The Republic of Namibia
National Planning Commission
Ministry of Works and Transport
Walvis Bay Corridor Group
Namport

The Project for Implementation of International Logistics Hub Master Plan (Phase2)

Project Completion Report

JANUARY 2025

Japan International Cooperation Agency (JICA)

International Development Center of Japan Inc. (IDCJ Inc.)

Overseas Coastal Area Development Institute of Japan (OCDI)

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Abbreviations

AGL:	Africa Global Logistics
CEO:	Chief Executive Officer
CP:	Counter Part
DRC:	Democratic Republic of the Congo
GIZ:	Deutsche Gesellschaft fur Internationale Zusammenarbeit (German International Cooperation Society)
GOJ:	Government of Japan
GRN:	Government of the Republic of Namibia
JCC:	Joint Coordination Committee
KfW:	Kreditanstalt für Wiederaufbau(Credit Institute for Reconstruction)
LHD:	Logistic Hub Department
MHAI:	Ministry of Home Affairs and Immigration
MITSD:	Ministry of Industrialisation, Trade and SME Development
MOF:	Ministry of Finance
MSC:	Mediterranean Shipping Company
MWT:	Ministry of Public Works and Transport
NamRA:	Namibia Revenue Authority
NCT:	New Container Terminal
NDP:	National Development Plan
NPC:	National Planning Commission
OSBP:	One Stop Border Post
PDM:	Project Design Matrix
PO:	Plan of Operations
RA:	Roads Authority
RD:	Record of Discussions
RFA:	Road Fund Administration
RORO:	Roll-on/ Roll-off ship
SADC:	Southern Africa Development Community
TEU:	Twenty-foot Equivalent Units
TiL:	Terminal Investment Limited
TiN	Terminal Investment Namibia

WBNLDC:	Walvis Bay Ndola Lubumbashi Development Corridor
WBCG:	Walvis Bay Corridor Group
WG:	Working Group

1. Basic Information of the Project

1.1. Country

The Republic of Namibia

1.2. Title of the Project

The Project for Implementation of International Logistics Hub Master Plan (Phase 2)

1.3. Duration of the Project

Planned (Work Plan 1): From September 2020 to June 2023
Actual: From September 2020 to December 2024

1.4. Background of the Project

This project is technical cooperation to the Government of the Republic of Namibia (hereinafter referred to as "GRN") for the promotion of the "Logistics Nation" as one of its top priority national development strategies. 'Logistics Nation' has been a consistent priority development objective from the Fourth National Development Plan (2012/13 - 2016/2017) to the current Fifth National Development Plan (2017/18 - 2021/22, extended to the early 2025).

1.4.1. Namibia's Vision for a Logistics Nation

The Logistics Nation Concept: A Growth Strategy for Namibia with Small Population.

Although the Republic of Namibia is a middle-income country, its less-diversified economy is growing sluggishly, with increasing inequality and youth unemployment. Economic diversification is a long-standing challenge, and a new economic driver that goes beyond the limitations of water and population size is needed. This is where the "Logistics Nation Initiative" comes into the spotlight.

Namibia is located on the Atlantic coast of Southern Africa and shares borders with Angola, Zambia, Botswana, and South Africa. Namibia has international corridors linked with the port of Walvis Bay, which can serve as the gateway to the SADC (Southern Africa Development Community) region. From there to neighbouring countries, well-developed arterial roads connect the world with southern Africa, especially with the SADC inland areas. International logistics for the SADC hinterland represents an "export of services" with a market size of at least 35 million people.

NDP4 stipulated the vision to become an international logistics hub a national priority.

・The vision to become an international logistics hub has become a national strategy.

Namibia's National Development Plan 4 (NDP4, 2012/13 - 2016/17), announced in July 2012, envisions the country as an "international logistics hub" (international transit cargo entry/exit point and transit hub) linking the southern African region with the world. It was set as one of the priority goals of the National Growth Strategy. It was clearly stated that

the "Master Plan" for transforming Namibia into an international logistics hub would be formulated as the first step toward its realization.

