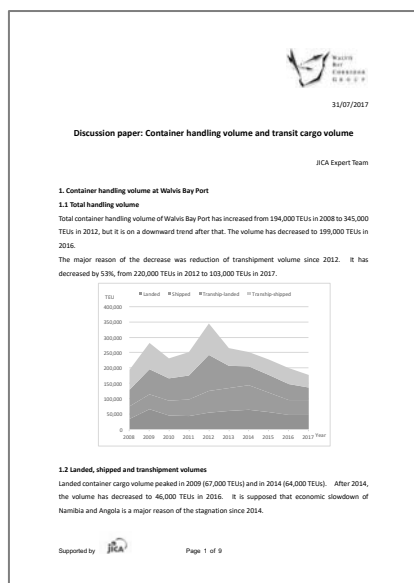
Participants of the workshop (10th Transport & Logistics Workshop in September 2018)

Figure 14: Photos of the local, regional and international level conferences/ seminars

Item [2–3]: Survey regional logistics demand profile and identify potential of growth market

The expert team will support updating a forecast of logistics demand in SADC region by adjusting the difference between the recent economic performance and older assumptions by IMF adopted in the Logistics Master Plan including its development scenarios of economy and international trade.

The expert team collected and analysed two kinds of cargo handling statistics from Namport through WBCG. The first one concerns container handling statistics at Walvis Bay, and the second one transit cargo statistics from/to inland SADC countries. Results of the analysis were compiled into the discussion papers and reported to WBCG (O-21 to O-23).



Discussion paper on container handling volume and transit cargo volume

Source: Expert team

GDP Growth Scenario							
Master Plan	2001-2005	2006-2010	2011-2015 F	2016-2020 F	2021-2025 F	2026-2045 F	
Angola	10.56	12.59	5.14	6.26	5.70	5.32	
Botswana	3.64	4.26	5.00	4.11	4.56	4.62	
DRC	3.86	5.55	7.19	6.95	5.89	3.92	
Lesotho	2.97	4.82	4.96	5.27	4.51	4.17	
Malawi	2.23	7.09	5.99	6.55	6.02	5.38	
Mozambique	8.85	7.24	7.74	8.38	8.90	8.85	
Namibia	5.00	4.20	4.76	4.65	4.71	4.72	
South Africa	3.84	3.28	2.83	3.31	3.07	3.03	
Swaziland	2.11	2.46	1.62	1.80	1.71	1.66	
Tanzania	7.05	6.88	6.92	6.98	6.95	6.95	
Zambia	4.82	6.42	6.99	7.47	6.29	5.16	
Zimbabwe	-7.80	-0.76	6.41	4.23	4.05	4.00	

Latest Article IV reports							
	2001-2005	2006-2010	2011-2015 F	2016-2020 F	2021-2025 F	2026-2045 F	
Angola	10.56	12.59	4.84	4.28			
Botswana	3.64	4.26	4.66	4.56			
DRC	3.86	5.55	7.48	7.28	4.10	3.60	
Lesotho	2.97	4.82	3.88	4.02	3.50	3.50	
Malawi	2.23	7.09	4.14	5.85	6.00	6.00	
Mozambique	8.85	7.24	7.12	7.42	26.20	2.70	
Namibia	5.00	4.20	4.92	5.38	4.50	4.50	
South Africa	3.84	3.28	2.30	2.73	2.50	2.50	
Swaziland	2.11	2.46	2.26	1.12			
Tanzania	7.05	6.88	7.04	6.98	6.90	7.00	
Zambia	4.82	6.42	6.18	6.74	5.00	5.00	
Zimbabwe	-7.80	-0.76	6.38	3.76	4.00	4.00	

WEO Apr 2016 + JICA expert team estimation							
	2001-2005	2006-2010	2011-2015 F	2016-2020 F	2021-2025 F	2026-2045 F	
Angola	10.56	12.59	4.74	3.27	4.00	3.00	
Botswana	3.64	4.26	4.65	4.33	3.00	2.50	
DRC	3.86	5.55	3.98	2.85	3.00	2.50	
Lesotho	2.97	4.82	3.86	3.91	3.00	2.50	
Malawi	2.23	7.09	4.12	4.40	4.00	3.50	
Mozambique	8.85	7.24	7.04	7.16	6.00	5.50	
Namibia	5.00	4.20	5.34	5.17	4.00	3.50	
South Africa	3.84	3.28	2.10	1.74	2.00	1.50	
Swaziland	2.11	2.46	2.26	1.10	2.00	1.50	
Tanzania	7.05	6.88	6.85	6.72	6.00	5.50	
Zambia	4.82	6.42	5.40	4.89	5.00	4.50	
Zimbabwe	-7.80	-0.76	6.46	3.55	4.00	3.50	

Discussion paper on cargo demand at inland SADC area

Figure 15: Discussion papers on inland demand and port statistics

Item [2-4]: Provide inputs to “Single Window” and investment promotion programmes

Ministry of Industrialization, Trade and SME Development (MITSMED) is developing the “Single Window” system with a technical support from USAID. The ministry is also revising the current Foreign Investment Act (transforming it to a new Investment Act) and Economic Processing Zone (EPZ) Act. The expert team will gather opinions and suggestions about the Single Window and investment promotion policy from relevant ministries, donors, logistic businesses and shippers of both of Namibia and foreign countries, and transfer feedbacks to the MITSMED.

MITSMED, the organization responsible for establishing a National Single Window system prepared a feasibility study (implementation plan) of the Single Window system in January 2017. It also organized a study tour to Kenya and Ghana in August 2016. The expert team assisted in information sharing between WBCG and MITSMED by collecting information from the Directorate of International Trade of the Ministry regularly, and agreed to organize meetings to disseminate the project and collect opinions and needs from the private sector when the National Single Window Project starts (in 2016 and 2017).

GRN decided that the National Single Window project will be conducted by a subsidiary of Namport (Namibia e-Trade Solutions (Pty) Ltd.; NETS) in November 2017, and WBCG is going to be a champion of the private sector to facilitate the private sector’s participation in the National Single Window project.

MITSMED and Namport organized a workshop to raise awareness in the public and private sectors to introduce the National Single Window on 11th and 12th September 2018, and the expert team joined the workshop. Presentations and discussions of the workshop were shared with members of the Integrated Border management WG in the 3rd WG meeting in November 2018. Though the National Single Window project had not been started yet, the expert team assisted in preparing the introduction process.

The expert team also collected information on the Investment Act (No. 9/2016) and revision progress of

other invest incentive mechanisms from the Namibia Investment Centre (NIC), etc.

Item [2–5]: Publish regular benchmarking of “State of Logistics in Namibia”

The expert team will support analysing current situation of logistics business in Namibia and compiling a report similar to “State of Logistics Survey for South Africa, which is published by The Council for Scientific and Industrial Research (CSIR) in South Africa annually. The expert team will support forming a team to publish the annual report, “State of Logistics in Namibia”. One of the key members of the team would be “Namibia–German Centre for Logistics” in Namibia University of Science and Technology. It is the only research and human resource development institution for logistics sector in Namibia, and was one of the stakeholders in the master plan study.

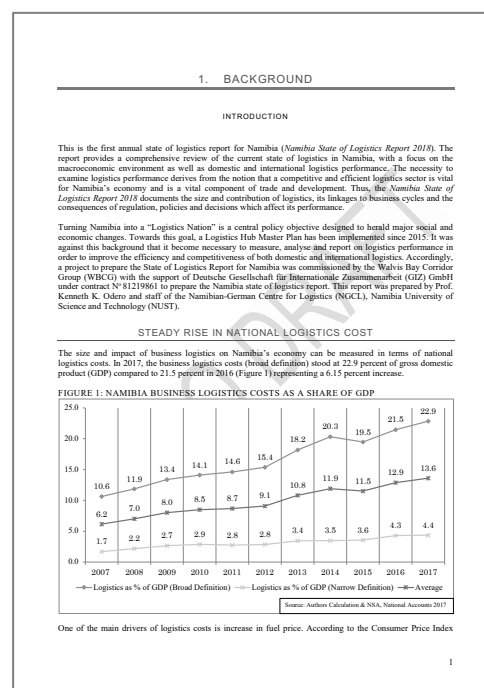
In order to set a template of the “State of Logistics in Namibia”, and publish the 1st and the 2nd issues, WBCG is conducting a study titled “State of Logistics Study” with financial support of GIZ, and the Namibia–German Centre of Logistics (NGCL) is working for the study. The expert team assisted in preparing a draft TOR of the study since September 2016, and finalized it in January 2017 (O-24).

The expert team has been exchanging dialogues with NGCL, WBCG and GIZ about indicators to be included in the report and the expert team’s experience and methodology on estimation of cargo transport volumes in the southern African region after NGCL was appointed as a contractor for the study in October 2017. The expert team also joined a stakeholder meeting on the State of Logistics in Namibia and discussed statistical data sharing about logistics with participants (June 2018).

NGCL gave a presentation on a preview of the State of Logistics in the 10th Transport & Logistics Workshop in September 2018, and published the 1st Draft of the report in the Logistics Hub Forum in December 2018.

CRITERIA	NAMIBIA
Strategic location	Excellent – But, some risk as there are other competitors
Political stability	Good – provided intentions become actions
Human capital	Poor – education can be improved in time. Further, attitude (especially to SERVICE) and culture may stumbling blocks.
Infrastructure	Yes – there is potential, but major investment and time will be required.
Admin. processes	Mixed – some pockets are excellent (e.g. corridor groups). But, the general attitude must be addressed and changed.
Regulations for attracting FDI	Average – the scope is there, but whether it can be capitalized on fully remains to be seen.
Anchor companies	Average – there is scope, but it will only be developed if the companies feel that the other criteria are met.

A part of the presentation at the 10th Transport & Logistics Workshop
Source: Namibia German Centre for Logistics



A part of the State of Logistics Report (1st draft)

Figure 16: Materials of State of Logistics

Activities for output 3

Item [3–1]: Review logistics hub centre study

The expert team will confirm progress of the study and provide technical advices to the Working Group members of the “Logistics Hub Centre” TWG. In the Logistics Master Plan, the study team emphasized provision of cheap land to investors and simple and easy process of VISA and work permit to foreign labours and truck drivers based on interviews to logistics businesses and truckers in South Africa and Zambia. The expert team will monitor how those recommendations will be reflected to legislative proceedings and incentive policy in the soft component study.

NPC and WBCG carried out a study to examine soft components of the Logistics Hub Centre (LHC) in the National Logistics Hub Master Plan (Phase III) study with a financial support of ADB. The Master Plan Phase III study started in May 2017, and the LHC component included the preparation of a business plan, demarcation between public sector and private sector in development and operation of LHC, examination of incentives to investors and operators, etc.

The expert team provided technical inputs to the Master Plan Phase III study team in the timing of meetings between WBCG and the Phase III study team. The expert team also reviewed a series of the reports (inception report, stakeholder analysis report, progress report 1, progress report 2 and Draft Final Report) and provided comments and suggestions to the team through WBCG.

Final Report of the Master Plan Phase III study was submitted in February 2018, and result of the report was presented in April 2018. The LHC part of the report was prepared based on the concept plan and suggestions from the expert team.

Item [3–2]: Prepare additional components to supplement the pre-feasibility study conducted in the Master Plan Phase III and LHC implementation plan.

Based on the pre-feasibility study conducted in the Master Plan Phase III, the expert team will support preparing additional components to supplement the pre-F/S and LHC implementation plan

In accordance with the implementation of the Logistics Hub Master Plan, Namport and WBCG started to consider development of a Logistics Hub Centre (LHC) inside Walvis Bay Port area with rapid development to enable full use of the potential of the new container terminal. Responding the idea, the expert team started to prepare discussion papers from June 2017. The discussion papers covered the benefits of the LHC development for both the Namibian economy and Namport, estimation of cargo handling capacity at LHC and the surrounding area of Walvis Bay Port and conceptual land use plan, etc. (O-25 to O-27). The expert team also collected information on necessary tasks and cost for remodelling of TransNamib marshalling yard and prepared a draft TOR for detailed design of the remodelling (O-28).

Figure 17 indicates a concept plan of the LHC inside Walvis Bay Port area.



Source: Expert team

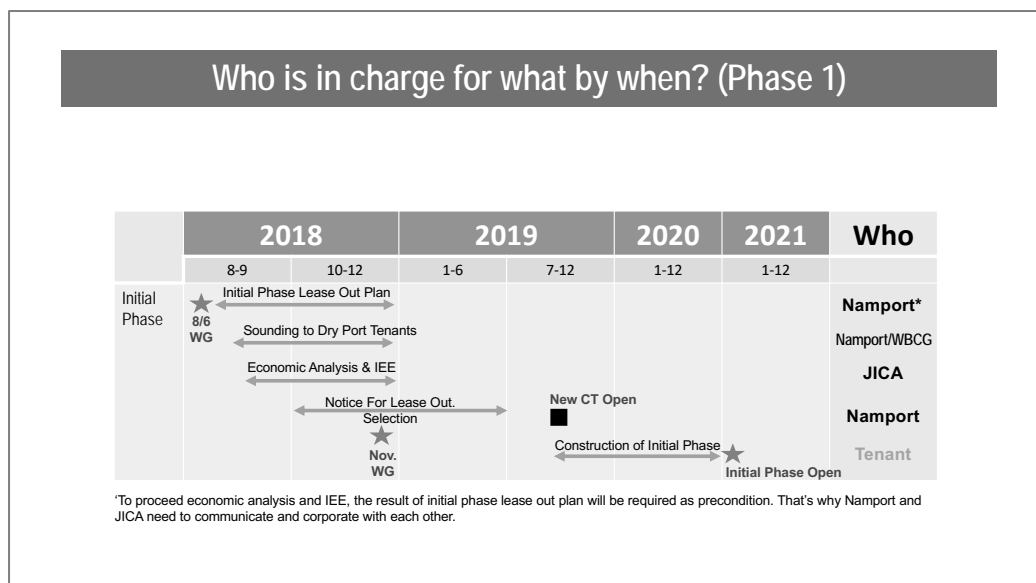
Figure 17: Concept Plan of Logistics Hub Centre inside Walvis Bay port area

Since preparation of LHC development plan has gone ahead beyond the initial plan, this work item (Activity of PDM) has changed from preparation of a full-scale feasibility study to preparation of additional components to supplement the pre-feasibility study conducted in the Master Plan Phase III and LHC implementation plan.

After the completion of Master Plan Phase III, the expert team prepared a discussion paper to guide discussions of LHC WG, and prepared presentation materials for each WG meeting (O-29; O-30). Together with assisting WBCG in managing the LHC WG, the expert team also prepared a discussion report on cost estimation and cashflow analysis of the LHC during the period from September to November 2018 (O-31). The phased development cost for LHC was estimated in the cashflow analysis and it also examined cost recovery conditions by different unit land rent and impact of LHC business on Namport's cargo handling revenue.

The expert team also hired a Namibian consultant to conduct an initial environmental examination (IEE) during the same period (O-32). The study concluded that "None of the activities associated with the proposed development of a Logistics Hub Centre (LHC) are listed in the "List of Activities" (GG 4878, GN No. 29) promulgated in terms of the Environmental Management Act (EMA) and therefore no Environmental Clearance Certificate (ECC) is legally required."

Figure 17 shows a part of the presentation material for the WG meeting, timeline and stakeholders' roles for LHC development.



Source: Expert team

Figure 18: Timeline and stakeholders' roles for LHC development

Activities for output 4

Item [4–1]: Provide technical supports on priority land transport projects

For formation of efficient transport network, critical projects on road and railway, “Project on Upgrading Trunk Road between Swakopmund and Karibib”, “Project on Construction of Passing Lanes between Karibib and Otjiwarongo ” and “Project on Upgrading Rail Lines (Walvis Bay–Kranzberg and Kranzberg–Windhowk)” are proposed in the Logistics Master Plan. The expert team will provide technical advices and proposals to the MWT, the Roads Authority and TransNamib toward quick project implementation.

Road development

The expert team collected information from Roads Authority about development of roads relating to the Master Plan regularly (O-33 to O-35). Table 17 shows collected information as of October 2018.

Table 17: Progress of road development projects relating to Logistics Hub Master Plan

Name of road or section	Length	Total cost	Remarks
Swakopmund–Karibib	165km	N\$2.5 billion (minimum, Logistics Hub Master Plan)	- Usakos–Karibib: D/D completed - Swakopmund–Usakos: D/D terminated and resumed after finding financial source for construction. - Looking for financial source for construction (EU).
Karibib–Otjiwarongo	195km	N\$325 million (Logistics Hub Master Plan)	- Karibib–Omaruru: D/D completed - Omaruru–Otjiwarongo: D/D will be started after finding financial source for construction. - Looking for financial source for construction (EU).
Muruani–Rundu	240km	–	Investigation study for road maintenance in FY2018/19 has been completed.
Kongola–Katima Mulilo	25km	–	Investigation study for road maintenance in FY2018/19 has been completed.
Swakopmund – Walvis Bay (Phase 1)	30km	N\$1,024.3 million	- Construction schedule: from Jun 2016 to Oct 2019 (40 months) - 45% of progress as of August 2018 - Government fund.
Swakopmund – Walvis Bay (Phase 2)	8km	N\$25.4 million (only D/D)	- D/D completed. - Construction will be started after the completion of the phase 1 (looking for financial resource).

Name of road or section	Length	Total cost	Remarks
Windhoek – Okahandja (Phase I)	10km	–	- Completed in FY2017/18. - Financed by KfW/ GRN
Windhoek – Okahandja (Phase 4A)	28km	N\$1,085.1 million	- Construction schedule: from Jan 2016 to Aug 2019 (40 months) - 70% of progress as of August 2018 - Government fund.
Windhoek – Okahandja (Section 4B)	20km	–	- Process of compensation for land tenure - Looking for funding source - Concept design and detailed design on-going
Windhoek–Hosea Kutako International Airport (Phase 1)	8km	N\$798.7 million	- Construction schedule: from Jan 2016 to Jan 2019 - 51% of progress as of August 2018 - Government fund
Windhoek–Hosea Kutako International Airport (Phase 2A)	19.5km	–	- ADB 's loan: N\$ 650 million - Construction will be started in FY2019/20
Windhoek–Hosea Kutako International Airport (Phase 2B)	21.3 km	–	- D/D done - Chinese grant: CNY 450 million Yuan (800-900 million N\$) - Construction will be started after completion of Phase 2A

Source: Expert team

After completion of the Logistics Hub Master Plan in February 2015, Roads Authority conducted the detail design of some road sections which were identified as the critical projects, and has been constructing two major trunk roads, Windhoek – Okahandja road and Swakopmund – Walvis Bay road (road behind dune). WBCG is responsible for looking for financial sources for the construction of the road from Swakopmund to Otjiwarongo, and the expert team assisted WBCG in preparing the following two discussion papers to invite development funds and to promote efficient cargo transport from/to the inland SADC area (O-36; O-37).

- Study on construction of climbing lanes along Trunk Road 2 Section 3: introduction 2 plus 1 lane into a section between Karibib and Otjiwarongo, and
- • Alternative Route for WBNLDC through “Kazungula Bridge”: proposal to investigate the possibility to use the Ngoma–Kasane–Kazungula route as an alternative of Wenela–Shasheke–Kazungula route which has been severely damaged⁷.

After preparing the discussion papers, the expert team visited the site of 2 plus 1 lane site with WBCG, RA in September 2018, and investigated a route between Ngoma and Kazungla via Kasane in Botswana in October 2018 respectively (Figure 19).

⁷ According to a report at the Logistics Hub Forum organized on 4th December 2018, Government of Zambia started rehabilitation works of a section from Wenela to Kazungula via Shasheke.



Investigation of proposed 2 plus 1 lane site between Karibib and Otjiwarongo



Observation of road condition and traffic situation at Usakos-Karibib section



Elephant along Ngoma-Kazungula route (inside Chobe National Park)



A line of trucks and trailers waiting for crossing Zambezi River near Kazungula border point

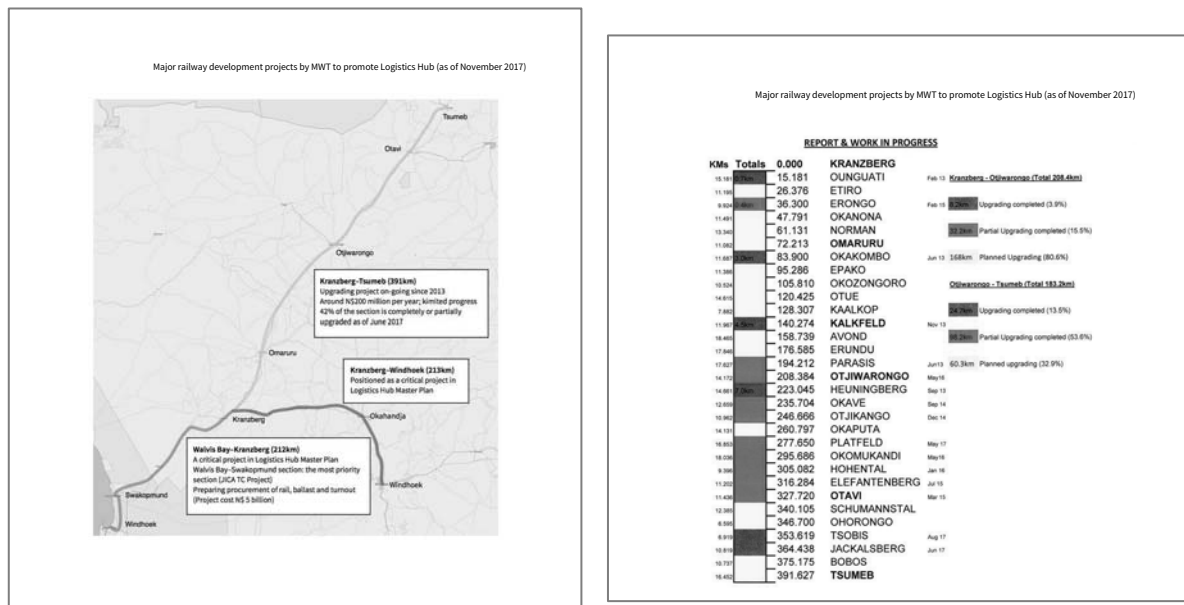
Source: Expert team

Figure 19: Site survey for improving road transport

Railway project

Since October 2016, Directorate of Railway Infrastructure Management, MWT was preparing procurement documents for rail from Walvis Bay to Tsumeb (600km) but it was terminated in April 2017 when the Public Procurement Act (No. 15/2015) came into force. After the preparation of procurement documents under the new procurement mechanism, the procurement process for the railway rehabilitation project from Walvis Bay to Kranzberg was announced in July 2018.

The expert team collected information on progress of the railway project as well as road projects: upgrading Walvis Bay-Kranzberg section and Kranzberg-Windhoek section which are positioned as the critical projects in the Master Plan, and rehabilitation and upgrading a section between Kranzberg and Tsumeb (O-38). Figure 20 shows situation of the projects as of November 2017.



Progress of railway development

Progress of rehabilitation and upgrade of a section between Kranzberg and Tsumeb

Source: Expert team

Figure 20: Progress of railway development project

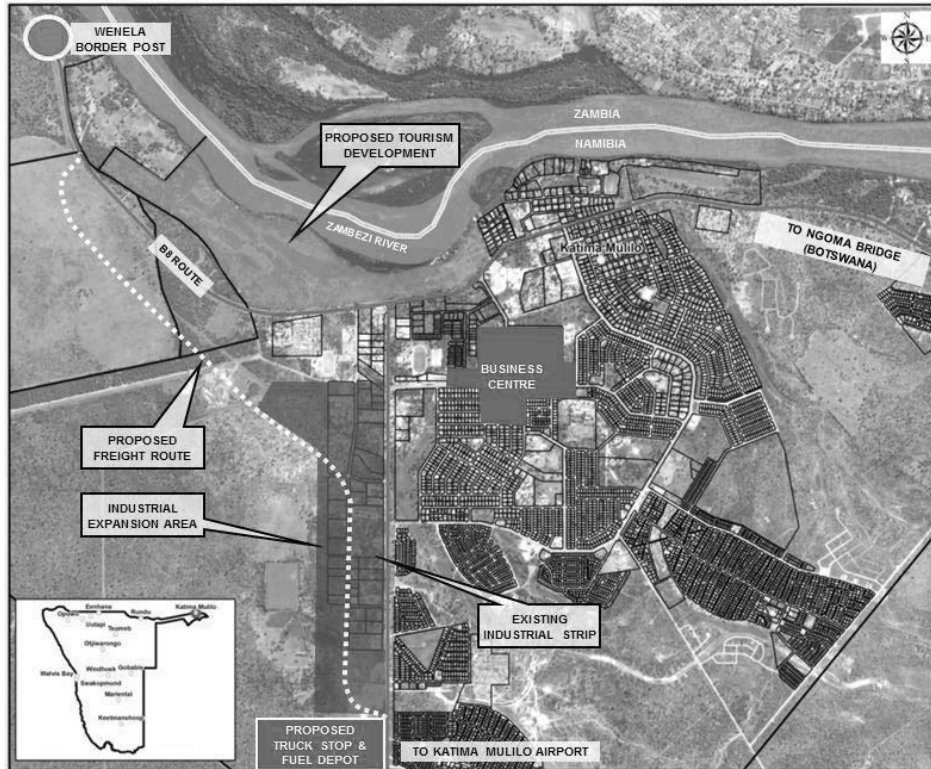
Activities for output 5

Item [5–1]: Prepare integrated and harmonized plans on land use and layout of border infrastructure

The expert team will provide technical supports for coordination of land use plan, border infrastructure development plan and bypass road development plan at 3 border towns (Mamuno, Katima Mulilo and Oshikango). “Integrated Border Management” TWG will have a role to review and coordinate those plans.

In the beginning of the Project, the Namibian side intended to prepare a land use and border infrastructure plan for three border towns: Mamuno, Katima Mulilo and Oshikango. However, Oshikango was excluded from the target border towns in the 2nd JCC in February 2018 because the border was not as busy as before in terms of cargo transport. Instead, raising awareness among border authorities was included as a new Activity of the PDM in order to promote trade facilitation, which was proposed in the Master Plan Phase III study. In addition, the name of the border town at the Trans-Kalahari Corridor has changed from Mamuno to Gobabis/Buitepos because land use planning and border infrastructure improvement at Gobabis is as important as the border post (Buitepos).

The Master Plan Phase III study includes components of integrated border management and land use planning. Before starting the Master Plan Phase III study, the expert team provided technical inputs to the TOR. After commencement of the study in May 2017, the expert team exchanged dialogue with the study team members, and provided comments and suggestions to a series of reports (Inception Report, Stakeholder Analysis Report, Progress Report 1, Progress Report 2 and Draft Final Report.



Source: Final Report of Logistics Hub Master Plan Phase III Study

Figure 21: Proposed future land use plan at Katima Mulilo in the Master Plan Phase III Study

The study team and the expert team agreed on land use at Katima Mulilo, construction of the bypass road to Wenela border post and Ngoma border post to avoid traffic congestion in the downtown area, and development of a truck stop along the bypass road. Figure 21 shows future land plan at Katima Mulilo as proposed by the Master Plan Phase III team.

The final report of the Master Plan Phase III was submitted to WBCG in February, and the presentation was held in April 2018. After the Master Plan Phase III study, the expert team prepared two discussion papers: “Land Use and Border Infrastructure at Border Towns (O-39)” and “Findings and Recommendations from Master Plan Phase III Study for Better Integrated Border Management (O-40).” After starting on the Integrated Border Management WG in June 2018, the expert team prepared presentation materials for the meetings (O-41; O-42).

The expert team went to Katima Mulilo in October and Gobabis/Buitepos with a WBCG manager in November respectively. In both border towns, the team had meetings with local authorities to receive comments and suggestions on the proposed land use and border infrastructure plan, and inviting them to the Integrated Border Management WG. Both local authorities agreed with the ideas on future land use and border infrastructure plans, and replied to join the WG.



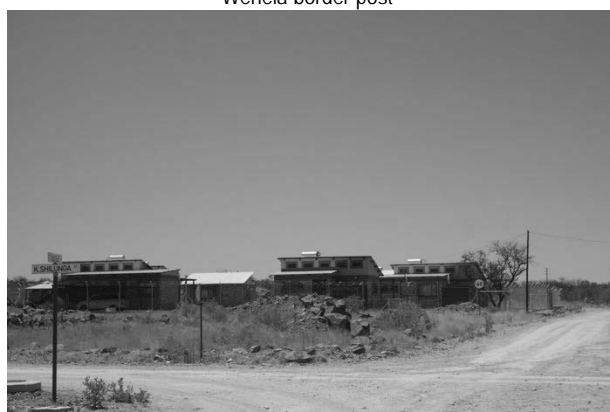
Meeting at Zambezi Region Governor's Office



Trucks and trailers waiting for cross-border procedures outside Wenela border post



Meeting at Omaheke Regional Council Office



Development of border infrastructure (accommodation) and roads at Buitepos border point

Source: Expert team

Figure 22: Border point surveys in October and November 2018

The team also visited border points in Katima Mulilo (Wenela and Ngoma) and Buitepos. Wenela border point is getting busier than other border points regarding the increase of the transport cargo volume. It seems to be important to expand parking space for trucks and trailers and shorten the average border-crossing time from 2.5 hours to 0.5 hours which is the average border-crossing time at the Trans-Kalahari Corridor. At Buitepos, taking care of trucks and trailers which arrive at the border point during the border office closing time seems to be an issue. Results of the site visits were reported to WG members in the 3rd meeting of IBM WG on 16th November 2018 (O-43; O-44).

2.2 Achievements of the project

2.2.1 Output

Objectively verifiable indicators and achievements of outputs are tabulated in Table 18.

Table 18: Achievements of outputs

Output	Objectively Verifiable Indicators	Achievements
Output 1: Implementing Agency and "Working Groups" are fully	The initial plan for preparatory works for Implementing Agency will be completed by the 2nd quarter of 2017.	Completed initial preparatory works for implementing agency at the timing that minister's endorsement letter about recognition of WBCG as the implementing agency of the Logistics Hub Master Plan WBCG has been sent from NPC to WBCG in February 2017.

Output	Objectively Verifiable Indicators	Achievements
operational	The 5-year strategic plan for Implementation Agency will be completed by the 3rd quarter of 2017.	Completed the 5-year plan (matrix of names of programme/project, policy frameworks, implementation bodies, development partners and actions) in October 2016.
	The first meetings of the Target Working Groups will be completed by the 1st quarter of 2018.	Strategic Marketing WG was established in May 2017 and the first meeting was conducted in the same timing; Capacity Development WG was established in August 2017 and the first meeting was organized in the same timing; Integrated Border Management WG was established in February 2018 and the first meeting was organized in June 2018; Logistics Hub Centre WG was established in February 2018 and the first meeting was organized in July 2018.
Output 2: Guidelines of actions and compilations of knowledge to promote marketing in logistics are shared among stakeholders.	One discussion paper on marketing strategy is prepared until the 1st quarter of 2019.	Prepared a discussion paper on potential market for Logistics Hub Centre in September and revised the paper in November 2017; Prepared a discussion paper on promotion of cold-chain cargos in September.
	The first conference to launch strategic and marketing plans will be supported to organise by the 4th quarter of 2016.	Organized a regional-level meeting, "SADC Meeting of the Senior Officials: Western Corridors Cluster" (18th to 20th September 2016).
	The first document on regional logistics demand profile and potential growth market is prepared by 2017 and updated annually.	Re-estimated cargo demand of landlocked SADC areas by use of revised GDP growth scenario in July 2017; Prepared discussion paper on analysis of transit cargo to inland SADC countries (October 2018); Analysed statistics on cargo handling volume at Walvis Bay and transit cargo between Namibia and inland area of SADC, and updated discussion papers every quarter (latest October 2018).
	Provide inputs to "Single Window" and investment promotion programmes to reflect needs of encouraging international logistics businesses.	Participated "Workshop to raise awareness of single window implementation" and exchanged views and information of the project implementation with keypersons of "Single Window" Project (September 2019); Shared the information on the National Single Window with Integrated Border Management WG members (November 2018).
	Benchmarking report "State of Logistics in Namibia" will be regularly published from 2018.	The first draft of "State of Logistics in Namibia" was published in November 2018.
Output 3: Objectives, schedule and scopes of Logistics Hub Centre (LHC) are identified and shared among stakeholders.	Review of logistics hub centre study will be completed by the 2nd quarter of 2018.	Provided technical inputs to Progress Report 1, Progress Report 2 and Draft Final Report about Logistics Hub Centre component during the period from July 2017 to February 2018; discussed with Master Plan Phase III team about target cargos and expected roles and facilities at the Logistics Hub Centre (July, November 2017 and January 2018); Master Plan Phase III team submitted Final Report (March 2018).
	Documents on additional components to supplement the pre-feasibility study and LHC implementation plan will be prepared by the 4th quarter of 2018.	Compiled initial agenda for the KHC WG; Prepared a discussion papers about a phased development plan of LHC including land use, Solas area and remodelling TransNamib marshalling yard; conducting initial environmental examination (IEE) and cash flow analysis to supplement the pre-feasibility study (July, August and November 2018).
Output 4: Priority projects in road and rail are identified.	Detailed designs on "Upgrading the Trunk Road between Swakopmund and Karibib" and "Construction of Passing Lanes between Karibib and Otjiwarongo" will be completed by 2017.	Detailed design of the section from Usakos to Karibib has been completed; detailed design of the section from Karibib to Omaruru has been completed (November 2017).
	At least upgrade of railway line between Walvis Bay and Swakopmund will be commenced by 2018.	MWT announced that procurement process for rehabilitation and upgrading rail between Swakopmund and Kranzberg had been started in the Logistics Hub Forum for Rail service in July 2018.
Output 5: Integrated border management plans for priority border areas are identified and shared among	Planning documents of land use and border infrastructure at Gobabis/Buitepos will be completed by 2018.	Planning documents of land use and border infrastructure at Gobabis/Buitepos was prepared after the Master Plan Phase III study and discussed in the 3 rd Integrated Border Management WG meeting (November 2018).
	Planning documents of land use, border infrastructure and bypass road at Katima Mulilo will be completed by 2018.	Planning documents of land use and border infrastructure at Katima Mulilo was prepared and discussed in the 2nd Integrated Border Management WG meeting (August 2018).

Output	Objectively Verifiable Indicators	Achievements
stakeholders.	At least one discussion papers and three meeting minutes are prepared by the end of 2018.	Two discussion papers and three meeting minutes were prepared as of November 2018.

Source: Project Design Matrix and expert team

2.2.2 Project purpose

Objectively verifiable indicators and achievements of project purpose, International Logistics Hub Master Plan is implemented through policy decisions and actions by the “Implementing Agency” and the “Workings Groups”, are tabulated in Table 19.

Table 19: Achievement of project purposes

Objectively Verifiable Indicators	Achievements
Meetings of the Working Groups are regularly organised 3 times per year.	<ul style="list-style-type: none"> - Organized meetings of Strategic Marketing WG more than 3 times per year (May, June and November in 2017; January, July, August and October in 2018). - Organized meetings of Capacity Development WG three times per year (August and November in 2017; August in 2018). - Organized meetings of Logistics Hub Centre WG three times (July, August and October 2018). - Organized meetings of Integrated Border Management WG 3 times (June, August and November 2018). - Organized Logistics Hub Forum 3 times per year in which steering committee members and WG members participated (November in 2017; February, July and December in 2018).
Three Namibia Logistics Hub Conferences will be locally, regionally and internationally supported to organise by 2018.	<ul style="list-style-type: none"> - Organized national-level conferences, “8th Transport and Logistics Workshop”, “9th Transport and Logistics Workshop” and “10th Transport and Logistics Workshop” in September 2016, October 2017 and September 2018 respectively. - Organized a national-level meeting, “WBCG’s Stakeholder Meeting” in September 2017. - Hosted a regional-level conference, “SADC Meeting of the Senior Officials: Western Corridors Cluster” and organized “Visiting the Port of Walvis Bay” in September 2016 and August 2017, respectively. - Organized a regional-level conference titled “Namibia – An Alternative Trade Route” in which Minister/Vice-Minister of Zambia and Namibia participated in June 2018. - Hosted an international-level meeting, “African Corridor Management Alliance (ACMA) inaugural meeting” in February 2017.
Feasibility study on LHC will be started by 2018.	<ul style="list-style-type: none"> - Prepared layout plan of LHC and TOR for detailed design of remodelling TransNamib Marshalling yard (September 2018) - Organized WG meetings 3 times and discussed development scenario, initial development plan and execution of Initial Environmental Examination (IEE) and Financial Analysis (June, July and October 2018). - Completed cash flow analysis and initial environmental examination (IEE) which supplement missing areas of the feasibility study conducted by the Master Plan Phase III team (November 2018).
At least one road or railway infrastructure project will be commenced by 2017.	<ul style="list-style-type: none"> - Roads Authority has positioned some priority road projects as critical projects to contribute Logistics Hub Concept and started a project, Upgrading Swakopmund–Walvis Bay Road (behind dune road; under construction) (June 2016). - Roads Authority completed detailed design of Usakos–Karibib sections of “Project on Upgrading Trunk Road between Swakopmund and Karibib”, and cKaribib–Omaruru section of Project on Upgrading Trunk Road between Karibib and Otjiwarongo” (November 2017). - MWT announced commencement of procurement process to rehabilitate and upgrade rail between Swakopmund and Kranzberg in July 2018.
At least one feasibility study on a project component of integrated border management plans will be commenced by 2018.	<ul style="list-style-type: none"> - Master Plan Phase III Study prepared land use and border infrastructure plans for Katima Mulilo (Wenela, Ngoma), and Gobabis (Buitepos) border towns and border posts (February 2018). - Organized IBM WG meetings 3 times in June, August and November 2018 and discussed about issues including land use and border infrastructure development at Katima Mulilo and Gobabis/Buitepos, and discussed about “way forward” at the 3rd WG IBM meeting by the core members. - Urgent need of parking area development was identified at Wenela border point and discussed with local authorities of Katima Mulilo (October 2018).

Source: Expert team

2.2.3 Overall goal: Increase cargo transport volume to inland SADC area

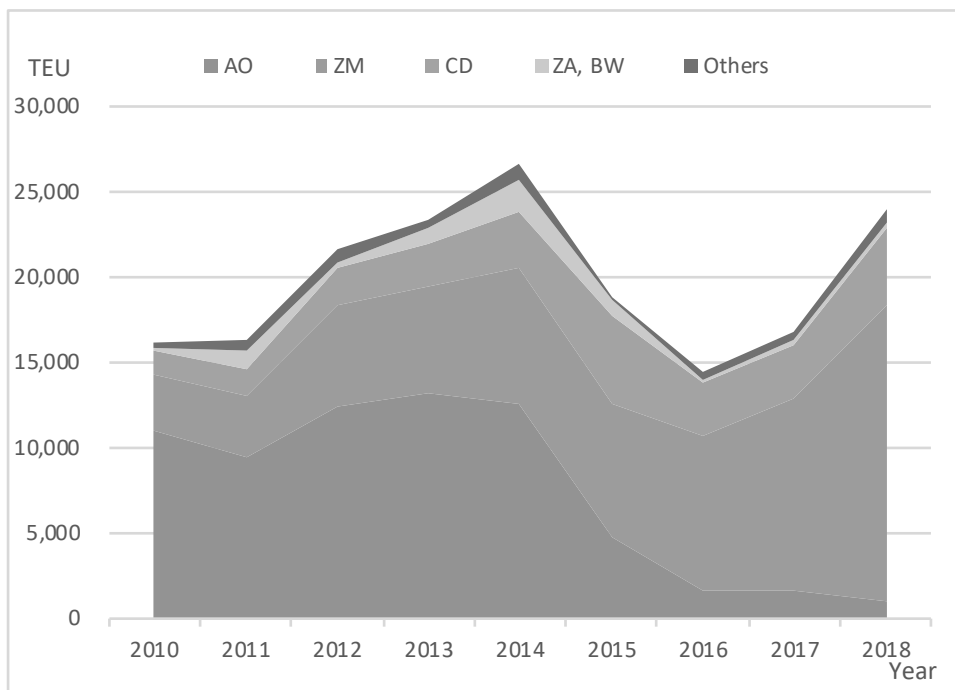
Overall goal of the Project, “To transform Namibia as a whole nation into an international logistics hub for SADC region by 2025,” has the following two objectively verifiable indicators.

- The amount of transit cargo through Namibia to the landlocked areas in SADC is increased from 0.8 million tons in 2013 to 3.6 million tons in 2025.
- The share of transit and re-export cargo through Namibia to the landlocked areas in SADC is increased from 12% in 2013 to 20% in 2025.

The target year of the indicators is 2025. However, the following results were observed regarding transit cargo transport from/to the landlocked areas in SADC during the implementation period of the Project.

Container cargo transport

Figure 23 shows the evolution of container cargo transport from/to the landlocked areas in SADC from 2010 to 2018. Figures in 2018 are estimated from monthly transport volumes from January to September of the same year. Recording a peak of 26,700 TEU in 2014, the transport volume dropped to 14,500 TEU in 2016 due to an economic slowdown in resource-oriented countries. In particular the transport volume from/to Angola has decreased dramatically from 13,000 TEU in 2013 to 1,100 TEU in 2018.