・Construction of the new Container Terminal at Walvis Bay Port, a mega-project, began.

At the same time, as the NDP4(National Development Plan 4) declared the country to go for a logistics nation, Namibia embarked on a mega project, the construction of a new container terminal of the Port of Walvis Bay, with a scale of investment never before experienced in the country.

The regional economy in Southern Africa had continued to grow at an annual rate of about 7% from 2005 to 2015. During the same period, there was a rapid increase in transshipment cargoes through Walvis Bay to Angola, which was experiencing a bubble economy due to the rise in oil prices. The existing terminal capacity was nearing its limit. In November 2013, it was decided that the construction of a new container terminal at the port double its container handling capacity from 350,000 TEU(Twenty-foot Equivalent Units)/year to 700,000 TEU/year, with a loan from the African Development Bank (US$338 million), with the expectation of acquiring more international cargo.

At the same time, however, the capacity of the new terminal is beyond the domestic demand of the country's economy, and it is essential to attract international cargo. The development of the Master Plan to make Namibia an International Logistics Hub, a key project under NDP4, was expected to present a strategy for marketing this port and the Namibian route as a set.

1.4.2. Logistics Hub Master Plan Development (2014–2015)

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 "Logistics Master Plan")." The CP on the Namibian side is the NPC and the Ministry of Public Works and Transport (MWT) at the policy level and the Walvis Bay Corridor Group (WBCG) at the implementation level.

(1) The Nature of the MP's Development Scenario - "To Market Namibia as a Logistics Hub"

Concluded in March 2015, the Nature of the Master Plan's development scenario came out to be "a plan to market Namibia as a Logistics Hub." The idea is to find niches in which the Namibian route can play to its strengths against other competing international corridors and to strengthen its comparative advantage, compensate for its weaknesses, and strategically market it. Among the others, the North-South corridor (the Port of Durban in South Africa - via Zimbabwe – Zambia/DRC(Democratic Republic of the Congo) where it has a large market share, is assumed to be its biggest competitor)

With "Marketing" as the basic strategy, the essential components to be realized were identified, including (1) capturing inland transit demand through strategic marketing, (2) attracting international logistics companies by developing a logistics hub centre, (3)

strengthening transportation networks (roads, railways, bypasses, truck stops), (4) integrated border management (including border cities). For each component, a detailed analysis of the current situation and the identification of development issues were done. Respective actions were proposed for short, medium, and long-term solutions to each of these elements.

The basic strategies and actions proposed in the Master Plan were highly commended by GRN, and the Plan was adopted as the master plan for the promotion of the Strategy for a Logistics Nation. It was specified in the Fifth National Development Plan (NDP5, 2017/18 - 2021/22) that the priority programmes/projects set out therein would be initiated.

(2) **The "all-Namibian structure" required for the implementation of the Master Plan**

The Master Plan report recommended that in order to implement the actions proposed in the Master Plan effectively, it is essential to create an "all-Namibian structure" and that a consensus-building mechanism be created at the national level (to coordinate the implementation of the overall plan and its priorities) and at the field level (to coordinate each action by the organizations directly involved in implementation).

The proposal presented in the Master Plan called for a body under the NPC to coordinate implementation at the national level, with issue-specific Working Groups (WGs) under it for each of the above components that would coordinate at the field level and promote the implementation of the actions for which they are responsible.

(3) **The MP targets logistics for landlocked countries - a shift to international transit.**

It was assumed that the target of the marketing strategy in the Master Plan would be logistics for landlocked countries such as Zambia. The reason for this was that, in 2014, we believed that it would be risky to continue to rely on demand for transshipment to Angola, an oil-producing country that accounted for a very large share of the market. First of all, Angola's demand is likely to fluctuate greatly depending on the price of oil. In the long term, the country's ports were gradually improving, and sooner or later, large vessels would be expected to head directly to Angola.