Note: AO Angola; ZM Zambia; CD DRC; ZA South Africa; BW Botswana
Source: Data from Namport; compiled by the expert team

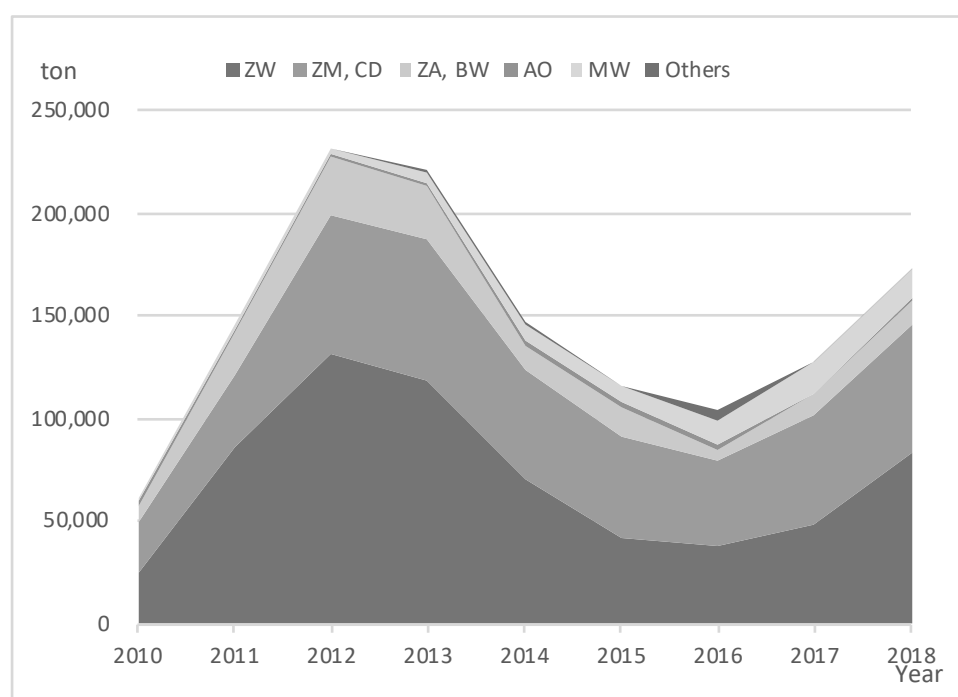
Figure 23: Container cargo volume from/to the landlocked areas in SADC

On the other hand, the transport volume to Zambia has been increasing steadily from 6,300 TEU in 2013 to 17,300 TEU in 2018. Transport of copper from Zambia to Walvis Bay and refrigerated foods from

Walvis Bay to Zambia and DRC made a major contribution to the increase of the volume. The cargo transport to DRC has also been increasing although the volume is not as much as Zambia. As a result, the total transit container cargo will recover to 24,000 TEU, 2nd almost the same level as 2013, in 2018.

Bulk cargo transport

Figure 24 indicates bulk cargo transport volumes from/to the landlocked areas in SADC. The major portion is in second hand cars from European countries to Zimbabwe, Zambia, etc. After recording a peak of 231,700 tons in 2012, it has dropped to 102,600 tons in 2016 when container cargo also dropped as a result of the dip. The transport volume has been recovering from 2017 due to recovery of Zimbabwe's vehicle import.



Note: AO Angola; ZM Zambia; CD DRC; ZA South Africa; BW Botswana
Source: Data from Namport; compiled by the expert team

Figure 24: Bulk cargo volume from/to the landlocked areas in SADC

A sign of success in transit transport

The total transit cargo volume between Namibia and the landlocked areas in SADC in 2013 and 2018 is almost same from the evolution of container cargo and bulk cargo. However, we can point out two changes in the structure during the period.

In 2013, Angola was a major destination of container cargo both regarding transit transport and transshipment transport through Walvis Bay. In terms of volume, the transit container cargo was a supplement of transshipment transport between Namibia and Angola. However, cargo transport to Angola has decreased in both transit transport and transshipment transport. In the short-term, the drop since 2015 was due to the economic slowdown of Angola triggered by a sharp drop in the oil price. Development of transport infrastructure in Angola, however, seems to make a more persistent negative

impact in the mid-term. The Logistics Hub Master Plan had already pointed out in 2015 the uncertain prospects on cargo transport to Angola.

On the other hand, the container transport volume between Namibia and Zambia/DRC has increased by 2.5 from 8,900 TEU in 2013 to 22,000 TEU in 2018. These are the results of joint marketing activity by WBCG and the private sector in Namibia such as inviting a Zambian truck company as well as transporting refrigerated chicken from Brazil to DRC and removal of institutional bottlenecks (extension of valid period for commercial VISA), etc. By 2018, the increase of transit cargo between Namibia and Zambia has fully offset the decrease of the cargo to Angola.

The 2nd change in the structure is a rise in relative importance of the container cargo. The composition of transported goods in bulk cargo has not changed during the period. Transport of second-hand vehicles from Walvis Bay Port to Zimbabwe and Zambia continues to be dominant. On the other hand, the composition of container cargo has been diversified in terms of the kind of goods and cargo flow between Walvis Bay Port and the landlocked areas in SADC. Container cargo has more potential in terms of marketing (identification of kinds of potential goods to transport and origin/destination countries).

In the first four years of implementation from 2015 to 2018, the growth of transit transport volume was not as much as expected to be due to the severe economic situation in the whole southern Africa. The Namibian logistics sector, however, was able to capture the new transit cargo and is a sign to further develop the transit business through Namibia. It is important to deepen and widen the involvement of relevant public and private organizations towards implementation of the Master Plan in order to accelerate development towards making Namibia an international logistics hub.

2.3 History of PDM modification

In the course of the progress of the Project and extent of achievement of the project purpose, the expert team proposed revisions of PDM in the 1st JCC in February 2017 and the 2nd JCC in February 2018. Those revisions are tabulated in Table 20 and Table 21.

Table 20: Proposals of Revision of PDM in February 2017

Items	Before	After	Reasons of revision
Project purpose	International Logistics Hub Master Plan is implemented through policy decisions and actions by "Project Coordination Unit" and "Workings Groups".	International Logistics Hub Master Plan is implemented through policy decisions and actions by "Implementing Agency" and "Workings Groups".	Roles of Walvis Bay Corridor Group in implementing the logistics hub master plan is positioned "Implementing Agency" in the draft MoA.
Output 1	National Coordinating Unit and "Working Groups" are fully operational.	Implementing Agency and "Working Groups" are fully operational.	Roles of Walvis Bay Corridor Group in implementing the logistics hub master plan is positioned "Implementing Agency" in the draft MoA.
Activities 1-1	Prepare initial work plan for National Coordinating Unit.	Prepare initial work plan for implementation of the International Logistics Hub Master Plan	Roles of Walvis Bay Corridor Group in implementing the logistics hub master plan is positioned "Implementing Agency" in the draft MoA.

Items	Before	After	Reasons of revision
Activities 1-2	Prepare 5-year strategic plan for National Coordinating Unit.	Prepare 5-year strategic plan for implementation of the International Logistics Hub Master Plan	Roles of Walvis Bay Corridor Group in implementing the logistics hub master plan is positioned "Implementing Agency" in the draft MoA.
Objectively Verifiable Indicators 1-1	The initial work plan for National Coordination Unit will be completed by the 2 nd quarter of 2016.	The initial work plan for implementation of the International Logistics Hub Master Plan will be completed by the 2 nd quarter of 2017.	<ul style="list-style-type: none"> - Roles of Walvis Bay Corridor Group in implementing the logistics hub master plan is positioned "Implementing Agency" in the draft MoA. - Due to delay of finalizing the MoA between NPC and WBCG, deadline of the task is set the 2nd quarter of 2017.
Objectively Verifiable Indicators 1-2	The 5-year strategic plan for National Coordination Unit will be completed by the 3 rd quarter of 2016.	The 5-year strategic plan for implementation of the International Logistics Hub Master Plan will be completed by the 3 rd quarter of 2017.	<ul style="list-style-type: none"> - Roles of Walvis Bay Corridor Group in implementing the logistics hub master plan is positioned "Implementing Agency" in the draft MoA. - Due to delay of finalizing the MoA between NPC and WBCG, deadline of the task is set the 3rd quarter of 2017.
Objectively Verifiable Indicators 2-1	The first document of marketing plan is completed by the 3 rd quarter of 2016, and updated annually.	The first document of marketing plan is completed by the 3 rd quarter of 2017, and updated annually.	Due to delay of finalizing the MoA between NPC and WBCG, deadline of the task is set the 3 rd quarter of 2017.

Source: Expert team

Table 21: Proposals for Revision of PDM in February 2018

Items	Before	After	Reasons of revision
Activity 3-2	Prepare TOR for feasibility study on infrastructure development, Environmental Impact Assessment and natural condition survey, etc.	Prepare additional components to supplement the pre-feasibility study conducted in the Master Plan Phase III and LHC implementation plan.	In accordance with the implementation of the Master Plan, GRN intends to develop a LHC inside Walvis Bay Port area, and considers its rapid development is critical in order to enable full use of potential of the new container terminal which will start operation in 2019.
Activity 5-1	Prepare integrated and harmonized plans on land use and layout of border infrastructure at Mamuno.	Prepare integrated and harmonized plans on land use and layout of border infrastructure at Gobabis/Buitepos.	In considering border infrastructure development at Trans-Kalahari, land use plan for Gobabis is important as well as border post (Buitepos).
Activity 5-3	Prepare integrated and harmonized plans on land use, layout of border infrastructure and bypass road at Oshikango.	Stakeholders share proposals on Integrated Border Management in the Master Plan Phase III, and agree to carry out the proposals through discussions in the Working Group.	Katima Mulilo and Gobabis are becoming increasingly important as Namibia's priority in terms of border management, therefore resources to solve short-term issues will be concentrated on these border points.
Objectively Verifiable Indicators 1-3	The first meetings of the Target Working Groups will be completed by the 3 rd quarter of 2016.	The first meetings of the Target Working Groups will be completed by the 1 st quarter of 2018.	Establishment of the two Working Groups (Logistics Hub Centre and Integrated Border Management) have been delaying but they have been established in February 2018, and the first meetings will be organised soon.
Objectively Verifiable Indicators 2-1	The first document of marketing plan is completed by the 3 rd	At least one discussion paper on marketing strategy is prepared by	After Strategic Marketing Study will be completed in November

Items	Before	After	Reasons of revision
	quarter of 2017, and updated annually.	the 1st quarter of 2019.	2018, the Strategic Marketing WG will prepare the first document.
Objectively Verifiable Indicator 3-1	Review of logistics hub centre study will be completed by the 1st quarter of 2017.	Review of logistics hub centre study will be completed by the 2nd quarter of 2018.	Master Plan Phase III will be completed in March 2018 (1st quarter of 2018), and the review of the final report will be conducted in 2nd quarter of 2018.
Objectively Verifiable Indicator 3-2	TOR on feasibility study on infrastructure development for LHC will be completed by 3rd quarter of 2017.	Documents on additional components to supplement the pre-feasibility study and LHC implementation plan will be prepared by the 4th quarter of 2018.	After the final review of the LHC component of the Master Plan Phase III report, preparation of the additional components to supplement the pre-feasibility study and LHC implementation plan will be prepared in the 3rd and 4th quarter of 2018.
Objectively Verifiable Indicator 4-1	Detailed designs on "Upgrading the Trunk Road between Swakopmund and Karibib" and "Construction of Passing Lanes between Karibib and Otjiwarongo" will be completed by 2017.	A part of detailed designs on "Upgrading the Trunk Road between Swakopmund and Karibib" and "Construction of Passing Lanes between Karibib and Otjiwarongo" will be completed by 2017.	Roads Authority intended to carry out detailed design of the all sections as soon as possible; however, it has changed the policy to conduct detailed design after securing the budget for construction due to severe fiscal condition.
Objectively Verifiable Indicator 4-2	At least upgrade of railway line between Walvis Bay and Swakopmund will be commenced by 2017.	At least upgrade of railway line between Walvis Bay and Swakopmund will be commenced by 2018.	Due to budget constrain and severe business situation of TransNamib, railway projects are delaying, while MWT is preparing contract document for procuring materials such as rail, ballast and turnout.
Objectively Verifiable Indicator 5-1	Planning documents of land use and border infrastructure at Mamuno will be completed by 2017.	Planning documents of land use and border infrastructure at Gobabis/Buitepos will be completed by 2018.	Planning documents of land use will be completed soon in the Master Plan Phase III. Consensus building among stakeholders on implementation of the proposed plan is important in the next step.
Objectively Verifiable Indicator 5-3	Planning documents of land use, border infrastructure and bypass road at Oshikango will be completed by 2018.	At least one discussion paper and three meeting minutes are prepared by the end of 2018.	Objectively Verifiable Indicator 5-3 will be revised in accordance with the change of Activity 5-3 described above.

Source: Expert team

Those proposed revisions were approved in the JCC meetings. As a result, the overall goal, project purpose, output and activity have been revised from Table 3 to Table 22.

Table 22: Overall goal, project purpose, output and activity (final version)

Overall goal	
To transform Namibia as a whole nation into an international logistics hub for SADC region by 2025.	
Project purpose	
International Logistics Hub Master Plan is implemented through policy decisions and actions by "Implementing Agency" and "Workings Groups".	
Output	Activity
Output 1. Implementing Agency and "Target Working Groups" are fully operational.	1-1: Prepare initial work plan for Implementing Agency. 1-2: Prepare 5-year strategic plan of the International Logistics Hub Master Plan. 1-3: Formulate "Target Working Groups".
Output 2. Guidelines of actions and compilations of knowledge to promote marketing in logistics are shared among stakeholders.	2-1: Support to prepare marketing plan and update regularly. 2-2: Support, compile and prioritise participation in local, regional and international conferences and seminars. 2-3: Survey regional logistics demand profile and identify potential of growth market. 2-4: Provide inputs to "Single Window" and investment promotion programmes to reflect

	needs of encouraging international logistics businesses. 2-5: Publish regular benchmarking of "State of Logistics in Namibia".
Output 3. Objectives, schedule and scopes of Logistics Hub Centre (LHC) are identified and shared among stakeholders.	3-1: Review logistics hub centre study. 3-2: Prepare additional components to supplement the pre-feasibility study conducted in the Master Plan Phase III and LHC implementation plan.
Output 4. Priority projects in road and rail are identified.	4-1: Provide technical supports on priority road projects. 4-2: Provide technical supports on upgrading of priority railway lines.
Output 5. Integrated border management plans for priority border areas are identified and shared among stakeholders.	5-1: Prepare integrated and harmonized plans on land use and layout of border infrastructure at Gobabis/Buitepos. 5-2: Prepare integrated and harmonized plans on land use, layout of border infrastructure and bypass road at Katima Mulilo. 5-3: Stakeholders share proposals on Integrated Border Management in the Master Plan Phase III, and agree to carry out the proposals through discussions in the Working Group.

Source: Expert team

2.4 Results of Environmental and Social Considerations

The Project itself does not involve environmental and social considerations. However, it is important to raise awareness and readiness of the Namibian side that some development projects to start in the near future as important elements of the Logistics Hub Master Plan, such as Logistics Hub Centre Development, will require environmental and social considerations in order to make the project ready to be bankable.

In this regard, as a part of activities to support LHC Working Group, an initial environmental examination (IEE) was conducted by a Namibian consulting firm. The study concluded that "none of the activities associated with the proposed development of a Logistics Hub Centre (LHC) are listed in the "List of Activities" (GG 4878, GN No. 29) promulgated in terms of the Environmental Management Act (EMA) and therefore no Environmental Clearance Certificate (ECC) is legally required."

3. Results of Joint Review

3.1 Results of Review based on DAC Evaluation Criteria

JICA's project evaluation is following the "DAC⁸ Evaluation Criteria" focusing on the five aspects – "Relevance," "Effectiveness", "Efficiency", "Impact", and "Sustainability". It should be noted that the five aspects mentioned in the Project Completion Report will serve as important baseline information to be referred to in the ex-post evaluation after project completion.

3.1.1 Relevance

"Relevance" describes how far the Project is consistent with the development policy, sector policy and development needs of the recipient country's government as of project completion.

Consistency with development policy

The project is highly consistent with Namibia's development policy.

- The project is to support Namibia to implement what the Logistics Master Plan proposed. The Master Plan proposed a development scenario, key strategies and critical actions to take including priority investment projects, programmes for policy formulation, and institutional/human capacity building.
- The Master Plan (March 2015) was formulated as one of the priority activities of National Development Plan 4 (Y2012/13 up to 2016/17) where it was clearly stipulated that it is one of the national goals for Namibia "...to become a regional leader in logistics and distribution." The Master Plan was immediately accepted by the National Planning Commission and referred to as a formal National Plan document. It is also noteworthy that the Master Plan was formulated with technical cooperation by JICA as already described in the background of the project.
- National Development Plan 5 (NDP5, FY2017/18 up to 2021/22) continues to put priority on development of the Logistics Sector. It is one of the desired outcomes of NDP5 that "By 2022, Namibia has a sustainable transport system supporting a world-class logistics hub connecting SADC to international market." It is also mentioned that implementation of the Logistics Master Plan is the way to realize the desired outcome.
- There were events where high-ranking policy makers of the Namibian Government clearly pointed out that implementation of the Logistics Master Plan is a national imperative. A regional-level conference titled "Namibia – An Alternative Trade Route" held in Lusaka, Zambia in June 2018

⁸ Development Assistance Committee (DAC) is part of the OECD. It is a unique international forum of many of the largest funders of aid, including 30 DAC Members. Asian Development Bank, African Development Bank, Inter-American Development Bank, International Monetary Fund, United Nations Development Programme and the World Bank participate as observers.

where minister/vice-ministers of the both Namibia and Zambia participated was one notable example.

- The Project induced Germany (GIZ) to participate in the Master Plan implementation. The framework of implementation proposed by the Project was fully agreed and supported by GIZ. GIZ, then started to provide both financial and technical inputs to augment where the Project does not provide resources. This was done in close alliance and coordination with what the JICA Expert Team was doing.

Consistency with development needs

The project is highly consistent with Namibia's development needs.

- The Master Plan revealed that the proposed actions must be implemented with close coordination among a wide range of stakeholders involved both from the public and private sectors in an integrated manner in order to maintain consistency among actions to be taken and to realise synergy as intended in the Master Plan.
- What Namibia needs most are (i) firstly, to install institutional settings for such coordination, (ii) secondly, to build awareness and understanding of the development scenarios and strategy among stakeholders, and thirdly, (iii) to build the human capacity of the stakeholders in priority identification based upon sensible technical and economic viability by involving them in the process of to-the-point discussions for making concrete action plans. All activities of the project are designed and implemented to meet these needs.
- The Project induced Germany (GIZ) to participate in the Master Plan implementation. Priority activities proposed by the Master Plan were well received by GIZ. The framework of implementation proposed by the Project was also fully agreed and supported by GIZ. GIZ, subsequently started to provide both financial and technical inputs to the activities proposed by the Master Plan where the Project did not provide resources. This was done with close alliance and coordination with the JICA expert team.

3.1.2 Effectiveness

“Effectiveness” is judged by whether the project purpose has been achieved as a result of project implementation. The level of achievement of the project purpose and outputs are measured by using the indicators set in the PDM. Effectiveness is evaluated “high” when the project purpose is achieved and this achievement is confirmed to be attributable to the implementation of the project. For details of achievements of outputs, see section “2.2 Achievements of the project” in the previous chapter.

The project purpose is to realize a situation where the International Logistics Hub Master Plan is

implemented through policy decisions and actions by the “Implementing Agency” and “Working Groups”. This purpose was fully realized and effectiveness of the Project is evaluated “high”.

- Outputs of the Project at the initial stage were designed to install such institutional settings and to enhance capacity with a wide range of stakeholders. Given the fact that Namibia had no experience and know-how to establish and operate a national level coordinating structure, it is obvious that there would not be a functioning “Implementing Agency” and “Working Groups” without the Project. The Project gave a lot of initial thrust and skill-transfer by cooperating with WBCG and providing technical inputs such as preparing drafts of framework of institutional settings and other material for in-depth discussion for institution building that fits to the situation-specific context in Namibia.
- The Project’s technical inputs were prepared intentionally to remind Working Group members of the strategic context of the Master Plan scenario, and enabled them to keep their lines of thought to be consistent with it.
- WBCG is now fully recognized as the “Implementing Agency” of the Master Plan among the stakeholders and functioning as it is expected to be. For example, in August 2016, NPC appointed WBCG to lead the formulation of the section of “Logistics Development” in NDP5 that was officially published in May 2017. A milestone was that the Minister in charge of NPC issued a letter that officially endorsed WBCG to be the Implementing Agency in February 2017.
- Thereafter, WBCG has come to be seen as an official coordinator of development projects in the logistics and transport sectors. With reference to experience of managing various kinds of studies in implementation of the Master Plan, the Department of Railway Infrastructure Management of MWT consulted with WBCG regarding the contents of the forthcoming marketing study for the railway sector financed by AfDB.
- WBCG is now seen as a source of key human resources to manage organizations in the transport and logistics sector. For example, Mr. Johny Smith, former CEO of WBCG, is now CEO of TransNamib. Mr. Clive Smith, Acting CEO of WBCG, also became a board member of the Roads Authority. It should be also noted, however, that it is an ironic twist that WBCG suffers from an overload of responsibilities. As of December 2018, the human resources of WBCG are expected to fulfil more roles without provision of additional financial support from the Government for WBCG to hire additional and qualified staff.
- Given the above recognition of WBCG as an “Implementing Agency”, they accelerated proactive marketing of Walvis Bay Corridors including attracting Brazilian business circles to use Namibia as an inbound gateway and had them convinced to invest in Walvis Bay, exploring more possibilities to expand inbound frozen food, and attracting increased outbound copper transport from Zambia and DRC with clearly targeted marketing to make Walvis Bay a hub for the supply

chains of respective goods.