The risk of dependence on Angola became a reality in the second half of 2015, earlier than we had anticipated when the master plan was prepared. The price of crude oil, which had been soaring, plummeted, and transshipment cargoes to Angola fell sharply. Likewise, the mainstay shifted to be international cargoes to Zambia, which continued to increase steadily despite the slowdown in economic growth in the SADC region. The "Angola Risk" and "demand shift to transit cargoes to Zambia," which were forecasted in the Master Plan, became a reality.

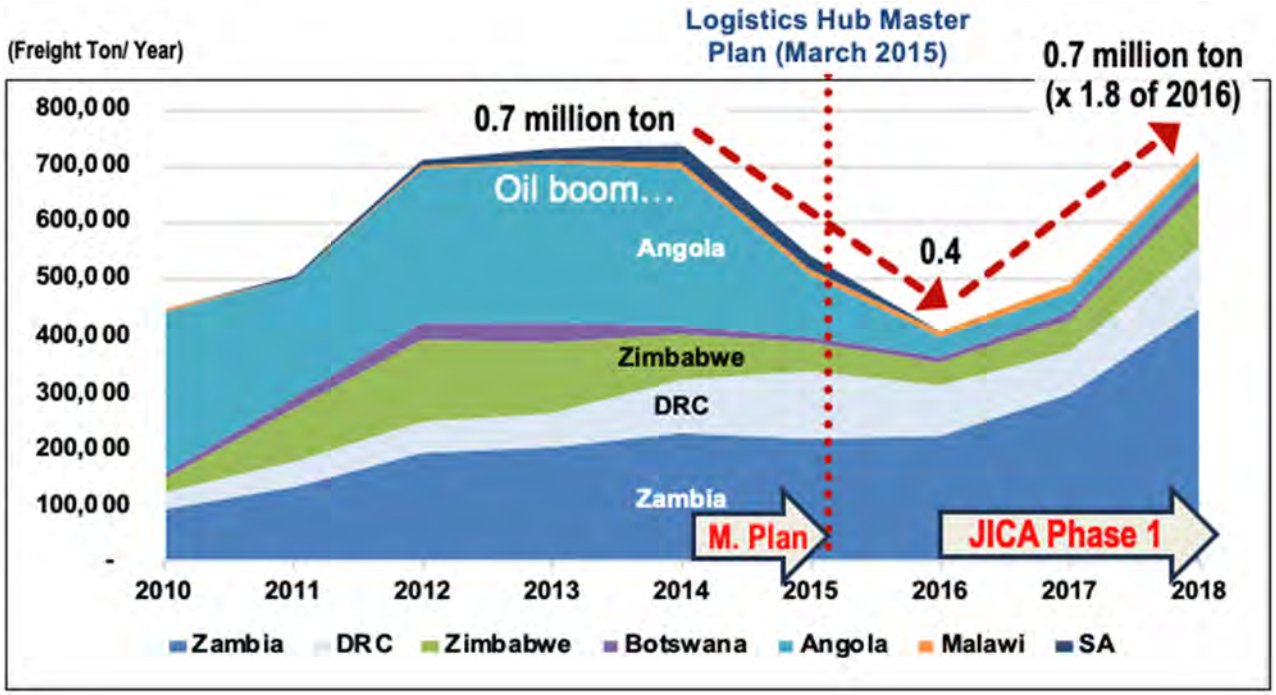
1.4.3. Request for a technical cooperation project to implement the Master Plan (Phase1)

In response to the Master Plan proposal, the Government of Namibia decided to make the WBCG the Master Plan Implementing Body with overall coordination responsibility and to proceed with the establishment of Working Groups for each key issue. Meanwhile, the Government of Japan was requested to undertake a technical cooperation project to

support the WBCG in its comprehensive management of the implementation and establishment of the working groups.

(1) The Phase 1 Achievement of the WG activities and a steady increase in inland land transit cargo

In response to this request, the Project to Promote the Establishment of an International Logistics Hub in Namibia (February 2016 - February 2019) was implemented. As a result, the project's goal of setting up an implementation structure for the International Logistics Master Plan was realized. The WGs discussed the implementation plan and developed concrete measures, including a strategic marketing plan, a logistics hub/centre/port area redevelopment concept, and an integrated border management development concept, as well as advice on critical infrastructure development.