- The Project initiated horizontal co-working among the stakeholders. Through participation and discussion in the Working Groups and Steering Committee, respective members demonstrated their understanding of the significance and development scenario of the Master Plan. These meetings provided good opportunities for them to share views and ideas with the members from diverse backgrounds. Likewise, it was observed that they were gradually forming a mutual trust and perceptions of cooperation across the organizational boundaries. For example, recent minutes of meetings show more active engagement between TransNamib (a national railway operator) and Namport (a national port operator).
- At the later stage, capacity building for “planning” became more prominent. Technical inputs, mostly in written form such as “discussion papers” or “technical notes”, are provided to both WBCG (“Implementing Agency”) and Working Groups in order to facilitate them to clarify context, identify issues, and to propose actions in a technically and economically viable and sensible manner. This was a “technical transfer process of strategic planning” through cooperative activities between WBCG and Working Groups. Effectiveness of such processes was typically proved by the fact that WBCG and Working Group chairpersons became more capable of coordinating and integrating different views among the stakeholders into stepwise action plans, and producing their own presentation in many occasions at national, regional, and international level.

Table 23: Project purpose, outputs, indicators, and major achievements.

Narrative summary	Objectively verifiable indicators	Means of verification	Major achievements	Achievement in relations to indicators (%)
<p><u>Project purpose:</u></p> <p>International Logistics Hub Master Plan is implemented through policy decisions and actions by “Implementing Agency” and “Working Groups”.</p>	<p>PP1: Meetings of the Working Groups are regularly organised 3 times per year.</p>	<p>Progress report of the project activities. Minutes of meetings of the Working Groups.</p>	<ul style="list-style-type: none"> - Organized meetings of WG Strategic Marketing 7 times during the period from May 2017 to October 2018. - Organized meetings of WG Capacity Development four times during the period from August 2017 to October in 2018. - Organized meetings of WG Logistics Hub Centre three times during the period from July to October 2018. - Organized meetings of WG Integrated Border Management three times during the period from June to November 2018. - Organized Logistics Hub Workshop four times per year in which steering committee members and WG members participated (November in 2017; February, July, and December in 2018). 	<p>100%</p>

Narrative summary	Objectively verifiable indicators	Means of verification	Major achievements	Achievement in relations to indicators to indicators (%)
	<p>PP2: Three Namibia Logistics Hub Conferences will be locally, regionally and internationally supported to organise by 2018.</p> <p>PP3: Feasibility study on LHC will be started by 2018.</p> <p>PP4: At least one road or railway infrastructure project will be commenced by 2017.</p> <p>PP5: At least one feasibility study on a project component of integrated border management plans will be commenced by 2018.</p>	<p>Preparation documents and records of Namibia Logistics Hub Conferences.</p> <p>- Minutes of meetings of the Working Group</p> <p>- Minutes of meetings with relevant government and private organisations</p> <p>- Minutes of meetings of the Working Group</p> <p>- Minutes of meetings with relevant government agencies</p> <p>- Minutes of meetings of the Working Group</p> <p>- Minutes of meetings with relevant government and private organisations</p>	<ul style="list-style-type: none"> - Organized national-level conferences, Transport and Logistics Workshop in 2016, 2017, 2018. - Organized national-level meeting, WBCG's Stakeholder Meeting in 2017. - Hosted regional-level conferences, "SADC Meeting of the Senior Officials: Western Corridors Cluster" in 2016 and organized "Visiting the Port of Walvis Bay" in 2017. - Organized a regional-level conference titled "Namibia – An Alternative Trade Route" in Lusaka, Zambia in which minister/vice-minister of the both countries participated in 2018. - Hosted international-level meeting, "African Corridor Management Alliance (ACMA) inaugural meeting in 2017. - Prepared layout plan of LHC and TOR for detailed design of remodelling TransNamib Marshalling yard (September 2018) - Organized WG meetings 3 times and discussed development scenario, initial development plan and execution of Initial Environmental Examination and Financial Analysis (June, July and October 2018). - Completed cash flow analysis and initial environmental examination (IEE) which supplement missing elements of the feasibility study conducted by the Master Plan Phase III team (November 2018).. - Roads Authority completed the design of Usakos–Karibib section as of November 2017. - Roads Authority has positioned some priority road projects as critical projects to contribute Logistics Hub and started a project, Upgrading Swakopmund–Walvis Bay Road (behind dune road; under construction) in June 2016. - MWT started procurement process to rehabilitate and upgrade rail between Swakopmund and Kranzberg in September 2018. - Master Plan Phase 3 presented concept plans for Katima Mulilo (Wenela, Ngoma), and Gobabis (Buitepos) border towns and border posts. - Organized meetings 3 times in June, August and November 2018 and discussed about issues including land use and border infrastructure development at Katima Mulilo and Gobabis/Buitepos. - Urgent need of parking area development was identified and discussed with local authorities of Katima Mulilo (October 2018). - Discussed about "way forward" at 3rd WG IBM meeting by the core members (November 2018). 	<p>More than 100%</p> <p>100%</p> <p>More than 100%</p> <p>60%</p> <p>There are three steps to prepare and complete F/S. These are (1) Development concepts (2) Development scenarios, and (3) to do F/S. Two steps out of three were completed, and thus it is evaluated as 2/3 (at least 60%) achievement.</p>
Outputs:				

Narrative summary	Objectively verifiable indicators	Means of verification	Major achievements	Achievement in relations to indicators (%)
Output 1: Implementing Agency and "Working Groups" are fully operational.	1-1: The initial plan for preparatory works for Implementing Agency will be completed by the 2nd quarter of 2017.	Documents of the initial preparatory works	<ul style="list-style-type: none"> - Completed a document on project implementation structure in February 2017. - Completed initial preparatory works for implementing agency when NPC endorsed WBCG in February 2017. 	100%
	1-2: The 5-year strategic plan for Implementing Agency will be completed by the 3rd quarter of 2017.	Document of the 5-year plan	<ul style="list-style-type: none"> - Completed the 5-year plan in October 2016. - Completed the updated 5-year plan for Implementing Agency (27th April 2017). 	100%
	1-3: The first meetings of the Target Working Groups will be completed by the 1st quarter of 2018.	Minutes of meetings of Working Groups	<ul style="list-style-type: none"> - Established WG Strategic Marketing in May 2017 and organized seven meetings. - Established WG Capacity Development in August 2017 and organized four meetings. - Established WG Logistics Hub Centre in February 2018 and organized three meetings. - Established WG Integrated Border Management in February 2018. - Organized Logistics Hub Workshop three times in which steering committee members and WG members participate. 	100%
Output 2: Guidelines of actions and compilations of knowledge to promote marketing in logistics are shared among stakeholders.	2-1: At least one discussion paper on marketing strategy is prepared until the 1st quarter of 2019.	Discussion paper on marketing strategy	<ul style="list-style-type: none"> - Prepared a discussion paper on potential market for Logistics Hub Centre in September and revised the paper in November 2017. - Prepared a discussion paper on promotion of cold-chain cargos in September. 	100%
	2-2: The first conference to launch strategic marketing plans will be supported to organise by the 4th quarter of 2016.	Record of the first conference	<ul style="list-style-type: none"> - Organized a regional-level meeting, "SADC Meeting of the Senior Officials: Western Corridors Cluster" (18th to 20th September 2016). 	100%
	2-3: The first document on regional logistics demand profile and potential growth market is prepared by 2017 and updated annually.	Documents on regional logistics demand profile and potential growth market	<ul style="list-style-type: none"> - Re-estimated cargo demand of landlocked SADC areas by use of revised GDP growth scenario in July 2017. - Prepared discussion paper on analysis of transit cargo to inland SADC countries (October 2018). - Analysed statistics on cargo handling volume at Walvis Bay and transit cargo between Namibia and inland area of SADC, and updated discussion papers every quarter (latest October 2018). 	100%
	2-4: Provide inputs to "Single Window" and investment promotion programmes to reflect needs of encouraging international logistics businesses.	Minutes of meeting on WG Strategic Marketing	<ul style="list-style-type: none"> - Participated "Workshop to raise awareness of single window implementation" and exchanged views and information of the project implementation with keypersons of "Single Window" Project (September 2019); Shared the information on the National Single Window with Integrated Border Management WG members (November 2018). 	100%

Narrative summary	Objectively verifiable indicators	Means of verification	Major achievements	Achievement in relations to indicators (%)
Output 3: Objectives, schedule and scopes of Logistics Hub Centre (LHC) are identified and shared among stakeholders.	2-5: Benchmarking report "State of Logistics in Namibia" will be regularly published from 2018.	Reports of "State of Logistics in Namibia".	<ul style="list-style-type: none"> - Provided comments on NGCL's presentation of "State of Logistics in Namibia" at 10th Transport & Logistics Workshop (September 2018) - The first draft of "State of Logistics in Namibia" was published in November 2018. 	100%
	3-1: Review of logistics hub centre study will be completed by the 2nd quarter of 2018.	Review documents on logistics hub centre study.	<ul style="list-style-type: none"> - Provided technical inputs to Progress Report 1, Progress Report 2 and Draft Final Report about Logistics Hub Centre component during the period from July 2017 to February 2018. - Discussed with Master Plan Phase III team about target cargos and expected roles and facilities at the Logistics Hub Centre (July, November 2017 and January 2018). 	100%
	3-2: Documents on additional components to supplement the pre-feasibility study and LHC implementation plan will be prepared by the 4th quarter of 2018.	Documents on additional components to supplement the pre-feasibility study and LHC implementation plan	<ul style="list-style-type: none"> - Compiled initial agenda of WG LHC for the 1st WG meeting and prepared a discussion papers about a phased development plan of LHC including land use, Solas area and remodelling TransNamib marshalling yard for the 2nd WG meeting. - Supported to organize 1st and 2nd LHC WG meetings to discuss about development scenario and initial development plan of LHC (July and August 2018). - Completed cash flow analysis and initial environmental examination (IEE) which supplement missing areas of the feasibility study conducted by the Master Plan Phase III team (November 2018). 	100%
Output 4: Priority projects in road and rail are identified.	4-1: A part of detailed designs on "Upgrading the Trunk Road between Swakopmund and Karibib" and "Construction of Passing Lanes between Karibib and Otjiwarongo" will be completed by 2017.	Minutes of meetings with relevant organisations. Detailed design report on "Upgrading the Trunk Road between Swakopmund and Karibib" and "Construction of Passing Lanes between Karibib and Otjiwarongo"	<ul style="list-style-type: none"> - Detailed design of the section from Usakos to Karibib has been completed; detailed design of the section from Karibib to Omaruru has been completed (November 2017). - Prepared a discussion paper "Study on construction of climbing lanes along Trunk Road 2 Section 3" to select 2 + 1 lane section between Karibib and Omaruru, and conducted joint field survey with WBCG and European Investment Bank and (September 2018). 	100%
	4-2: At least upgrade of railway line between Walvis Bay and Swakopmund will be commenced by 2018.	Minutes of meetings with relevant organisations.	<ul style="list-style-type: none"> - MWT announced that procurement process for rehabilitation and upgrading rail between Swakopmund and Kranzberg had been started in the Logistics Hub Forum for Rail service in July 2018. 	100%
Output 5: Integrated border management plans for priority border areas are identified and shared among stakeholders.	5-1: Planning documents of land use and border infrastructure at Gobabis/Buitepos will be completed by 2018.	Planning documents of land use and border infrastructure at Gobabis/Buitepos	<ul style="list-style-type: none"> - Planning documents of land use and border infrastructure at Gobabis/Buitepos was prepared after the Master Plan Phase III study and discussed and finalized in the 3rd Integrated Border Management WG meeting (November 2018). 	100%
	5-2: Planning documents of land	Planning documents of	<ul style="list-style-type: none"> - Planning documents of land use and border infrastructure at Katima Mulilo was prepared, 	100%

Narrative summary	Objectively verifiable indicators	Means of verification	Major achievements	Achievement in relations to indicators (%)
	use, border infrastructure and bypass road at Katima Mulilo will be completed by 2018. 5-3: At least one discussion paper and three meeting minutes are prepared by the end of 2018.	land use, border infrastructure and bypass road at Katima Mulilo Discussion papers on implementation of proposals on Integrated Border Management and three meeting minutes of Integrated Border Management WG	and discussed and finalized in the 2 nd Integrated Border Management WG meeting (August 2018). - Two discussion papers and three meeting minutes were prepared as of November 2018.	100%

Source: Project Design Matrix and expert team

3.1.3 Efficiency

“Efficiency” is judged by the achievement level of outputs relative to inputs. The total efficiency on the Japanese side at the end was slightly higher than it was planned.

- As already mentioned, with only one exception all planned outputs reached the levels of achievement of 100%.
- With regard to “inputs” on the Japanese side, all required inputs had been made available within the budget as it was planned and in terms of period of the project.
- Inputs of the experts were adjusted to allocate 5% more to senior members than it was planned which reduced the number of trips to and from Namibia-Japan, and likewise made the total amount spent 2.5% less.
- It should be noted that this good outlook of efficiency on the Japanese side was made possible by the good efforts made by the Namibian side, more specifically by WBCG’s perceptive and responsive actions to the inputs from the Japanese side.

Table 24: Key aspects of “Efficiency”, questions and answers.

Key aspects	Major questions	Answers
1 Project Cost	Was the project cost on the Japanese side within the planned amount?	Actual cost spent by the Project team was around 97.5% of the planned cost. A marginal surplus at less than 2.5% of the total budget was due to change in manning schedule to allocate more assignment periods to senior members in the team, and less to a member in charge of “Project Administration/ Logistics Marketing 2”. This was in response to the requests of the Namibian side to provide technical inputs further in details. This made the total number of trips to and from Namibia-Japan decreased, likewise total budget spent.
2 Project Period	Was the project period within the planned period?	The actual period spent was equal to the planned period.

Key aspects		Major questions	Answers
3	Causal Relationship	Were the activities necessary to produce outputs? Were the inputs quantitatively and qualitatively appropriate? Were those inputs provided timely?	Causalities between inputs and outputs are self-evident. Without the inputs of the Project, respective outputs could not be produced.

Source: Expert team

Efficiency on the Namibia side had a mixed picture.

- It was “efficient”, somehow ironically, in terms of achieving “outputs” and “Project Purposes” at the end with resources much less than WBCG had envisaged. Almost all outputs were 100% done as these were planned, while WBCG had to cope with unexpectedly limited additional resources made available by the Government of Namibia.
- The additional budget allocation for WBCG was originally envisaged by preliminary agreement among NPC, MWT, WBCG and other government agencies in 2015. It was, however, never realized as of February 2019.
- Given such lack of the formal and additional budget from the Government to back up WBCG to perform as an “Implementing Agency”, WBCG managed to invite GIZ to finance several essential activities such as the “Strategic Marketing Study”. The Chairpersons of the Working Groups take more active roles in administration of the groups. Over and above this, WBCG has made substantial efforts to squeeze out resources to keep things happening.
- The lack of additional resources made the Project “not efficient” to have lost opportunities where the Project could have had achieved more on top of 100% achievement of outputs as it was planned to do. It is true that WBCG and all the supporting parties indeed did a lot of good work and achieved outputs at the end. It is yet to be true that it took almost one year longer than it was initially expected to mobilize Working Groups. “Time is money.” This delay caused Namibia to have missed a good opportunity to go well ahead of other competing gateways and corridors in international competition.

3.1.4 Impact

“Impact” is contribution to the achievement level of the overall goal, level of contribution to policies and communities, contributions to other projects, etc. The overall goals and indicators are as summarized in Table 25.⁹

⁹ See the section “1.4.2 International Logistics Hub Master Plan” of this report for the goals that the Master Plan had envisaged to achieve by 2025.

Table 25: Overall Goal of the Project, Indicators, and Means of Verification.

Narrative summary	Objectively verifiable indicators	Means of verification
<p>Overall goal: To transform Namibia as a whole nation into an international logistics hub for SADC region by 2025.</p>	<p>OG1: The amount of transit cargo through Namibia to the landlocked areas in SADC is increased from 0.8 million tons in 2013 to 3.6 million tons in 2025.</p> <p>OG2: The share of transit and re-export cargo through Namibia to the landlocked areas in SADC is increased from 12% in 2013 to 20% in 2025.</p>	<p>- International trade data (UN Comtrade) - Customs data (National Statistics Office); Port data (Namport)</p> <p>- International trade data (UN Comtrade) - Customs data (National Statistics Office); Port data (Namport)</p>

Source: Project Design Matrix

By definition, this is mainly evaluated according to the achievement level of the overall goal in the ex-post evaluation phase. Therefore, at the time of project completion, it shall be limited to describe early signs or prospects of impacts with available data of Namport statistics¹⁰.

There are some tangible early signs of impacts.

- As it is described in section 2.2.3 of this report, it is estimated that the amount of transit cargo through Namibia to the landlocked areas in SADC has dropped a little. Container cargo transport between Walvis Bay and landlocked areas in SDAC has changed from 26,700 TEU in 2013 to 24,000 TEU in 2018 with a large drop of 14,500 TEU in 2016. Bulk cargo transport has changed from 231,700 tons in 2013 to 172,500 tons 2018¹¹. The reason of these changes is decrease of cargo transport volume to Angola. However, a significant increase in container flows going through Namibia to and from Zambia/ DRC (inland areas of SADC) is observed. It increased 2.5 times, from 8,900 TEU in 2013 to 22,000 TEU in 2018. A major part of this increase consisted of the outbound flow of copper from Zambia/ DRC and inbound flow of frozen fish/poultry to Zambia/ DRC. These are the early results of joint marketing efforts by WBCG and the private sector in Namibia, which was done as part of implementation of the Logistics Master Plan since 2015.
- There is a case of a “ripple effect” where good access to the logistics network in Namibia is clearly one of the major factors. In March 2018, Groupe PSA (a French car manufacturer) and the Namibian government have signed an investment agreement facilitating the joint-venture agreement between Groupe PSA and Namibia Development Corporation (NDC) to assemble OPEL and PEUGEOT vehicles from semi-knocked-down (SKD) kits in Walvis Bay. Assembly started in H2 2018 with an annual targeted volume of 5,000 units by 2020 to meet demand in

¹⁰ Calculation process of indicators, “the amount of transit cargo through Namibia to the landlocked areas in SADC” and “the share of transit and re-export cargo through Namibia to the landlocked areas in SADC” are described in Chapter 3 of Main Text, and Chapter 4 and Chapter 10 of Appendix of the Master Plan report (Master Plan for Development of an International Logistics Hub for SADC Countries in the Republic of Namibia).

¹¹ These container transport volume and bulk transport volume are proxy indicators to OG1 to assess achievement of Overall Goal easily.

countries in the Southern African Custom Union (SACU) - Namibia, South Africa, Botswana, Lesotho and Swaziland.

- There are both short-term and long-term job creation effects. Construction of priority infrastructure projects proposed in the Master Plan generates short-term employment. For example, Roads Authority reports a number of workers in each construction project in project monthly reports. Long-term job creation effects through growth of the logistics sector are not yet obvious at the time.

With regard to prospects of impacts, there are mixed factors regarding both opportunities and threats. There are some tangible good prospective impacts.

- As a result of proactive marketing by WBCG to attract Brazilian business circles to use Namibia as an inbound gateway, one chemical company from Brazil decided to establish a subsidiary company in Namibia with a plan to make their supply depot base in Walvis Bay through which they shall distribute chemical products to the mining sector in SADC region.
- With regard to outbound copper flows from Zambia/DRC, there is a move to establish a bonded warehouse with a certificate of London Metal Exchange Market (LME) that could generate larger and more stable copper flows. Such bonded warehouses could be some of the envisaged anchor tenants in “Logistics Hub Centre” proposed by the Master Plan.
- There are several on-going proposals to establish large scale bonded cold storage facilities in Walvis Bay with a plan to import more frozen fish/chicken as inbound transit cargo. Such bonded cold storage facilities could be some of the envisaged anchor tenants in the “Logistics Hub Centre” proposed by the Master Plan.
- The Port of Durban in South Africa will undergo major renovation until 2022. During this renovation period, the cargo handling capacity will be reduced for several years. This is raising concerns for many existing users of the port, likewise they are more willing to consider other options and alternatives to offset expected congestion and longer transit time in the port. This situation gives Walvis Bay a very good opportunity to market “congestion free” port operation.

On the other hand, there are some threats.

- The most critical threats are the fact that the other competing gateway ports are also improving infrastructure. Ports in Angola, Tanzania, Mozambique, and South Africa all have very progressive development plans. Once these ports complete expansion and renovation, it makes them “bigger” and “deeper”. Likewise, it becomes increasingly difficult for Walvis Bay to rise out in international competition.
- The other competing routes are also likely to intensify their marketing activities after improvement to infrastructure.

Time is the most critical factor to make prospective impacts to be larger and deeper. Namibia should move fast, decisively and make it impressive at a glance, equipped with facilities of international standards from “head-to-toe”, “in-and-out”. There is no time to waste such as thinking about excuses like “why not doing best practices”.

- In order to further speed up implementation of the Master Plan, bases of collective actions should be widened. It has come to the point where the national significance of implementation of the Master Plan, as clearly stated in NDP4 and NDP5, should be reconfirmed and supported by the stakeholders other than the members of the Steering Committee and Working Groups.

3.1.5 Sustainability

“Sustainability” is the likely continuation of the Logistics Hub Master Plan implementation through policy decisions and actions by WBCG as “Implementing Agency” and “Working Groups”. This largely depends upon sustainability of WBCG as “Implementing Agency” to maintain “Working Groups” active and effective, to coordinate cooperation among different stakeholders, and together with NPC and MWT to convey needs and proposals to the higher policy making levels. “Sustainability” is mainly determined by “availability of back-up from the policy level”, “organizational structure”, “skills” and “finance” of WBCG as the implementing agency.

Prospects of “Sustainability” is evaluated as “fair”. At present, the above-mentioned factors are barely secured to reach the initial stage of operation as the implementing agency. It is, however, additional inputs to enhance human resource base of WBCG both in terms of the number and skills are required to scale up the functions to lead full implementation of the Master Plan.

- At the point of completion of the Project, WBCG is running way above the “red zone level” in order to squeeze out all available resources to function as the implementing agency. WBCG is at risk of “burn-out” if it should keep on going without securing additional manpower to act as focal points of Working Groups.
- It is an outstanding responsibility of the Government of Namibia to provide additional budgetary assistance to WBCG to hire additional, skilled, and permanent manpower to act as focal points of Working Groups if implementation of the Master Plan is a national target as stated in NDP5.
- There are some concerns that respective ministries and organizations are less responsive at the time when the Master Plan was completed. It is almost four years since the completion of the Logistics Hub Master Plan project in 2015. Likewise, many of the high-ranking officials directly concerned with formulation process of the Master Plan, such as Ministers, Deputy-Ministers and Permanent Secretaries have been replaced by others.
- It is also recommended to continue to get external support of international experts, such as the co-

working done by JICA and GIZ, in order to extend skill-transfer to an increased number of focal points in WBCG, Working Groups, and other relevant organizations. The presence of international experts also has significant enhancement effects to draw more attention and better recognition of a national significance to the Master Plan implementation.

3.2 Key Factors Affecting Implementation and Outcomes

3.2.1 Delay in signing of Memorandum of agreement between NPC and WBCG

Issue:

- The preparation of the Memorandum of Agreement between NPC and WBCG to make WBCG the “Implementing Agency of Logistics Hub Master Plan” had been completed including the legal checking process by the Attorney General in August 2016. However, the document had not been signed between the Permanent Secretary of NPC and the CEO of WBCG. This unexpected long delay caused a significant delay in formally delegating functions of the “Implementing Agency” to WBCG, likewise an overall delay in the work schedule such as a delay of establishment of Working Groups.
- The anticipated results coming from the delay in the signing were (i) budget allocation to WBCG to carry out the master plan, (ii) coordination between the WBCG and the ministries and relevant organizations, and (iii) development of a mechanism to report results of discussions at Working Groups for asking higher decision-making at Cabinet level.
- NPC and WBCG decided that the Steering Committee which was established for the master plan study would work for (ii) and (iii) above, and the steering committee established two Working Groups, Strategic Marketing and Capacity Development. Thus, bottlenecks of the coordination between ministries and relevant organizations, and decision-making system in the higher level had been resolved to some extent.
- However, the budget issue still remains. Based on the agreement among NPC, MWT and WBCG, MWT listed the budget necessary for the Logistics Hub Project in the 2018/19 budget plan. However, the Ministry of Finance did not approve the budget due to severe fiscal constraints.

Actions Taken by the Namibian side:

- A letter which endorses WBCG to be the implementing agency was issued from the Minister of NPC to WBCG in February 2017. This gave WBCG official status as the implementing body on behalf of the government.
- WBCG and GIZ had agreed that GIZ was to provide two experts (financial expert and logistics expert), and one expert (Manager: Project & Funding) was allocated to WBCG.

- A Steering Committee meeting was organized on 31st May 2018, and WBCG requested NPC and MWT for an increased commitment in terms of more coordination among stakeholders and in terms of budget preparation respectively. MWT explained that it tried to prepare a part of the budget for the Logistics Hub Project by saving on other budget items.
- NPC continued to urge Cabinet to sign off the MoA between NPC and WBCG, and thereby get rid of bottlenecks if any. However, an “MoA option” is found not to be viable for some reasons as of February 2019.
- NPC, MWT and other relevant organisations are exploring measures to increase immediate support to WBCG, including by providing financial support and human resource support.
- MWT provides budgetary support for events on an Ad-Hoc basis where it is possible.
- NPC, MWT and other relevant organizations are trying to get opportunities to explain progress of the Logistics Hub Project to high-ranked officials such as Ministers, Deputy-Ministers and Permanent Secretaries, and urge them to join in the events such as the Logistics Hub Forum.
- In July 2018, WBCG proposed that Working Group Chairpersons to support “Focal Points” (managers of WBCG) of respective Working Groups, likewise to share more functions of the secretariat. This proposal had been agreed upon. This made operation of Working Groups more proactive.
- Also, in July 2018, WBCG decided to assign two more managers (who are in charge of other activities as well in WBCG) to take more direct and leading roles in the activities regarding implementation of the Master Plan. While this decision gave substantial thrust to the implementation of the project, it also put WBCG in a situation of “squeezing out manpower” to its limit.

Actions taken by the experts:

- The JICA expert team supported WBCG in managing the WGs and visiting Steering Committee members/WG members as much as possible. The JICA expert team has also been assisting WBCG in preparing documents on the progress and schedule of the Logistics Hub Project and WGs to facilitate coordination among stakeholders.

3.2.2 Delay in infrastructure development projects due to the worsening financial situation.

Issue:

- The situation regarding public debt to GDP has been worsening rapidly in recent years. It has changed from 24.2% in 2013 to 43.1% (projected) in 2016 (IMF Article IV report in December

2016). Therefore, the government started to tighten government expenditure, in particular, capital investment expenditure. A delay in construction work has been observed in some infrastructure development projects.

- The progress in improvement of the road behind the dune road between Walvis Bay and Swakopmund is being delayed due to a budget shortage, and the construction schedule is being delayed by about 100 days beyond the initial plan (as of June 2019), according to the Roads Authority.
- The detailed design of the road upgrading project between Swakopmund and Otjiwarongo has started in some sections but the schedule for the upgrading work is not clear due to budget limitations.
- The Directorate of Railway Infrastructure Management is preparing contract documents for rail, ballast and completion for the section between Walvis Bay and Kranzberg in October 2016. The directorate is expecting to be allocated 1.3 billion N\$ from an AfDB loan (total 400 million US\$) but it does not nearly cover the total project cost (5 billion N\$).

Actions taken by Namibian side:

- The Roads Authority maintained the high priority in road improvement projects between Walvis Bay and Swakopmund, and Swakopmund and Otjiwarongo and allocated the necessary resources as much as possible.
- The Directorate of Railway Infrastructure Management prioritized the rehabilitation and upgrade of a section from Walvis Bay to Kranzberg and secured funds from an AfDB loan.

Actions taken by the experts:

- The expert team maintained close dialogue with MWT, Roads Authority and TransNamib to emphasize the current situation regarding critical projects, and prepared documents/presentation material to explain the importance of investment in critical projects in the Master Plan.

3.2.3 Maintaining momentum of the Logistics Hub Concept.

Issue:

- Four Working Groups (Strategic Marketing, Capacity Development, Logistics Hub Centre and Integrated Border Management) have been established, and stakeholders of the Master Plan are expanding. Some potential WG members have not been involved in the process of the Master Plan preparation. It is important to explain the Logistics Hub Concept and promote participation in implementation of the Project.

- Some Steering Committee members and Working Groups, who have been engaged in the Logistics Hub Project since the Master Plan study, have left due to regular personnel changes of their organizations. Sometimes new members have not been assigned by individual organizations for a while. It is also necessary to explain the background of the Logistics Hub Project and its concept to the new members to maintain momentum of the Logistics Hub Concept.
- Proposals and recommendations in the WG meetings have to be carried out by the relevant Ministries. However, there are some concerns that WG members feel they do not get enough support back in their respective Ministries and organizations. It is almost four years since the completion of the Logistics Hub Master Plan project in 2015. Likewise, many of high-ranking officials directly involved with the formulation process of the Master Plan, such as Ministers, Deputy-Ministers and Permanent Secretaries have been replaced.
- Most notably, replacement of the Minister in charge of National Planning Commission (NPC) and PS of NPC all at once in February 2018 was an event to take note of in a sense that two top persons in NPC most knowledgeable of the Master Plan Concept left NPC.
- NPC is organizing the Steering Committee, chaired by Deputy PS, for the implementation of the Master Plan. The Steering Committee takes the leading role of coordinating different government organizations and development partners, but is limited at the level of “Directors”. It is necessary to re-explain the Logistics Hub concept and progress of the Logistics Hub Project to the high-ranked officials in order to raise awareness among them and to renew and step up the level of momentum to promote the Logistics Hub Concept and implementation of the Master Plan.
- The Joint Cabinet Committee on Trade and Economic Development is the channel to explain recommendations for promoting the Logistics Hub Concept to Ministers at the beginning of JICA’s technical cooperation project. However, it has not been fully utilized. The CEO and Manager of the Logistics Hub Project informed Committee Members about the Logistics Hub Project in the beginning of JICA’s technical cooperation project, but they did not have any opportunity to report progress of the project directly to Cabinet level.

Actions taken by Namibian side:

- Ministries and relevant organisations assign new Steering Committee members and WG members as soon as possible if the old members are no longer available.
- WBCG explains the background of the Logistics Hub Project, its concept and roles of WGs to new Steering Committee members and WG members.
- Ministries and relevant organisations provide the latest information on progress of projects and activities included Logistics Hub project.

Actions taken by the experts:

- The expert team supports WBCG in preparing documents and presentation materials to explain the Logistics Hub concept and background of activities to Working Groups. The expert team also visits Steering Committee members and WG members and explain the Logistics Hub concept and activities of WGs.
- The expert team also provides technical input in the form of discussion papers in order to facilitate discussion at the respective Working Groups. It was found to facilitate the meeting more actively when issues on project/programme implementation are focusing more on “ground level” matters.
- The expert team prepared a matrix that explains the progress of the Logistics Hub Project through discussion with WBCG.

3.3 Evaluation on the results of Project Risk Management**3.3.1 Risk management results**

risk management activities by the Namibian side, the Japanese side and GIZ were listed as below.

- As described in section 3.2, results of actions taken by the Namibian side, most notably by WBCG, and the Japanese side were successful in recovering the delay in implementation and offset the unexpected situation of “no additional budget to hire additional manpower”.
- GIZ also provided funds and technical support for some of the critical activities that could not be supported by the Project.
- In the end, the project purpose and outputs have reached the planned targets levels.
- It should be emphasized, however, that WBCG is running way above the “red zone level” in order to squeeze out all available resources to function as the implementing agency. WBCG is at risk of “burn-out” if it should keep on going without securing additional manpower to act as focal points of Working Groups.

3.3.2 Results of the use of lessons learnt

With regard to the evaluation results of similar projects and lessons learnt for this project (utilization) mentioned in the ex-ante evaluation report, the Project made reference to “The Capacity Development Project for Improvement of Dar es Salaam Transport” by JICA (hereinafter referred to as “The Dar es Salaam Project”).

- The Dar es Salaam Project is similar to this Project in a sense that it was designed as a project to support implementation of the Master Plan with institution and capacity building of “monitoring and coordinating body”.

- More specifically, the Project adopted methods and forms of compiling Joint Monitoring Sheets, Progress Reports, and Project Completion Report.

3.4 Lessons Learnt

The lessons learnt from the project concerned based on the above description is summarized here in order to be used in similar future projects.

Lesson 1: A project should be clearly designed to support “what the recipient’s side desire to do”.

The most significant and unique characteristics of the Project is that this was to support overall implementation of the proposed priority projects and activities in the Master Plan rather than to concentrate on the selected single element. This was intentionally so, given the fact that the most striking fact that was found in the process of the Master Plan formulation was that “they don’t talk to each other in Namibia”. Such “lack of cooperation or collaboration” among different organizations is not only found in Namibia but often found in many other countries as well. It is, however, not often a case to face this issue directly in such a technical cooperation project.

The reason why the Project was to start with the idea of installing a “coordinating body” for the implementation of the Master Plan was that there was a strong will to do so on the side of the Namibian counterpart of the Master Plan project. It was first proposed at the top policy making level of NPC that this idea to be included in the Master Plan. NPC also found that WBCG was a day-do-day counterpart of the Master Plan team that could be a natural entity to do a wide range of coordination in both public and private organizations in order to promote the use of corridors for cross-border logistics.

Lesson 2: Keep focus of the agenda of Working Groups on immediate and concrete issues.

It is important to keep focus of the agenda of Working Groups on immediate and concrete issues and to find solutions. Working Groups are found to be effective platforms to mobilize experience and knowledge of the stakeholders doing things on the ground. It is a rare opportunity to share and exchange a wide range of views through co-working to seek solutions. It is also found to be true that they quickly lost interest when they saw the agenda is too general or too academic.

Lesson 3: Learning by Doing.

“Learning by doing” is found to be the best way to enhance skills in planning. It is most important to broaden the human resource base to have a good sense of “strategic priority” and “viability” in thinking “what to do first”. The Project provided initial packages of technical input to facilitate formulation of various action plans. It is important to encourage the Namibian members to take over initiatives to present ideas and the expert team to become strictly technical advisors. WBCG managers and chairpersons of WGs could prepare action plans by themselves through this approach, and it was also found to be a good way to promote a sense of ownership and improve motivation.

Lesson 4: Be patient, but be flexible.

It is found there were delays, small and big, beyond the Project’s capacity or control. This is quite “normal” for any development projects that involve implementation on the ground. In such cases, firstly “be patient” and observe and understand the situation. Secondly, should there be no use to insist on the original time schedule, quickly consider the next best option or alternative with close consultation with the counterpart.

Lesson 5: Visit sites as much as you can.

Seeing is believing. Many things are happening and changing everywhere. It is important to keep visiting and confirming what is happening on site. There were some cases where modes of logistics operations evolved quite rapidly in the real-world conditions. It is most important to establish a good trusted relationship with the local private sector and keep communication channels open.

Lesson 6: Keep and well-organized records of all activities.

Sharing of information among the stakeholders is key to building trust and for efficient operation of the Project. This includes minutes, technical notes, discussion papers, presentation materials, lists of members of the Working Groups, and many more. The volume of information is tremendous. It is recommended to use cloud servers with good security and access control measures.

Lesson 7: It is better to set verifiable indicators closely related to the real outputs.

It is better to set “verifiable indicators” to represent not only qualitative aspects but also quantitative attributes. Such as, instead of saying “the Land use plan is discussed in the Working Group by December 2018”, it is better to say, “At least two discussion papers are presented in the Working Group and two minutes of discussion are produced by December 2018”. This will facilitate sharing a concrete image of workloads within a given timeframe among the experts, counterparts, and other stakeholders of the Project.

4. For the Achievement of Overall Goals after the Project Completion

4.1 Prospects to achieve the Overall Goal

As described in detail in section “3.1.4 Impact”, prospects to achieve “Overall Goal” are good, which is “To transform Namibia as a whole nation into an International Logistics Hub for SADC region by 2025.”¹² What is needed next is to “scale-up” and “speed-up” implementation of the Master Plan.

- The initial stage of the Master Plan was successfully completed. This means that the initial institutional foundation is established. Development projects for most critical infrastructure have been already commenced. The Project has contributed to the successful completion of the initial stage.
- There are tangible signs and early indications that the overall goal will be achieved. The volume of cross border and transit cargo to and from Zambia/DRC (inland part of SADC) has been increased 2.5 times from 2013 to 2018. A French car manufacturer built a factory at Walvis Bay to assemble cars from semi-knock-down-kits to be distributed to all the member countries of the Southern African Customs Union (SACU: Botswana, South Africa, Namibia, Swaziland, and Lesotho). These are signs that “Walvis Bay Port and the corridors through Namibia” are assessed to be a good set of reasons for international players to put their supply chain bases in Namibia.
- The next stage is to “scale-up” and “speed-up” implementation of the Master Plan. It is necessary to invest in additional financial and human resources to expand the operational capacity of the Implementing Agency (WBCG) in order to achieve the Overall Goal by 2025.

4.2 Plan of Operation and Implementation Structure for the Namibian side to achieve the Overall Goal

The existing structure and plan of operation has been proved to be effective. However, some elements of the structure are not yet fully developed as they expected to be.

- Firstly, number of additional focal points within WBCG should be expanded over what was initially envisaged. This is “a must” to “scale-up” and “speed-up” implementation of the Master Plan.
- Secondly, the link between the Steering Committee to the Joint Cabinet Committee on Trade and Economic Development should be re-established so as to install a regular reporting system. This will also be effective to re-confirm commitments by the highest level of GRN.

¹² See the section “1.4.2 International Logistics Hub Master Plan” of this report for the goals that the Master Plan had envisaged to achieve by 2025.

- Thirdly, at the Working Group level, it is necessary to enhance the formulation and implementation of action plans. The issues and goals that are newly identified by each Working Group must be further clarified as tangible outputs and concrete actions prepared to be taken by whom and by when.

4.3 Recommendation for Namibian side

Based on section 4.2 above, it is recommended to the Government of Namibia as follows:

Provision of additional inputs to go on to the next stage: to “scale-up” and “speed-up” implementation of the Master Plan.

- MWT to secure an additional budget allocation for WBCG to implement the Master Plan.
- NPC to secure regular reporting channels and schedules to the Joint Cabinet Committee on Trade and Economic Development.
- WBCG to establish a dedicated “Unit” for the Master Plan implementation with an adequate number of qualified staffs to accommodate functions at a larger scale and faster pace of operation.

Build-up critical mass of “Senses of Ownership”: Increase both the number and the scope of participants with a good sense of “ownership” in implementation of the Master Plan.

- Activate new Working Groups to deal with outstanding issues, including the ones to spin off from the existing Working Groups, as the Master Plan implementation progresses and more issues are to be addressed.
- WBCG to expand the range of “sense of involvement” with the Master Plan implementation among officials of relevant Ministries and Agencies, beyond the members of WGs.

Well-focused Marketing Activities: Strategic Marketing Study and Beyond.

- WBCG and the Strategic Marketing Working Group to pursue recommendations of the last Strategic Marketing Study including further marketing regarding “Copper”, “Frozen Food”, “Supply for the Mining”.
- To go beyond the Marketing Study by exploring new frontiers including to become a trade-gateway for Brazil.

Accelerating Logistics Hub Centre Development.

- To meet the target timing to start “leasing” of LHC plots by September 2019, LHC Working Group to accelerate clarification and decision-making on outstanding issues through open and sensible discussion through a respective Working Group, hearing from the private sector, and other inter-organizational discussions.

- Namport and TransNamib to seek out financing for remodelling of the marshalling yard through joint discussions with MWT.

Better Transport Network.

- MWT, Roads Authority, and other key stakeholders to keep priorities clear regarding investment in terms of economic and technical viability in order to make investment projects “bankable”.
- WBCG to follow up progress in investment projects for the priority sections of roads and rails.

Efficient Integrated Border Management.

- The IBM Working Group to officially decide and announce the target on reduction of transit time “From 2 hours to 30 minutes”.
- The IBM Working Group to accelerate clarification of outstanding issues and formulation of action plans, especially for securing land for future expansion of the border post areas and bypass roads, through open and sensible discussion through discussion of a relative Working Group, hearing from the private sector, MOHA, MOF, and relative local authorities.
- MWT and MURD to take the lead in inter-organizational coordination.
- MURD to follow closely the involvement of relative local authorities.
- WBCG to follow up progress in formulation of action plans for the priority boarder areas.

4.4 Monitoring Plan from the end of the Project to Ex-post Evaluation

Activity plan of Working Groups in 2019 and project monitoring plan of the Master Plan is attached in ANNEX 4 of this report.