Source: Namport/WBCG "Cross Border Data."

Figure 1 International land-based transit traffic through the Port of Walvis Bay during the initial stage of the Master Plan Implementation 2016-2018 (tons/year)

In line with the strategic marketing plan determined by the WG, the marketing of the Namibian route has been actively pursued. As a result, international cargo volumes to the SADC landlocked countries (mainly Zambia and the DRC) increased significantly from 410,000 tonnes (2016) to 710,000 tonnes (2018); in 2019, they reached a record high of over 800,000 tonnes.

At the same time, progress had been made in developing priority infrastructure for the international corridor, such as upgrading main roads and rehabilitating railways. However, it was becoming clear that the development of public infrastructure was outpaced by the growth of the transit cargo volume.

(2) Completion of the new container terminal.

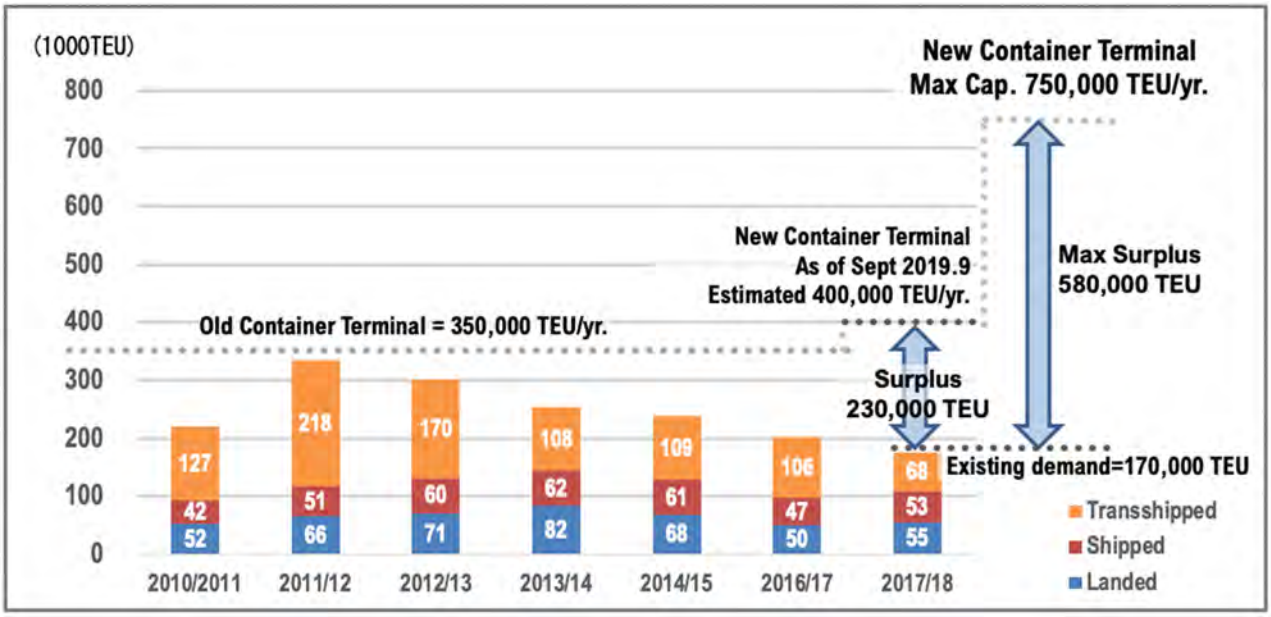
Six months after Phase 1 of the technical cooperation project was completed in February 2019, the new container terminal (with a quay depth of 16 meters and four large ship-to-shore cranes) was completed. It became operational on August 24, 2019. At the moment, Walvis Bay Port accommodated ships with around 4000-5000 TEU on regular basis including "West Africa Service by Maersk/CMA CGM". They were looking for the larger ships to call.

Aggressive marketing to shipping companies looking for a place to operate large container ships has paid off, with a series of calls to the port on 4 and 18 April 2020 by large container ships of the 7,000 TEU and 9,000 TEU classes, respectively (currently on a temporary basis). If these large-ship operations become established as a regular shipping route, Namibia's name value as a new gateway is expected to increase significantly.

(3) Remaining Issues - "Need More Cargo!"

<u>WG activities to acquire further new cargoes</u>

Namibia now has a selling point: a "new container terminal". In order to "fill up" this new terminal, more new cargo must be acquired. In 2019, the new container terminal, which had just been completed, had a significant surplus of handling capacity. This is because the Angolan transshipment (ship-to-ship) cargoes, which used to account for a large proportion of the total volume of cargoes shipped through Walvis Bay in the past, had disappeared.



Source: Namport Annual Report 2017/18, fiscal year base.

Figure 2 Container Handling Volume and Capacity of the Port of Walvis Bay (1000 TEU)

As mentioned earlier, the plunge in oil prices led to an economic downturn in the oil-producing country of Angola and a sharp decline in cargoes to that country. Transshipment cargo (ship-to-ship) to Angola peaked in 2011 at 1.53 million tonnes (218,000 TEU), accounting for 30% of the Port of Walvis Bay's total cargo volume (65% of containers), but it has halved since 2013, falling to 280,000 tonnes in 2018, one-fifth of its peak. In 2019,

the transshipment services to Angola had been suspended.

As for land transit cargo through the Port of Walvis Bay, the increase in transit cargo bound for Zambia made up for the decline in land cargo bound for inland Angola. However, it did not attract enough new demand to replace the decline in demand for transshipment containers.

As a result, the volume of containers handled in FY2017/18 was 170,000 TEU, less than even the 350,000 TEU capacity of the old terminal, and the port's handling capacity, which had been expanded by the completion of the new terminal, was considerably more than what it was handling at the moment. Capturing demand from inland countries was confirmed to be a top priority, so further activities of the Strategic Marketing WG and Logistics Hub Centre WG (to invite big international players) were expected to open up new demand.

Reorganization of port operations and cargo flow lines

With the completion of the new container terminal, there are a number of changes to the Port of Walvis Bay's port operations and cargo flow lines.

What needs to be done is to safely allow unprecedentedly large vessels to enter and leave the port, to convert the old container terminal to a multi-purpose terminal, to operate properly and maintain the existing stevedoring and handling facilities, to secure a container-trailer flow line from the new container terminal through the port compound, through the city center, and from the inland suburbs to the industrial road, and to develop a site directly behind the port for a logistics base (logistics hub center).

Resolving these issues is critical in terms of enhancing the reputation of the Port of Walvis Bay, adding value as a logistics hub, and preparing a selling point for attracting inland transit cargo.

Improving border-related facility infrastructure and operations

At the time of the Phase 2 Preparatory Study, there was a statement that it is a matter of urgency to expand the cargo transit capacity of the border area, thereby include it as a target for Phase 2 activities. Congestion is developing near the facility on the Namibian side of the border with Zambia, and this congestion is increasing the likelihood that international freight contracts once attracted to the Namibian route will be canceled and shifting back to the route through South Africa.

The bottleneck of the inland borders will be a critical obstacle in marketing the port. There is an urgent need to identify the causes of congestion and take urgent measures to improve it. Further progress in the activities of the Border Management WG is desired.

1.4.4. Request for a technical cooperation project to implement the Master Plan (Phase2)

As a result of the implementation of Phase 1, the project objective of "Launching the Implementation Framework" had been achieved. Steady progress has also been made in marketing activities for inland freight acquisition. The development of priority infrastructure for the international corridor, such as the upgrading of some sections of main roads and the rehabilitation of railways had been started.

On the other hand, in order to achieve the overall goal of Phase 1, which was to make Namibia an international logistics hub in the southern African region by 2025 (a goal of the Master Plan), it is essential to resolve remaining issues and to continue marketing activities.