ANNEX1: Results of the Project

1. List of dispatched experts
2. List of counterparts
3. List of meetings
4. Revised Plan of Operation (PO)

1. List of dispatched experts

Name	Position	Person-month (plan)	Person-month (actual)
Shigeki Kawahara	Team Leader/Logistics Development Strategy	14.20	14.90
Yoji Sakakibara	International Trade and Industrial Analysis	14.20	14.90
Eiji Nishizaki	Logistics Marketing 1/Trade Facilitation	4.20	4.03
Yasunori Nagase	Infrastructure (Logistics Hub Centre and Transport)	5.60	5.80
Jun Kuwabara	Land Use/Urban Planning	5.60	5.97
Yuriko Kaji	Project Administration/ Logistics Marketing 2	4.20	1.40

2. List of counterparts

Walvis Bay Corridor Group

Names	Position in the organization	Position in the Project
Mr. Johny Smith	CEO (until J31st January 2018)	Counterpart team member (until J31st January 2018)
Mr. Clive Smith	Acting CEO & Manager: Logistic Hub,	Counterpart team member
Mr. Gilbert Boois	Manager: Spatial Development Initiative	Counterpart team member
Ms. Cindy-Lu Hasheela	Manager: Marketing & Communications	Counterpart team member
Mr. Boris Boettcher	Manager: Projects and Funding	Counterpart team member

Steering Committee Members

Names	Position and organization	Position
Mr. Ned Sibeya	Acting Chief: National Development Advice, National Planning Commission	Chairperson
Ms. Habani Muyungano	Chief National Development Advisor, National Planning Commission	Co-chairperson
Ms. Victoria Nashidengo	National Development Advisor, National Planning Commission	Steering committee member
Ms. Itah Ndjarakana	National Development Advisor, National Planning Commission	Steering committee member (until February 2017)
Mr. Bevan Simataa	Commissioner, Customs & Excise, Ministry of Finance (until April 2017)	Steering committee member (until April 2017)
Ms. Susan Beukes	Acting Commissioner & Deputy for Trade Facilitation, Customs & Excise, Ministry of Finance	Steering committee member (from April to October 2017)
Mr. Uazapi Maendo	Deputy Director: Support Services, Customs & Excise, Ministry of Finance	Steering committee member
Mr. Cedric Limbo	Deputy Permanent Secretary, Ministry of Works and Transport	Steering committee member (until December 2017)
Ms. Leena Endjala	Acting Deputy Director of Transport Policy, Ministry of Works and Transport (Until February 2017)	Steering committee member (until February 2017)
Mr. Lemmy Mutonga	Acting Deputy Director of Transport Policy, Ministry of Works and Transport (From January 2018)	Steering committee member (from January 2018)
Mr. Nicky Mutame	Senior Policy Analyst, Department of Transport, Ministry of Works and Transport	Steering committee member (from December 2017)
Mr. Willy Shimbome	Chief Investment Promotion Executive, Investment Promotion, Namibia Investment Centre, Ministry of Industrialization, Trade and SME Development (until December 2017)	Steering committee member (until December 2017)
Mr. Oscar Shikanda	Chief Investment Promotion Officer: Investment Promotion, Namibia Investment Centre, Ministry of Industrialization, Trade and SME Development (until September 2017)	Steering committee member (until September 2017)
Mr. Wilbard Nashandi	Deputy Director: Projects & Incentives, Namibia Investment Centre, Ministry of Industrialization, Trade and SME	Steering committee member (From September 2016)

Names	Position and organization	Position
	Development (From December 2016)	
Mr. Allison Hishekwa	Director: Visas, Permits, Passports & Citizenship, Ministry of Home Affairs and Immigration	Steering committee member
Mr. Nehemia Nghishekwa	Director: Immigration & Border Control, Ministry of Home Affairs and Immigration	Steering committee member
Mr. Clive Smith	Acting CEO & Manager: Logistic Hub, Walvis Bay Corridor Group	Steering committee member

Strategic Marketing WG

Names	Position and organization	Position in the WG
Mr. Elias Mwenyo	Manager Business Development Namport (until September 2017)	Chairperson (until September 2017)
Mr. Emmanuel !Hananbeb	Acting Executive: Commercial, Namport (from September 2017)	Chairperson (from September 2017)
Mr. Leonard Kamwi	Head: Advocacy & Research, Namibia Chamber of Commerce and Industry	Co-chairperson
Mr. Wilbard Nashandi	Deputy Director: Projects & Incentives, Namibia Investment Centre, Ministry of Industrialization, Trade and SME Development	Member
Mr. Zebby Mukungu	Executive: Commercial & Marketing, TransNamib	Member
Mr. Riaan Lottering	Chairperson, Walvis Bay Port Users' Association	Member
Mr. Agostinho Victor	General Manager: Community & Economic Development, Walvis Bay Municipality	Member
Mr. Albinus Indongo	Chief Economist, Ministry of Environment and Tourism	Member (until December 2017)
Ms. Maureen Posthuma	Marketing Manager, Namibia Tourism Board	Member (from January 2017)
Mr. Wilmarc Lewis	Managing Director, Namibia Logistics Association	Member
Mr. Alexander Anguwo	Manager: Commercial Services, Namibia Airports Company	Member
Mr. Clive Smith	Focal Point of WBCG	Member (until May 2018)
Mr. Gilbert Boois	Focal Point of WBCG	Member (from June 2018)

Capacity Development Working Group

Names	Position and organization	Position in the WG
Mr. Logan Fransman	Director, Namibia-German Centre for Logistics, National University of Science and Technology	Chairperson
Ms. Chantel Burger	Namibia Logistics Association (Windhoek Branch Manager, Woker Freight Service)	Co-chairperson
Ms. Faye Kandjeo	University of Namibia	Member (from October 2018)
Mr. Nickey Mutame	Senior Policy Analyst, Department of Transport, Ministry of Works and Transport	Member
Mr. Indongo Indongo	Manager: Research & Planning, Namibia Training Authority	Member
Mr. Clive Smith	Focal Point of WBCG	Member (until September 2018)
Mr. Boris Boettcher	Focal Point of WBCG	Member (from October 2018)

Source: Expert team

Integrated Border Management WG

Names	Position and organization	Position in the WG
Mr. Lemmy Mutonga	Acting Deputy Director of Transport Policy, Ministry of Works and Transport	Chairperson
Mr. Uazapi Maendo	Deputy Director: Support Services, Customs & Excise, Ministry of Finance	Member
Ms. Sebastiana Appolus	Control Officer, Customs & Excise, Ministry of Finance	Member

Names	Position and organization	Position in the WG
Mr. Nehemia Nghishekwa	Director: Visas, Permits, Passports & Citizenship, Ministry of Home Affairs and Immigration	Member
Dr. Albertina Shilongo	Deputy Chief Veterinary Officer, Ministry of Agriculture, Water and Forestry	Member
Dr. Adrianatus Maseke	Chief Veterinary Officer (until September 2018)	Member (until September 2018)
Ms. Margret Matengu	Deputy Director: Plant Health, Ministry of Agriculture, Water and Forestry	Member
Mr. Nickey Mutame	Senior Policy Analyst, Transport Policy, Ministry of Works and Transport	Member
Mr. Charles Tubalike	Ministry of Urban and Rural Development	Member
Mr. Gilbert Boois	Focal Point of WBCG	Member

Logistics Hub Centre WG

Names	Position and organization	Position in the WG
Mr. Elias Mwenyo	Manager: Business Development Namport (until September 2017)	Chairperson (until September 2017)
Mr. Emmanuel IHananbeb	Acting Executive: Commercial, Namport	Chairperson
Mr. Wilbard Nashandi	Deputy Director: Projects & Incentives, Namibia Investment Centre, Ministry of Industrialization, Trade and SME Development	Co-chairperson
Mr. Uazapi Maendo	Deputy Director: Support Services, Customs & Excise, Ministry of Finance	Member
Mr. Nickey Mutame	Senior Policy Analyst, Transport Policy, Ministry of Works and Transport	Member
Mr. Zebby Mukungu	Executive: Commercial & Marketing, TransNamib	Member
Mr. Agostinho Victor	General Manager: Community & Economic Development, Walvis Bay Municipality	Member
Mr. Riaan Lottering	Chairperson, Walvis Bay Port Users' Association (until March 2018)	Member (until March 2018)
Ms. Pilar Veiga	Chairperson, Walvis Bay Port Users' Association (from April 2018)	Member (from April 2018)
Mr. Willie Prosser	Chairperson, Container Liners Operators Forum	Member
Mr. Clive Smith	Focal Point of WBCG	Member (Until May 2018)
Mr. Gilbert Boois	Focal Point of WBCG	Member (Since June 2018)

3. List of meetings

Meetings/conferences/seminars

Name	Date	Duration	No. of participants	Target
1 st steering committee meeting	18 May, 2016	1 day	9	- Presentation and discussion of Draft Work Plan Report - Approval of work plan prepared by JICA expert team
SADC Meeting of the Senior Officials: Western Corridors Cluster	18 to 20 September, 2016	3 days	33	- Progress and status report on corridors (infrastructure development, transport agreements, corridor coordination's, road safety, trade facilitation and spatial development) for corridors in the western areas of SADC. - Proposals for identification of new regional transport corridors or realignment of existing corridors. - Report on regional projects and programmes affecting corridors - Review of the Western Corridors Cluster Action Plan
8 th Transport and Logistics Workshop	28 to 30 September, 2016	3 days	90	- Presentations of current development regarding transport and logistics sector: infrastructure (port, road, railway, aviation), institutions (transport regulation, custom, Single Window), logistics marketing, logistics businesses (warehouse, HRD,

				<p>ICT) and research & development</p> <ul style="list-style-type: none"> - Trainings of custom clearance and warehousing; business matching - Walvis Bay Port tour
2 nd steering committee meeting	12 October, 2016	1 day	9	<ul style="list-style-type: none"> - Presentation of progress on JICA's technical cooperation project - Presentation of GIZ's activity plan for Logistics Hub Project
African Corridor Management Alliance (ACMA) inaugural meeting	13 to 15 February, 2017	3 days	50	<ul style="list-style-type: none"> - Review of ACMA's Strategic Documents - Preparation of ACMA's Action Plan
3 rd steering committee meeting and 1 st Joint Coordination Committee	16 February, 2017	1 day	14	<ul style="list-style-type: none"> - Establishment of Working Groups - Approval of GIZ's Marketing Strategy Study and State of Logistics Study - Presentation and discussion on n JICA's technical cooperation project during the 1st Phase
4 th steering committee meeting and 1 st WG Strategic Marketing meeting	23 rd May 2017	1 day	17	<p>Steering committee</p> <ul style="list-style-type: none"> - Updates of activities for Logistics Hub Project by WBCG - Introduction of consultant team for Logistics Hub Master Plan Phase III - Presentation and discussion of Work Plan 2 by JICA Technical Cooperation Project Team - Formation of Working Group <p>Working Group</p> <ul style="list-style-type: none"> - Nomination of chairperson and co-chairperson - Explanation and discussion of terms of reference/rules of procedure for WG - Explanation of draft TORs for Marketing Study and State of Logistics Study
2 nd WG Strategic Marketing meeting	2 nd June 2017	1 day	8	<ul style="list-style-type: none"> - Some changes of WG members - Approval of terms of reference/rules of procedure for WG - Discussion of draft TORs for Marketing Study and State of Logistics Study
Visiting the Port of Walvis Bay	3 rd August 2017	1 day	70	<ul style="list-style-type: none"> - Transforming Namibia into a Regional Logistics and Distribution Centre – Namibia Logistics Hub Project (Walvis Bay Corridor Group) - The Hub of Economic Growth of Namibia (Nairport) - Is Walvis Bay the new Dubai of West Africa (Safmarine) - Southern African Corridors – opportunities and threats (FTW) - Panel discussion: role of private sector in PPP of logistics sector; benefits of the new container terminal at Walvis bay to Namibian economy and logistics businesses
1 st WG Capacity Development meeting	31 st August 2017	1 day	8	<ul style="list-style-type: none"> - Explanation and discussion of terms of reference/rules of procedure for WG - Explanation of draft TORs for Capacity Needs Assessment Survey
WBCG's stakeholder meeting	6 th September 2017	1 day	70	<ul style="list-style-type: none"> - Presentations from WBCG managers to its stakeholders (logistics businesses, shipping lines and WB municipality, etc.) about activity and potential projects at 4 branches (Zambia, DRC, RSA and Brail) - Presentations of 4 invited Brazilian companies about their intended businesses at the southern Africa
9 th Annual Logistics and Transport Workshop	4 th to 6 th October 2017	3 days	90	<ul style="list-style-type: none"> - Presentations of current development regarding transport and logistics sector: infrastructure (port, road, railway, aviation), institutions (transport regulation, custom, Single Window), logistics marketing, logistics businesses (warehouse, HRD, ICT) and research & development - Trainings of custom clearance and warehousing; business matching - Walvis Bay Port tour
3 rd WG Strategic Marketing meeting	10 th November	1 day	11	<ul style="list-style-type: none"> - Explanation of Strategic Marketing Study (objectives, tasks, timing of reporting and meetings and team members) from consultant team - Question and answers on the study methodology
2 nd WG Capacity Development	10 th November 2017	1 day	6	<ul style="list-style-type: none"> - Progress of Capacity Needs Assessment, and major messages of the final report

				<ul style="list-style-type: none"> - Question and answers about interview surveys and schedule until publication of the final report
Logistics Hub Forum	16 th November 2017	1 day	30	<ul style="list-style-type: none"> - Progress of Logistics Hub Master Plan by WBCG - Technical cooperation for the International Logistics Hub Master Plan by JICA and GIZ - On-going 3 studies: Master Plan Phase III, Strategic Marketing Study and Capacity Needs Assessment - Discussions about necessary actions to move the master plan forward
4 th WG Strategic Marketing meeting	29 th January	1 day	12	<ul style="list-style-type: none"> - Explanation of IC/R of Strategic Marketing Study (objectives, tasks, timing of reporting and meetings and team members) - Explanation of State of Logistics Study from NGCL (objectives, tasks, timing of reporting and meetings and team members) - Question and answers on the study methodology of the two studies
Logistics Hub Forum	8 th February 2018	1 day	35	<ul style="list-style-type: none"> - Progress of Logistics Hub Master Plan by WBCG - On-going 3 studies: Master Plan Phase III, Strategic Marketing Study and Capacity Needs Assessment - Technical cooperation for the International Logistics Hub Master Plan by GIZ - Activities of WGs in FY2018 by JICA - Discussions about necessary actions to move the master plan forward
2 nd Joint Coordination Committee	14 th February 2018	1 day	11	<ul style="list-style-type: none"> - Presentation on JICA's technical cooperation project from April 2017 to February 2018 - Discussion on direction of JICA's technical Cooperation Project and changes of activities and objectively verifiable indicators of outputs.
Logistics Hub Forum (Presentation of Master Plan Phase III Final Report)	26 th April 2018	1 day	26	<ul style="list-style-type: none"> - Presentation and discussion on Master Plan Phase III from Mott MacDonald team - Questions from Namibian side about four components of the study and discussion on further efforts on implementation of the recommendations in the final report.
1 st WG Integrated Border Management meeting	7 th June 2018	1 day	10	<ul style="list-style-type: none"> - Self-introduction of WG members. - Presentation of objectives, meeting schedule and draft TOR of this Working Group. - Presentation of initial agenda, discussion papers - Comments and suggestions on the discussion papers.
Info Session "Namibia – An Alternative Trade Route into Southern Africa"	21 st June 2018	1 day	35	<ul style="list-style-type: none"> - Presentation from Namport and WBCG to Zambian public and private sector about Walvis Bay Port and Namibian route as an option to connect Zambia with the countries outside the southern Africa. - Q & A about Walvis Bay Port, Namibia route and services offered by logistics businesses in Namibia.
1 st WG Logistics Hub Centre meeting	25 th June 2018	1 day	11	<ul style="list-style-type: none"> - Self-introduction of WG members. - Presentation of objectives, meeting schedule and draft TOR of this Working Group. - Presentation of initial agenda, discussion paper - Exchange of opinions on the discussion papers.
Workshops on State of Logistics	26 th June 2018	1 day	35	<ul style="list-style-type: none"> - Workshop on discussing Key Performance Indicators which will used in the State of Logistics in Namibia and measurement method of the KPI. - Exchange of opinions on necessary actions to improve the KPI.
5 th WG Strategic Marketing meeting	13 th July 2018	1 day	15	<ul style="list-style-type: none"> - Presentation and comments and suggestions on Progress Report 1 (Component 1 Report). - Presentation of Progress Report on State of Logistics Study.
Logistics Hub Forum (Railway)	17 th July 2018	1 day	100	<ul style="list-style-type: none"> - Presentations on management reform plan of TransNamib, situation of mining business in the southern Africa and Western Rail Project. - Q & A on the presentations.
Logistics Hub Forum	19 th July 2018	1 day	100	<ul style="list-style-type: none"> - Presentations on management reform plan of TransNamib, latest situation of Namport Projects (new container terminal and oil jetty), strategic development plan of road network. - Presentation from business mission from Brazil and business meeting.

6 th WG Strategic Marketing meeting & 2 nd WG Logistics Hub Centre meeting	6 th August	1 day	27	<ul style="list-style-type: none"> - Presentation of Progress Report 2 (Component 2 Report) and immediate action for the marketing; Comments and suggestions on the report. - Presentation from Namport and JICA Project Team on Logistics Hub Centre Development Plan (Development scenario and initial development plan); approval of IEE and economic analysis.
2 nd WG Integrated Border Management	6 th August	1 day	11	<ul style="list-style-type: none"> - Selection of chairperson and co-chairperson. - Integrated and harmonized plans on land use, layout of border infrastructure and bypass road at Katima Mulilo/ Wenela/ Ngoma.
3 rd WG Capacity Development	6 th August	1 day	12	<ul style="list-style-type: none"> - Brief overview of the results of "Capacity Needs Assessment". - Actions recommended from the needs assessment. - Way forward: Identify Initial actions to take.
10 th Annual Logistics and Transport Workshop	25 th to 27 th September 2017	3 days	80	<ul style="list-style-type: none"> - Presentations of current development regarding transport and logistics sector: infrastructure (port, road, railway, aviation), institutions (transport regulation, custom, Single Window), logistics marketing, logistics businesses and research & development - Trainings of custom clearance and warehousing; business matching
4 th WG Capacity Development	4 th October 2018	1 day	12	<ul style="list-style-type: none"> - Result of Capacity Needs Survey - Capacity Development Programmes
Strategic Marketing meeting & Logistics Hub Centre meeting at Walvis Bay	29 th October 2018	1 day	26	<ul style="list-style-type: none"> - Address by Chairperson: Purpose and expected outcomes of Strategic Marketing WG and LHC WG - Presentation and discussion of Draft "Component 3 Report of Marketing Strategy Study" by HPC/CDC consultants - Recap development scenario and initial phase for development of LHC
7 th WG Strategic Marketing meeting & 3 rd WG Logistics Hub Centre meeting	2 nd November 2018	1 day	15	<ul style="list-style-type: none"> - Presentation and discussion of Draft "Component 3 Report of Marketing Strategy Study" by HPC/CDC consultants - Presentation of 1st draft of State of Logistics Report - Recap development scenario and initial phase for development of LHC - Meeting with Dry Port operators and representative of private businesses - Progress of initial environmental examination (IEE) study and cash flow analysis
3 rd WG Integrated Border Management	16 th November 2018	1 day	7	<ul style="list-style-type: none"> - Integrated and harmonized plans on land use, layout of border infrastructure at Gobabis /Trans Kalahari "Buitepos" Border post - National Single Window - Visiting Katima Mulilo and an alternative route to Zambia (Botswana route) - Visiting Gobabis/Buitepos
Logistics Hub Forum	4 th December 2018	1 day	60	<ul style="list-style-type: none"> - Presentations on activities of each Working Group in 2018: Strategic Marketing, Logistics Hub Centre, Integrated Border Management and Capacity Development - Presentation of "State of Logistics in Namibia" - Q & A and discussion session on each Working Group

ANNEX 2

Tentative Plan of Operation

Version 3.1
Dated 31 January 2019

Project Title: The Project on Implementation of International Logistics Hub Master Plan

Inputs	Year	2016				2017				2018				2019				Remarks	Issue	Solution	
		I		II		I		II		I		II		I		II					
		III	IV	III	IV	III	IV	III	IV	III	IV	III	IV	III	IV						
5.1 Prepare integrated and harmonized plans on land use and layout of border infrastructure at Gobabis/Buitepos. 5.2 Prepare integrated and harmonized plans on land use, layout of border infrastructure and bypass road at Katima Mulilo. 5.3 Stakeholders share proposals on Integrated Border Management in the Master Plan Phase III, and agree to carry out the proposals through discussions in the Working Group.	Plan																				
	Actual																				
	Plan																				
	Actual																				
Duration / Phasing	Plan																				
	Actual																				
Monitoring Plan	Year	I		II		I		II		I		II		I		II		I		II	
	Plan																				
Monitoring	Actual																				
	Plan																				
Joint Coordinating Committee	Actual																				
	Plan																				
Set-up the Detailed Plan of Operation	Actual																				
	Plan																				
Submission of Monitoring Sheet	Actual																				
	Plan																				
Monitoring Mission from Japan	Actual																				
	Plan																				
Joint Monitoring	Actual																				
	Plan																				
Post Monitoring	Actual																				
	Plan																				
Reports/Documents	Actual																				
	Plan																				
Inception Report	Actual																				
	Plan																				
Progress Report	Actual																				
	Plan																				
Training Materials	Actual																				
	Plan																				
Project Completion Report	Actual																				
	Plan																				
Public Relations	Actual																				
	Plan																				
Transport & Logistics Workshop	Actual																				
	Plan																				
Logistics Hub Forum	Actual																				
	Plan																				
Actual																					