The Government of Namibia judged that Japan's technical support is necessary to materialize further and progress the "International Logistics Hub" and requested the second phase of the Project to Promote the Establishment of an International Logistics Hub. JICA conducted a detailed planning study of the Project Phase 2 in September 2019, and the Record of Discussion (R/D) were agreed upon in February 2020 after consultations with GRN and relevant parties.

As a result of the discussion in the Preparatory Study, it had been decided that (1) support for the WBCG activities would be continued (including support for working groups, development of logistics hub centers in the port, strategic marketing activities, and development of inland border facilities), and (2) improvement of port operation (including the land transport portion), which is the key to the realization of the international logistics hub concept, would be the primary focus of support for this project.

1.5. Overall Goal and Project Purpose (Phase 2)

1.5.1. Goals which will be attained after Project Completion

(1) **Overall Goal**

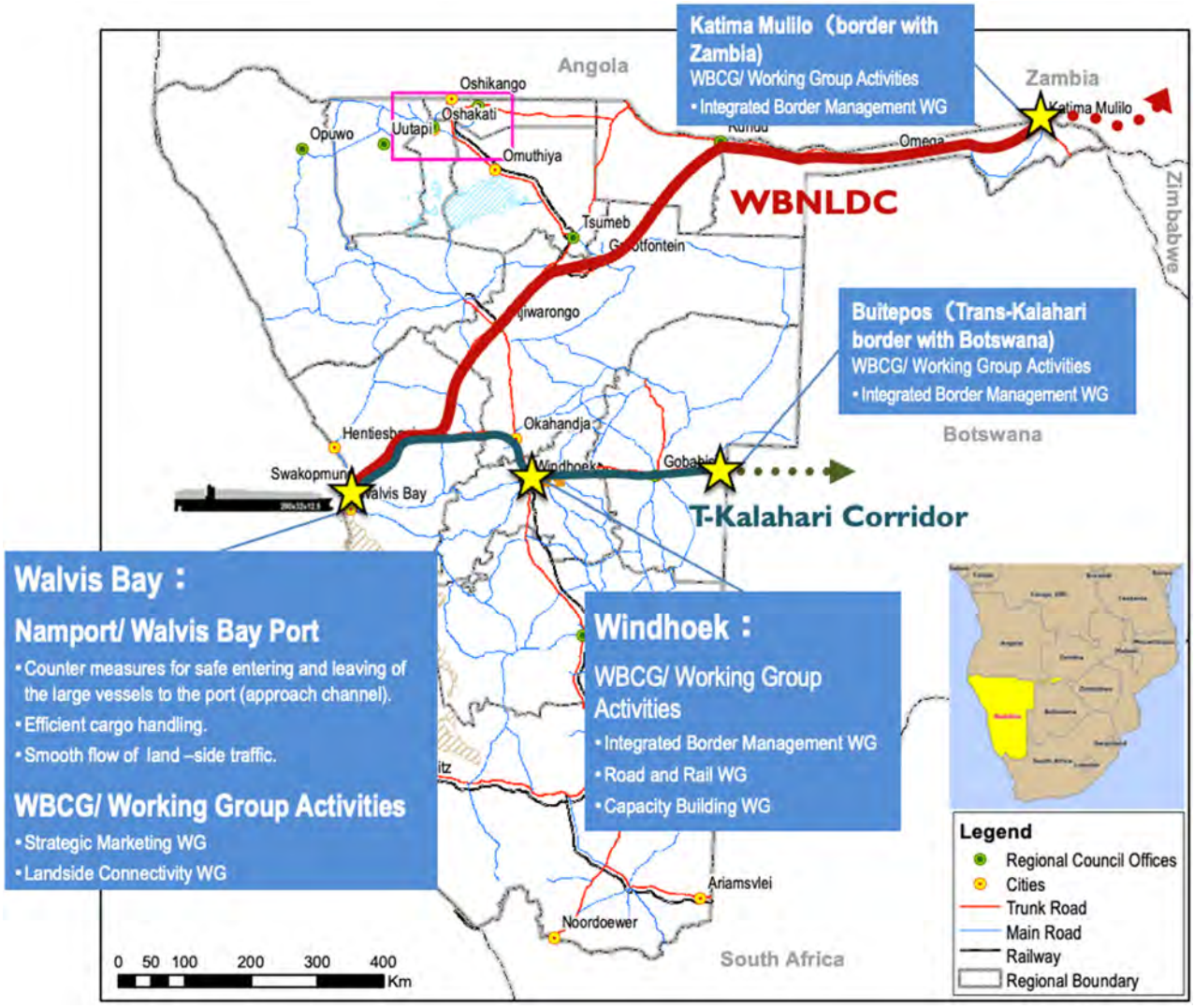
The cargo throughput (container, general cargo, etc.) of the Walvis Bay Port will increase.

(2) **Project Purpose**

Efficient operation in the Walvis Bay Port will be implemented in line with the International Logistics Hub Master Plan.

1.5.2. Project Sites

Activities of the Project shall take place in Walvis Bay, Windhoek, and border points in Katima Mulilo (Wenela, Ngoma) and Buitepos (Trans-Kalahari Border).



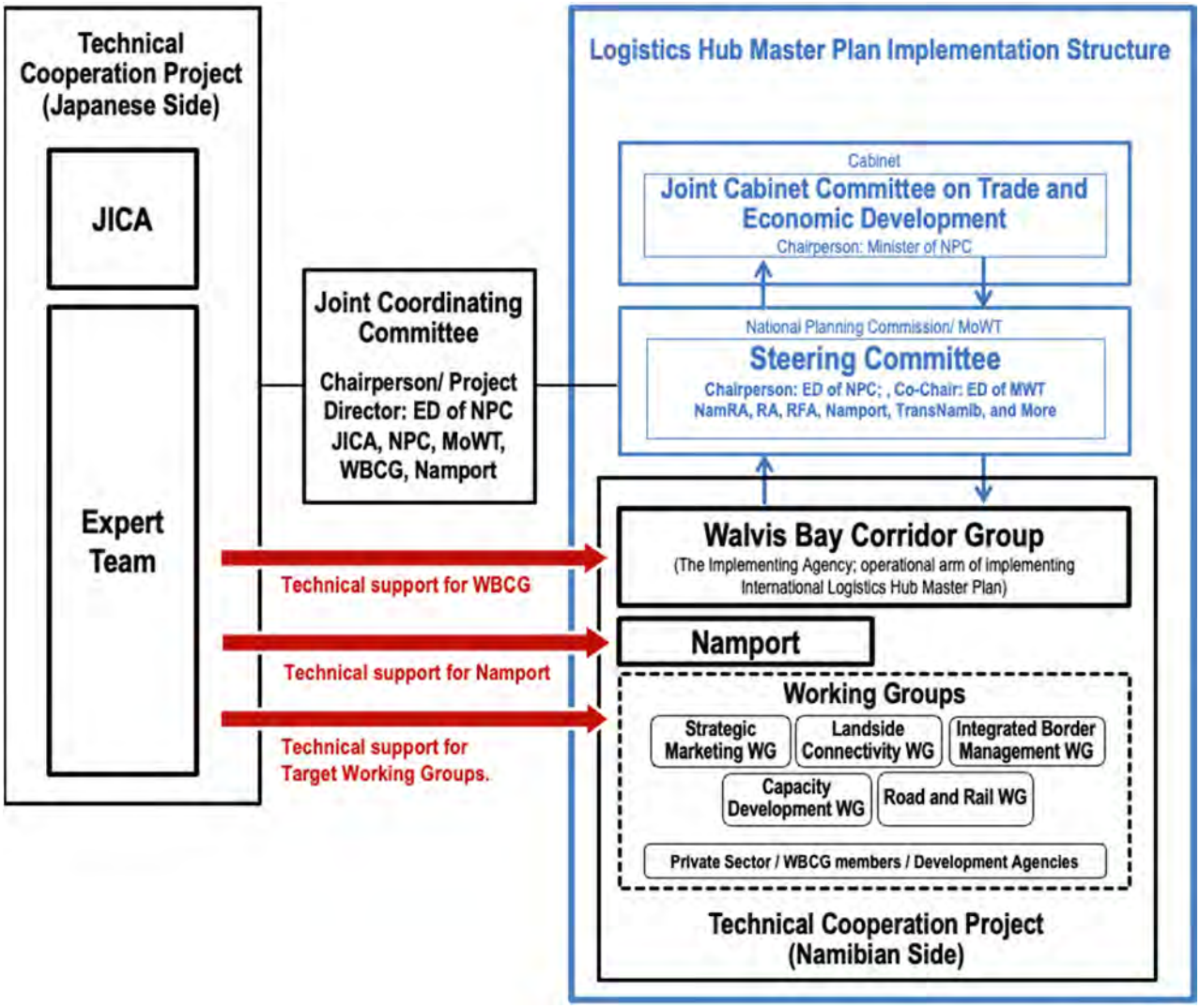
Source: JICA Expert Team

Figure 3 Project Sites

1.5.3. Implementation Structure of the Project

(1) Overall Structure of Implementation of the Logistics Master Plan 2015

The present technical cooperation project (the Project) is to support Namibia to realize what the Logistics Master Plan 2015 envisaged (see 2.1.3 for the contents of the Project). Likewise, the administrative structure of the Project is to be an integral part of the implementation structure of the Master Plan, as shown in Figure 4.



Source: JICA Expert Team

Figure 4 Master Plan Implementation and Administrative Structure of the Technical Cooperation Project

The Steering Committee that consists of the National Planning Commission (NPC), Ministry of Works and Transport (MWT), Ministry of Industrialisation, Trade and SME Development (MITSD), and Ministry of Finance (MOF) make decisions at the policy level. Given these decisions, the Walvis Bay Corridor Group (WBCG)[1] is the one to coordinate the whole process of the Master Plan implementation.

Under WBCG, there are Working Groups (WGs) that focus on respective thematic issues. Each Working Group is to promote priority projects and programs that had been identified in the Master Plan. WG shall identify problems, build common understandings, and propose actions to solve the issues. WG members are nominated from the Government and Private entities that are in leading positions to realize what the Master Plan proposed. WBCG is to provide supports to the WGs.