See Annex 4 Major Issues, Challenges and Actions to be taken

See Annex 4 Major Issues, Challenges and Actions to be taken

ANNEX 2: List of outputs produced by the Project

List of outputs produced by the project

Code	Name of document	Date of production
O-1	Namibia National Logistics Project Implementation Unit	2017/02/28
O-2	WBCG, Working Group, and Project Teams	2016/10/10
O-3	Establishment of Working Groups and those activities at the initial stage	2017/02/03
O-4	Implementation Structure of Logistics Hub Project	2017/05/18
O-5	5-year Strategic Plan for Logistics Hub Master Plan (as of 25 th April 2017)	2017/04/25
O-6	Matrix of Logistics Hub Master Plan (All)	2017/02/17
O-7	Matrix of Logistics Hub Master Plan version 20170217	2017/02/17
O-8	Matrix of Logistics Hub Master Plan version 20170731	2017/07/31
O-9	Matrix of Logistics Hub Master Plan version 20171205	2017/12/05
O-10	Matrix of Logistics Hub Master Plan version 20180607	2018/06/07
O-11	Matrix of Logistics Hub Master Plan version 2018 1029	2018/10/29
O-12	Working Group Strategic Marketing Terms of Reference / Rules of Procedure	2017/05/18
O-13	Working Group Capacity Development Terms of Reference / Rules of Procedure	2017/08/31
O-14	Working Group Integrated Border Management Terms of Reference / Rules of Procedure	2018/06/06
O-15	Working Group Logistics Hub Centre Terms of Reference / Rules of Procedure	2017/06/02
O-16	Working Group Integrated Border Management Initial agenda of the WG meetings	2018/06/06
O-17	Working Group Logistics Hub Centre Initial agenda of the WG meetings	2018/06/28
O-18	Technical Specifications for Marketing Strategy Study	2017/11/29
O-19	Draft framework for Tasks of Strategic Working Group	2017/06/06
O-20	Discussion paper: Toward the Cold Chain Hub of Southern Africa	2018/09/28
O-21	Discussion paper: Container handling volume and transit cargo volume (as of July 2017)	2017/07/31
O-22	Discussion paper Cargo transport volume to inland SADC area (2018 October)	2018/10/28
O-23	Re-estimation of Inland Cargo Demand	2017/07/19
O-24	Draft Terms of Reference: Development of "State of Logistics Report of Namibia"	2018/01/21
O-25	Logistics Hub Centre Concept Plan of Walvis Bay Port Draft for Discussion	2017/06/11
O-26	Logistics Hub Centre Concept Plan 20170831	2017/08/31
O-27	Discussion paper: What to do in order to transform Walvis Bay Port into a World Class Gateway with International Logistics Hub (version 3)	2018/01/25
O-28	TOR for the Detailed Designing on Realignment, Reshaping, and Reconstruction of Railway Facilities in the Port of WB (Draft)	2018/01/18
O-29	"Evolution to be the Transit Hub" Walvis Bay Port Logistics Hub Centre (presentation material for 2 nd LHC WG meeting)	2018/08/03
O-30	"Evolution to be the Transit Hub" Walvis Bay Port Logistics Hub Centre (presentation material for 3 rd LHC WG meeting)	2018/11/02
O-31	Discussion paper: Estimation of the construction cost and cash flow analysis for Logistics Hub Centre	2018/11/19
O-32	Proposed Logistics Hub Centre in the Walvis Bay Port Area Initial Environmental Examination Report to the Japan International Cooperation Agency (JICA)	2018/11/30
O-33	Progress of road projects (as of November 2017)	2017/12/05
O-34	Progress of road projects (as of April 2018)	2018/07/16
O-35	Progress of road projects (as of October 2018)	2018/10/04
O-36	Discussion Paper: Study on construction of climbing lanes along Trunk Road 2 Section 3	2018/07/26
O-37	Alternative Route for WBNLDC through "Kazungula Bridge"	2018/07/16
O-38	Progress of railway projects (as of November 2017)	2017/12/05
O-39	Discussion paper: Land Use and Border Infrastructure at Border Towns (Draft)	2018/05/22
O-40	Discussion paper: Findings and Recommendations from Master Plan Phase III Study for Better Integrated Border Management (Draft)	2018/06/06

Code	Name of document	Date of production
O-41	"Katima Mulilo should not repeat what happened in Oshikango." (presentation material for 2 nd IBM WG meeting)	2018/07/30
O-42	"Efficient town development & border infrastructure to enable OSBP" (presentation material for 3 rd IBM WG meeting)	2018/10/28
O-43	Report: Visiting Katima Mulilo and border points	2018/10/31
O-44	Report: Visiting Gobabis and border posts	2018/11/13


ANNEX 3: Project Design Matrix

Project Design Matrix

Version 0.0
Dated 19 April 2016

Project Title: The Project on Implementation of International Logistics Hub Master Plan
Implementing Agency: Walvis Bay Corridor Group
Target Group: Officials from NPC and WBCG, and those who are directly or indirectly engaged in logistics industry.
Period of Project: March 2016 to February 2019 (3 years)
Project Site: Whole area of Namibia

Overall Goal	Objectively Verifiable Indicators	Means of Verification	Important Assumption	Achievement	Remarks
<p>Overall Goal To transform Namibia as a whole nation into an international logistics hub for SADC region by 2025.</p>	<p>OG1 The amount of transit cargo through Namibia to the landlocked areas in SADC is increased from 0.8 million tons in 2013 to 3.6 million tons in 2025. OG2 The share of transit and re-export cargo through Namibia to the landlocked areas in SADC is increased from 12% in 2013 to 20% in 2025.</p>	<p>International trade data (UN Comtrade) Customs data (National Statistics Office) Port data (Namport) International trade data (UN Comtrade) Customs data (National Statistics Office) Port data (Namport)</p>	<p>SADC countries keep policies to promote more open trade regimes within the region. Key infrastructure development projects in the neighbouring countries Policy direction to put an emphasis on development of the logistics sector stipulated in NDP4 is unchanged.</p>		
<p>Project Purpose International Logistics Hub Master Plan is implemented through policy decisions and actions by "National Coordination Unit" and "Workings Groups".</p>	<p>PP1 Meetings of the Working Groups are regularly organised 3 times per year. PP2 3 Namibia Logistics Hub Conferences will be locally, regionally and internationally supported to organise by 2018. PP3 Feasibility study on LHC will be started by 2018. PP4 At least one road or railway infrastructure project will be commenced by 2017. PP5 At least one feasibility study on a project component of integrated border management plans will be commenced by 2018.</p>	<p>Progress report of the project activities Minutes of meetings of the Working Groups Preparation documents and records of Namibia Logistics Hub Conferences Minutes of meetings of the Working Group Minutes of meetings with relevant government and private organisations Minutes of meetings of the Working Group Minutes of meetings with relevant government agencies Minutes of meetings of the Working Group Minutes of meetings with relevant government and private organisations</p>			
<p>Outputs Output 1: National Coordinating Unit and "Target Working Groups" are fully operational. Output 2: Guidelines of actions and compilations of knowledge to promote marketing in logistics are shared among stakeholders. Output 3: Objectives, schedule and scopes of Logistics Hub Centre (LHC) are identified and shared among stakeholders. Output 4: Priority projects in road and rail are identified. Output 5: Integrated border management plans for priority border areas are identified and shared among stakeholders.</p>	<p>1-1 The initial work plan for National Coordination Unit will be completed by the 2nd quarter of 2016. 1-2 The 5-year strategic plan for National Coordination Unit will be completed by the 3rd quarter of 2016. 1-3 The first meetings of the Target Working Groups will be completed by the 3rd quarter of 2016. 2-1 The first document of marketing plan is completed by the 3rd quarter of 2016, and updated annually. 2-2 The first conference to launch strategic and marketing plans will be supported to organise by the 4th quarter of 2016. 2-3 The first document on regional logistics demand profile and potential growth market is prepared by 2017 and updated annually. 2-4 Benchmarking report "State of Logistics in Namibia" will be regularly published from 2018. 3-1 Review of logistics hub centre study will be completed by the 1st quarter of 2017. 3-2 TOR on feasibility study on infrastructure development for LHC will be completed by 3rd quarter of 2017. 4-1 Detailed designs on "Upgrading the Trunk Road between Swakopmund and Karibib" and "Construction of Passing Lanes between Karibib and Otjiwarongo" will be completed by 2017. 4-2 At least upgrade of railway line between Walvis Bay and Swakopmund will be commenced by 2017. 5-1 Planning documents of land use and border infrastructure at Mamuno will be completed by 2017. 5-2 Planning documents of land use, border infrastructure and bypass road at Katima Mulilo will be completed by 2018. 5-3 Planning documents of land use, border infrastructure and bypass road at Oshikango will be completed by 2018.</p>	<p>Document of the initial work plan. Document of the 5-year strategic plan. Minutes of meetings of Target Working Groups. Marketing plan documents. Record of the first conference. Documents on regional logistics demand profile and potential growth market. Reports of "State of Logistics in Namibia" Review documents on logistics hub centre study. TOR document for feasibility studies for infrastructure development at Logistics Hub Centre. Minutes of meetings of the Working Group Minutes of meetings with relevant organisations. Detailed design report on "Upgrading the Trunk Road between Swakopmund and Karibib" and "Construction of Passing Lanes between Karibib and Otjiwarongo" Minutes of meetings of the Working Group Minutes of meetings with relevant organisations. Planning documents of land use and border infrastructure at Mamuno Planning documents of land use, border infrastructure and bypass road at Katima Mulilo Planning documents of land use, border infrastructure and bypass road at Oshikango</p>	<p>Economic growth of the Inland Areas of SADC is sustained as forecasted. Necessary infrastructure upgrade/development is completed as planned.</p>		

Activities	Inputs	Important Assumption
<p>1.1 Prepare initial work plan for National Coordinating Unit. 1.2 Prepare 5-year strategic plan for National Coordinating Unit. 1.3 Formulate "Target Working Groups" 2.1 Support to prepare marketing plan and update regularly. 2.2 Support, compile and prioritise participation in local, regional and international conferences and seminars. 2.3 Survey regional logistics demand profile and identify potential of growth market. 2.4 Provide inputs to "Single Window" and investment promotion programmes to reflect needs of encouraging international logistics businesses. 2.5 Publish regular benchmarking of "State of Logistics in Namibia". 3.1 Review logistics hub centre study. 3.2 Prepare TOR for feasibility study on infrastructure development, Environmental Impact Assessment and natural condition survey, etc. 4.1 Provide technical supports on priority road projects. 4.2 Provide technical supports on upgrading of priority railway lines. 5.1 Prepare integrated and harmonized plans on land use and layout of border infrastructure at Mamuno. 5.2 Prepare integrated and harmonized plans on land use, layout of border infrastructure and bypass road at Katima Mulilo. 5.3 Prepare integrated and harmonized plans on land use, layout of border infrastructure and bypass road at Oshikango.</p>	<p>The Japanese Side</p> <p>1 Dispatch of Japanese Experts Long-term expert: Logistics development strategy, international trade and logistics industry analysis Short-term expert: Logistics marketing/trade facilitation, Infrastructure (LHC and transport), Land use/ urban planning 2 Provision of the equipment: A Motor vehicle, Office equipment (if needed) 3 Supporting staffs: Driver(s), Secretaries</p>	<p>The Namibian Side</p> <p>1 Allocation of Counterpart Personnel Project Director (NPC) Project Manager (WBCC) Other Counterpart Personnel 2 Facilities Office space Equipment for the project operation Utilities: electricity, water supply, telephone, internet, etc. 3 Local operational cost</p> <p>Pre-Conditions GRN maintains policy direction set in NDP4. All relevant parties keep commitment on implementation of the International Logistics Hub Master Plan.</p> <p style="text-align: center;"></p> <p><Issues and countermeasures></p>

Project Design Matrix

Version 1.0

Dated 06 October 2015

Project Title: The Project on Implementation of International Logistics Hub Master Plan

Implementing Agency: Walvis Bay Corridor Group


Target Group: Officials from NPC and WBCG, and those who are directly or indirectly engaged in logistics industry.

Period of Project: March 2016 to February 2019 (3 years)

Project Site: Whole area of Namibia

Model Site: NA

Overall Goal	Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption	Achievement	Remarks
To transform Namibia as a whole nation into an international logistics hub for SADC region by 2025.		OG1 The amount of transit cargo through Namibia to the landlocked areas in SADC is increased from 0.8 million tons in 2013 to 3.6 million tons in 2025. OG2 The share of transit and re-export cargo through Namibia to the landlocked areas in SADC is increased from 12% in 2013 to 20% in 2025.	International trade data (UN Comtrade) Customs data (National Statistics Office) Port data (Namport) International trade data (UN Comtrade) Customs data (National Statistics Office) Port data (Namport)			
Project Purpose International Logistics Hub Master Plan is implemented through policy decisions and actions by "Project Coordination Unit (formally renamed as Implementing Agency)" and "Workings Groups".		PP1 Meetings of the Working Groups are regularly organised 3 times per year. PP2 3 Namibia Logistics Hub Conferences will be locally, regionally and internationally supported to organise by 2018. PP3 Feasibility study on LHC will be started by 2018. PP4 At least one road or railway infrastructure project will be commenced by 2017. PP5 At least one feasibility study on a project component of integrated border management plans will be commenced by 2018.	Progress report of the project activities Minutes of meetings of the Working Groups Preparation documents and records of Namibia Logistics Hub Conferences Minutes of meetings of the Working Group Minutes of meetings with relevant government and private organisations Minutes of meetings of the Working Group Minutes of meetings with relevant government agencies Minutes of meetings of the Working Group Minutes of meetings with relevant government and private organisations	SADC countries keep policies to promote more open trade regimes within the region. Key infrastructure development projects in the neighbouring countries Policy direction to put an emphasis on development of the logistics sector stipulated in NDP4 is unchanged.		
Outputs Output 1: Implementing Agency and "Working Groups" are fully operational. Output 2: Guidelines of actions and compilations of knowledge to promote marketing in logistics are shared among stakeholders. Output 3: Objectives, schedule and scopes of Logistics Hub Centre (LHC) are identified and shared among stakeholders. Output 4: Priority projects in road and rail are identified. Output 5: Integrated border management plans for priority border areas are identified and shared among stakeholders.		1-1 The initial preparatory works for Implementing Agency will be completed by the 2nd quarter of 2016. 1-2 The 5-year strategic plan for Implementing Agency will be completed by the 3rd quarter of 2016. 1-3 The first meetings of the Working Groups will be completed by the 3rd quarter of 2016. 2-1 The first document of marketing plan is completed by the 3rd quarter of 2016, and updated annually. 2-2 The first conference to launch strategic and marketing plans will be supported to organise by the 4th quarter of 2016. 2-3 The first document on regional logistics demand profile and potential growth market is prepared by 2017 and updated annually. 2-4 Benchmarking report "State of Logistics in Namibia" will be regularly published from 2018. 3-1 Review of logistics hub centre study will be completed by the 1st quarter of 2017. 3-2 TOR on feasibility study on infrastructure development for LHC will be completed by 3rd quarter of 2017. 4-1 Detailed designs on "Upgrading the Trunk Road between Swakopmund and Karibib" and "Construction of Passing Lanes between Karibib and Ojjiwarongo" will be completed by 2017. 4-2 At least upgrade of railway line between Walvis Bay and Swakopmund will be commenced by 2017. 5-1 Planning documents of land use and border infrastructure at Mamuno will be completed by 2017. 5-2 Planning documents of land use, border infrastructure and bypass road at Katima Mulilo will be completed by 2018. 5-3 Planning documents of land use, border infrastructure and bypass road at Oshikango will be completed by 2018.	Documents of the initial preparatory works (ADB Master Plan Phase III: functions of Working Groups) Document of the 5-year strategic plan. Minutes of meetings of Working Groups Marketing plan documents Record of the first conference Documents on regional logistics demand profile and potential growth market Reports of "State of Logistics in Namibia" Review documents on logistics hub centre study. TOR document for feasibility studies for infrastructure development at Logistics Hub Centre. Minutes of meetings of the Working Group Minutes of meetings with relevant organisations. Detailed design report on "Upgrading the Trunk Road between Swakopmund and Karibib" and "Construction of Passing Lanes between Karibib and Ojjiwarongo" Minutes of meetings of the Working Group Minutes of meetings with relevant organisations. Planning documents of land use and border infrastructure at Mamuno Planning documents of land use, border infrastructure and bypass road at Katima Mulilo Planning documents of land use, border infrastructure and bypass road at Oshikango	Economic growth of the Inland Areas of SADC is sustained as forecasted. Necessary infrastructure upgrade/development is completed as planned.		

Activities	Inputs	Important Assumption
<p>1.1 Provide technical advice and inputs for preparatory works in startup period of Implementing Agency.</p> <p>1.2 Prepare 5-year plan for Implementing Agency.</p> <p>1.3 Formulate "Working Groups"</p> <p>2.1 Support to prepare marketing plan and update regularly.</p> <p>2.2 Support, compile and prioritise participation in local, regional and international conferences and seminars.</p> <p>2.3 Survey regional logistics demand profile and identify potential of growth market.</p> <p>2.4 Provide inputs to "Single Window" and investment promotion programmes to reflect needs of encouraging international logistics businesses.</p> <p>2.5 Publish regular benchmarking of "State of Logistics in Namibia".</p> <p>3.1 Review logistics hub centre study.</p> <p>3.2 Prepare TOR for feasibility study on infrastructure development, Environmental Impact Assessment and natural condition survey, etc.</p> <p>4.1 Provide technical supports on priority road projects.</p> <p>4.2 Provide technical supports on upgrading of priority railway lines.</p> <p>5.1 Prepare integrated and harmonized plans on land use and layout of border infrastructure at Mamuno.</p> <p>5.2 Prepare integrated and harmonized plans on land use, layout of border infrastructure and bypass road at Katima Mulilo.</p> <p>5.3 Prepare integrated and harmonized plans on land use, layout of border infrastructure and bypass road at Oshikango.</p>	<p>The Japanese Side</p> <p>1 Dispatch of Japanese Experts Long-term expert: Logistics development strategy, international trade and logistics industry analysis Short-term expert: Logistics marketing/trade facilitation, Infrastructure (LHC and transport), Land use/ urban planning</p> <p>2 Provision of the equipment: A Motor vehicle, Office equipment (if needed)</p> <p>3 Supporting staffs: Driver(s), Secretaries</p>	<p>The Namibian Side</p> <p>1 Allocation of Counterpart Personnel Project Director (NPC) Project Manager (WBCC) Other Counterpart Personnel</p> <p>2 Facilities Office space Equipment for the project operation Utilities: electricity, water supply, telephone, internet, etc.</p> <p>3 Local operational cost</p>
Pre-Conditions		
GRN maintains policy direction set in NDP4.		
All relevant parties keep commitment on implementation of the International Logistics Hub Master Plan.		
		
<Issues and countermeasures>		

Project Design Matrix

Version 1.1
Dated 10 February 2017

Project Title: The Project on Implementation of International Logistics Hub Master Plan

Implementing Agency: Walvis Bay Corridor Group


Target Group: Officials from NPC and WBCG, and those who are directly or indirectly engaged in logistics industry.

Period of Project: March 2016 to February 2019 (3 years)

Project Site: Whole area of Namibia

Model Site: NA

Overall Goal	Objectively Verifiable Indicators	Means of Verification	Important Assumption	Achievement	Remarks
<p>To transform Namibia as a whole nation into an international logistics hub for SADC region by 2025.</p>	<p>OG1 The amount of transit cargo through Namibia to the landlocked areas in SADC is increased from 0.8 million tons in 2013 to 3.6 million tons in 2025.</p> <p>OG2 The share of transit and re-export cargo through Namibia to the landlocked areas in SADC is increased from 12% in 2013 to 20% in 2025.</p>	<p>International trade data (UN Comtrade) Customs data (National Statistics Office) Port data (Namport)</p> <p>International trade data (UN Comtrade) Customs data (National Statistics Office) Port data (Namport)</p>			
<p>Project Purpose International Logistics Hub Master Plan is implemented through policy decisions and actions by "Project Coordination Unit (formally renamed as Implementing Agency)" and "Workings Groups".</p>	<p>PP1 Meetings of the Working Groups are regularly organised 3 times per year.</p> <p>PP2 3 Namibia Logistics Hub Conferences will be locally, regionally and internationally supported to organise by 2018.</p> <p>PP3 Feasibility study on LHC will be started by 2018.</p> <p>PP4 At least one road or railway infrastructure project will be commenced by 2017.</p> <p>PP5 At least one feasibility study on a project component of integrated border management plans will be commenced by 2018.</p>	<p>Progress report of the project activities Minutes of meetings of the Working Groups</p> <p>Preparation documents and records of Namibia Logistics Hub Conferences</p> <p>Minutes of meetings of the Working Group</p> <p>Minutes of meetings with relevant government and private organisations</p> <p>Minutes of meetings of the Working Group</p> <p>Minutes of meetings with relevant government agencies</p> <p>Minutes of meetings of the Working Group</p> <p>Minutes of meetings with relevant government and private organisations</p>	<p>SADC countries keep policies to promote more open trade regimes within the region.</p> <p>Key infrastructure development projects in the neighbouring countries</p> <p>Policy direction to put an emphasis on development of the logistics sector stipulated in NDP4 is unchanged.</p>		
<p>Outputs</p>					
<p>Output 1: Implementing Agency and "Working Groups" are fully operational.</p>	<p>1-1 The initial preparatory works for Implementing Agency will be completed by the 2nd quarter of 2016.</p> <p>1-2 The 5-year strategic plan for Implementing Agency will be completed by the 3rd quarter of 2016.</p> <p>1-3 The first meetings of the Working Groups will be completed by the 3rd quarter of 2016.</p>	<p>Documents of the initial preparatory works (ADB Master Plan Phase III: functions of Working Groups)</p> <p>Document of the 5-year strategic plan.</p> <p>Minutes of meetings of Working Groups</p>	<p>Economic growth of the Inland Areas of SADC is sustained as forecasted.</p> <p>Necessary infrastructure upgrade/development is completed as planned.</p>		
<p>Output 2: Guidelines of actions and compilations of knowledge to promote marketing in logistics are shared among stakeholders.</p>	<p>2-1 The first document of marketing plan is completed by the 3rd quarter of 2016, and updated annually.</p> <p>2-2 The first conference to launch strategic and marketing plans will be supported to organise by the 4th quarter of 2016.</p>	<p>Marketing plan documents</p> <p>Record of the first conference</p>			
<p>Output 3: Objectives, schedule and scopes of Logistics Hub Centre (LHC) are identified and shared among stakeholders.</p>	<p>2-3 The first document on regional logistics demand profile and potential growth market is prepared by 2017 and updated annually.</p> <p>2-4 Benchmarking report "State of Logistics in Namibia" will be regularly published from 2018.</p>	<p>Documents on regional logistics demand profile and potential growth market</p> <p>Reports of "State of Logistics in Namibia"</p>			
<p>Output 4: Priority projects in road and rail are identified.</p>	<p>3-1 Review of logistics hub centre study will be completed by the 1st quarter of 2017.</p> <p>3-2 TOR on feasibility study on infrastructure development for LHC will be completed by 3rd quarter of 2017.</p>	<p>Review documents on logistics hub centre study.</p> <p>TOR document for feasibility studies for infrastructure development at Logistics Hub Centre.</p>			
<p>Output 5: Integrated border management plans for priority border areas are identified and shared among stakeholders.</p>	<p>4-1 Detailed designs on "Upgrading the Trunk Road between Swakopmund and Karibib" and "Construction of Passing Lanes between Karibib and Ojjiwarongo" will be completed by 2017.</p> <p>4-2 At least upgrade of railway line between Walvis Bay and Swakopmund will be commenced by 2017.</p> <p>5-1 Planning documents of land use and border infrastructure at Mamuno will be completed by 2017.</p> <p>5-2 Planning documents of land use, border infrastructure and bypass road at Katima Mulilo will be completed by 2018.</p> <p>5-3 Planning documents of land use, border infrastructure and bypass road at Oshikango will be completed by 2018.</p>	<p>Minutes of meetings of the Working Group</p> <p>Minutes of meetings with relevant organisations.</p> <p>Planning documents of land use and border infrastructure at Mamuno</p> <p>Planning documents of land use, border infrastructure and bypass road at Katima Mulilo</p> <p>Planning documents of land use, border infrastructure and bypass road at Oshikango</p>			

Activities	Inputs	Important Assumption
<p>1.1 Provide technical advice and inputs for preparatory works in startup period of Implementing Agency.</p> <p>1.2 Prepare 5-year plan for Implementing Agency.</p> <p>1.3 Formulate "Working Groups"</p> <p>2.1 Support to prepare marketing plan and update regularly.</p> <p>2.2 Support, compile and prioritise participation in local, regional and international conferences and seminars.</p> <p>2.3 Survey regional logistics demand profile and identify potential of growth market.</p> <p>2.4 Provide inputs to "Single Window" and investment promotion programmes to reflect needs of encouraging international logistics businesses.</p> <p>2.5 Publish regular benchmarking of "State of Logistics in Namibia".</p> <p>3.1 Review logistics hub centre study.</p> <p>3.2 Prepare TOR for feasibility study on infrastructure development, Environmental Impact Assessment and natural condition survey, etc.</p> <p>4.1 Provide technical supports on priority road projects.</p> <p>4.2 Provide technical supports on upgrading of priority railway lines.</p> <p>5.1 Prepare integrated and harmonized plans on land use and layout of border infrastructure at Mamuno.</p> <p>5.2 Prepare integrated and harmonized plans on land use, layout of border infrastructure and bypass road at Katima Mulilo.</p> <p>5.3 Prepare integrated and harmonized plans on land use, layout of border infrastructure and bypass road at Oshikango.</p>	<p>The Japanese Side</p> <p>1 Dispatch of Japanese Experts Long-term expert: Logistics development strategy, international trade and logistics industry analysis Short-term expert: Logistics marketing/trade facilitation, Infrastructure (LHC and transport), Land use/ urban planning</p> <p>2 Provision of the equipment: A Motor vehicle, Office equipment (if needed)</p> <p>3 Supporting staffs: Driver(s), Secretaries</p>	<p>The Namibian Side</p> <p>1 Allocation of Counterpart Personnel Project Director (NPC) Project Manager (WBCC) Other Counterpart Personnel</p> <p>2 Facilities Office space Equipment for the project operation Utilities: electricity, water supply, telephone, internet, etc.</p> <p>3 Local operational cost</p>
Pre-Conditions		
GRN maintains policy direction set in NDP4.		
All relevant parties keep commitment on implementation of the International Logistics Hub Master Plan.		
		
<Issues and countermeasures>		

Project Design Matrix

Version 2.0

Dated 17 July 2017

Project Title: The Project on Implementation of International Logistics Hub Master Plan

Implementing Agency: Walvis Bay Corridor Group

Target Group: Officials from NPC and WBCG, and those who are directly or indirectly engaged in logistics industry.


Period of Project: March 2016 to February 2019 (3 years)

Project Site: Whole area of Namibia

Model Site: NA

Overall Goal	Objectively Verifiable Indicators	Means of Verification	Important Assumption	Achievement	Remarks
<p>Overall Goal</p> <p>To transform Namibia as a whole nation into an international logistics hub for SADC region by 2025.</p>	<p>OG1 The amount of transit cargo through Namibia to the landlocked areas in SADC is increased from 0.8 million tons in 2013 to 3.6 million tons in 2025.</p> <p>OG2 The share of transit and re-export cargo through Namibia to the landlocked areas in SADC is increased from 12% in 2013 to 20% in 2025.</p>	<p>International trade data (UN Comtrade)</p> <p>Customs data (National Statistics Office)</p> <p>Port data (Namport)</p> <p>International trade data (UN Comtrade)</p> <p>Customs data (National Statistics Office)</p> <p>Port data (Namport)</p>			
<p>Project Purpose</p> <p>International Logistics Hub Master Plan is implemented through policy decisions and actions by "Implementing Agency" and "Working Groups".</p>	<p>PP1 Meetings of the Working Groups are regularly organised 3 times per year.</p> <p>PP2 3 Namibia Logistics Hub Conferences will be locally, regionally and internationally supported to organise by 2018.</p> <p>PP3 Feasibility study on LHC will be started by 2018.</p> <p>PP4 At least one road or railway infrastructure project will be commenced by 2017.</p> <p>PP5 At least one feasibility study on a project component of integrated border management plans will be commenced by 2018.</p>	<p>Progress report of the project activities</p> <p>Minutes of meetings of the Working Groups</p> <p>Preparation documents and records of Namibia Logistics Hub Conferences</p> <p>Minutes of meetings of the Working Group</p> <p>Minutes of meetings with relevant government and private organisations</p> <p>Minutes of meetings of the Working Group</p> <p>Minutes of meetings with relevant government agencies</p> <p>Minutes of meetings of the Working Group</p> <p>Minutes of meetings with relevant government and private organisations</p>	<p>SADC countries keep policies to promote more open trade regimes within the region.</p> <p>Key infrastructure development projects in the neighbouring countries</p> <p>Policy direction to put an emphasis on development of the logistics sector stipulated in NDP4 is unchanged.</p>		
<p>Outputs</p> <p>Output 1: Implementing Agency and "Working Groups" are fully operational.</p> <p>Output 2: Guidelines of actions and compilations of knowledge to promote marketing in logistics are shared among stakeholders.</p> <p>Output 3: Objectives, schedule and scopes of Logistics Hub Centre (LHC) are identified and shared among stakeholders.</p> <p>Output 4: Priority projects in road and rail are identified.</p> <p>Output 5: Integrated border management plans for priority border areas are identified and shared among stakeholders.</p>	<p>1-1 The initial preparatory works for Implementing Agency will be completed by the 2nd quarter of 2017.</p> <p>1-2 The 5-year strategic plan for Implementing Agency will be completed by the 3rd quarter of 2017.</p> <p>1-3 The first meetings of the Target Working Groups will be completed by the 3rd quarter of 2016.</p> <p>2-1 The first document of marketing plan is completed by the 3rd quarter of 2017, and updated annually.</p> <p>2-2 The first conference to launch strategic marketing plans will be supported to organise by the 4th quarter of 2016.</p> <p>2-3 The first document on regional logistics demand profile and potential growth market is prepared by 2017 and updated annually.</p> <p>2-4 Benchmarking report "State of Logistics in Namibia" will be regularly published from 2018.</p> <p>3-1 Review of logistics hub centre study will be completed by the 1st quarter of 2017.</p> <p>3-2 TOR on feasibility study on infrastructure development for LHC will be completed by 3rd quarter of 2017.</p> <p>4-1 Detailed designs on "Upgrading the Trunk Road between Swakopmund and Karibib" and "Construction of Passing Lanes between Karibib and Ojjiwarongo" will be completed by 2017.</p> <p>4-2 At least upgrade of railway line between Walvis Bay and Swakopmund will be commenced by 2017.</p> <p>5-1 Planning documents of land use and border infrastructure at Mamuno will be completed by 2017.</p> <p>5-2 Planning documents of land use, border infrastructure and bypass road at Katima Mulilo will be completed by 2018.</p> <p>5-3 Planning documents of land use, border infrastructure and bypass road at Oshikango will be completed by 2018.</p>	<p>Documents of the initial preparatory works (ADB Master Plan Phase III: functions of Working Groups)</p> <p>Document of the 5-year strategic plan.</p> <p>Minutes of meetings of Working Groups</p> <p>Marketing plan documents</p> <p>Record of the first conference</p> <p>Documents on regional logistics demand profile and potential growth market</p> <p>Reports of "State of Logistics in Namibia"</p> <p>Review documents on logistics hub centre study.</p> <p>TOR documents for feasibility studies for infrastructure development at Logistics Hub Centre.</p> <p>Minutes of meetings of the Working Group</p> <p>Minutes of meetings with relevant organisations.</p> <p>Detailed design report on "Upgrading the Trunk Road between Swakopmund and Karibib" and "Construction of Passing Lanes between Karibib and Ojjiwarongo"</p> <p>Minutes of meetings of the Working Group</p> <p>Minutes of meetings with relevant organisations.</p> <p>Planning documents of land use and border infrastructure at Mamuno</p> <p>Planning documents of land use, border infrastructure and bypass road at Katima Mulilo</p> <p>Planning documents of land use, border infrastructure and bypass road at Oshikango</p>	<p>Economic growth of the Inland Areas of SADC is sustained as forecasted.</p> <p>Necessary infrastructure upgrade/development is completed as planned.</p>		

ANNEX 3

Activities	Inputs	Important Assumption
<p>1.1 Prepare initial work plan for implementing Agency.</p> <p>1.2 Prepare 5-year plan for Prepare 5-year strategic plan of the International Logistics Hub Master Plan.</p> <p>1.3 Formulate "Target Working Groups"</p> <p>2.1 Support to prepare marketing plan and update regularly.</p> <p>2.2 Support, compile and prioritize participation in local, regional and international conferences and seminars.</p> <p>2.3 Survey regional logistics demand profile and identify potential of growth market.</p> <p>2.4 Provide inputs to "Single Window" and investment promotion programmes to reflect needs of encouraging international logistics businesses.</p> <p>2.5 Publish regular benchmarking of "State of Logistics in Namibia".</p> <p>3.1 Review logistics hub centre study.</p> <p>3.2 Prepare TOR for feasibility study on infrastructure development, Environmental Impact Assessment and natural condition survey, etc.</p> <p>4.1 Provide technical supports on priority road projects.</p> <p>4.2 Provide technical supports on upgrading of priority railway lines.</p> <p>5.1 Prepare integrated and harmonized plans on land use and layout of border infrastructure at Mamuno.</p> <p>5.2 Prepare integrated and harmonized plans on land use, layout of border infrastructure and bypass road at Katima Mulilo.</p> <p>5.3 Prepare integrated and harmonized plans on land use, layout of border infrastructure and bypass road at Oshikango.</p>	<p>The Japanese Side</p> <p>1 Dispatch of Japanese Experts Long-term expert: Logistics development strategy, international trade and logistics industry analysis Short-term expert: Logistics marketing/trade facilitation, Infrastructure (LHC and transport), Land use/urban planning</p> <p>2 Provision of the equipment: A Motor vehicle, Office equipment (if needed)</p> <p>3 Supporting staffs: Driver(s), Secretaries</p>	<p>The Namibian Side</p> <p>1 Allocation of Counterpart Personnel Project Director (NPC) Project Manager (WBCC) Other Counterpart Personnel</p> <p>2 Facilities Office space Equipment for the project operation Utilities: electricity, water supply, telephone, internet, etc. 3 Local operational cost</p> <p>Pre-Conditions GRN maintains policy direction set in NDP4.</p> <p>All relevant parties keep commitment on implementation of the International Logistics Hub Master Plan.</p> <p></p> <p><Issues and countermeasures></p>

Project Design Matrix

Version 2.1

Dated 04 December 2017

Project Title: The Project on Implementation of International Logistics Hub Master Plan

Implementing Agency: Walvis Bay Corridor Group

Target Group: Officials from NPC and WBCG, and those who are directly or indirectly engaged in logistics industry.


Period of Project: March 2016 to February 2019 (3 years)

Project Site: Whole area of Namibia

Model Site: NA

Overall Goal	Objectively Verifiable Indicators	Means of Verification	Important Assumption	Achievement	Remarks
<p>Narrative Summary</p> <p>To transform Namibia as a whole nation into an international logistics hub for SADC region by 2025.</p>	<p>OG1 The amount of transit cargo through Namibia to the landlocked areas in SADC is increased from 0.8 million tons in 2013 to 3.6 million tons in 2025.</p> <p>OG2 The share of transit and re-export cargo through Namibia to the landlocked areas in SADC is increased from 12% in 2013 to 20% in 2025.</p>	<p>International trade data (UN Comtrade) Customs data (National Statistics Office) Port data (Namport)</p> <p>International trade data (UN Comtrade) Customs data (National Statistics Office) Port data (Namport)</p>			
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<p>1.1 Prepare initial work plan for implementing Agency.</p> <p>1.2 Prepare 5-year plan for Prepare 5-year strategic plan of the International Logistics Hub Master Plan.</p> <p>1.3 Formulate "Target Working Groups"</p> <p>2.1 Support to prepare marketing plan and update regularly.</p> <p>2.2 Support, compile and prioritize participation in local, regional and international conferences and seminars.</p> <p>2.3 Survey regional logistics demand profile and identify potential of growth market.</p> <p>2.4 Provide inputs to "Single Window" and investment promotion programmes to reflect needs of encouraging international logistics businesses.</p> <p>2.5 Publish regular benchmarking of "State of Logistics in Namibia".</p> <p>3.1 Review logistics hub centre study.</p> <p>3.2 Prepare TOR for feasibility study on infrastructure development, Environmental Impact Assessment and natural condition survey, etc.</p> <p>4.1 Provide technical supports on priority road projects.</p> <p>4.2 Provide technical supports on upgrading of priority railway lines.</p> <p>5.1 Prepare integrated and harmonized plans on land use and layout of border infrastructure at Mamuno.</p> <p>5.2 Prepare integrated and harmonized plans on land use, layout of border infrastructure and bypass road at Katima Mulilo.</p> <p>5.3 Prepare integrated and harmonized plans on land use, layout of border infrastructure and bypass road at Oshikango.</p>	<p>1 Dispatch of Japanese Experts</p> <p>Long-term expert: Logistics development strategy, international trade and logistics industry analysis</p> <p>Short-term expert: Logistics marketing/trade facilitation, Infrastructure (LHC and transport), Land use/urban planning</p> <p>2 Provision of the equipment: A Motor vehicle, Office equipment (if needed)</p> <p>3 Supporting staffs: Driver(s), Secretaries</p>	<p>1 Allocation of Counterpart Personnel</p> <p>Project Director (NPC)</p> <p>Project Manager (WBCC)</p> <p>Other Counterpart Personnel</p> <p>2 Facilities</p> <p>Office space</p> <p>Equipment for the project operation</p> <p>Utilities: electricity, water supply, telephone, internet, etc.</p> <p>3 Local operational cost</p>	<p>Pre-Conditions</p> <p>GRN maintains policy direction set in NDP4.</p> <p>All relevant parties keep commitment on implementation of the International Logistics Hub Master Plan.</p> <p></p> <p><Issues and countermeasures></p>

Project Design Matrix

Version 3.0
Dated 11 February 2018

Project Title: The Project on Implementation of International Logistics Hub Master Plan

Implementing Agency: Walvis Bay Corridor Group

Target Group: Officials from NPC and WBCG, and those who are directly or indirectly engaged in logistics industry.


Period of Project: March 2016 to February 2019 (3 years)

Project Site: Whole area of Namibia

Model Site: NA

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Dated 08 March 2018

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ANNEX 4: Activities of Working Groups in 2019



LOGISTICS HUB MASTER PLAN Activity Plan of WORKING GROUPS

1. Strategic Marketing Working Group

Implementation of action plans

- Decision on activity plan 2019
- Discussion of available budget and funding needs
- Preparation of core customers' list (Zambia/ DRC):
 - Mining & construction (Industry specific demand);
 - Cold chain (expected/potential demand).
- Study on marketing method:
 - Good practice/case (Success cases of the companies based in Zambia)
- Marketing Activities:
 - Publication and promotion of Namibia State of Logistics Report
 - Develop Marketing Brochure and Homepage
 - Trial sales promotion package for new customers;
 - Road-Show, Benchmarking "price and range" list for customers. (Info sessions in Zambia/DRC)
- ICD Grootfontein – update by Transnamib



2. Capacity Development Working Group

Capacity Building measures in the sector based on needs assessment

Technical Advice by GIZ

- Project plan;
- Funding requirements and source options
- Project monitoring.
- FIATA (International Federation of Freight Forwarders Associations) training (expand from 60 to 300 until 2025).

3. Integrated Border Management Working Group

Actions for efficient border procedure: Average border-crossing time to be reduced from 2.5 hours to 30 minutes

- Katima Mulilo: Parking space near Wenela; Bypass road dev (urgency and priority of the border related infrastructure development);
- Gobabis Buitepos: living condition (consensus of “settlement”);
- Border procedure: measurement of border procedure time; lack of human resource; Single Window; ICT; mobile corridor app;
- WG meeting at border towns.



4. Logistics Hub Centre Development Working Group

Preparations for Site A development

- Identification of potential investors and sales promotion plans;
- Management plan (establishment of preparation office; organizational plan; management plan);
- Preparation of remodelling TransNamib marshalling yard (project implementation body and funding);
- Infrastructure plan (coordination with municipal utility).

Schedule of Steering Committee, Logistics Hub Workshop and Working Group meetings in 2019

	January	February	March	April	May	June	July	August	September	October	November	December
Overall		▲ 3rd Joint Coordination Committee ▲ Logistics Hub Forum Windhoek	▲ Logistics Hub Forum Walvis Bay		▲ Steering committee	▲ Logistics Hub Forum Tsumeb & Katima			▲ Logistics Hub Forum Windhoek		▲ Steering committee	▲ Logistics Hub Forum Walvis Bay
Strategic Marketing			▲ WG8		▲ WG9		▲ WG10		▲ WG11		▲ WG12	
Capacity Development				▲ WG5			▲ WG6			▲ WG7		
Logistics Hub Centre			▲ WG4				▲ WG5			▲ WG6		
Integrated Border Management				▲ WG4			▲ WG5			▲ WG6		
Project monitoring				▲ 2019 1Q Report			▲ 2019 2Q Report			▲ 2019 3Q Report		