[1] WBCG: a non-profit public-private partnership led by MWT that attracts international logistics to the international corridor starting from the Port of Walvis Bay and promotes the logistics industry.

(2) Administrative Structure of the Technical Cooperation Project

The administrative structure of the present technical cooperation project within the context of the overall implementation structure of the Master Plan is also described in Figure 4.

(3) Implementing Organizations of the Project

As shown in Figure 4, there are two organizations to be in charge of the implementation of the Project.

Implementing organizations are the following.

- **WBCG:** In charge of overall coordination of the Project implementation. The counterpart for the technical cooperation activities towards Landside Connectivity Working Group, Strategic Marketing Working Group, and Integrated Border Management Working Group.
- **Namport:** the counterpart for the 3 (three) technical cooperation activities related to the port. Each activity will be coordinated and liaised with the relevant Working Groups.

(4) Joint Coordinating Committee (JCC)

The JCC will be held as necessary (at least once a year) to discuss and approve the draft annual plan of the project, review the progress of the project, and confirm the achievement of the goals. The JCC is scheduled to be held in the capital city of Windhoek. The members of the JCC, as indicated in the RD, are as follows.

1) Chairpersons

- Chairperson： NPC (Executive Director)
- Vice Chairperson: WBCG（CEO）

2) Members

Namibia

- NPC, WBCG, Ministry of Works and Transport (MWT), Ministry of Finance (MOF), Ministry of Industrialization, Trade and SME Development (MITSD), Ministry of Home Affairs and Immigration (MHAI).
- Namport

Japan

- JICA HQs, JICA Namibia, and other concerned participants by the Japanese side.

Others

- Persons designated by the JCC Chairperson
- Embassy of Japan (as an observer)

2. Results of the Project

2.1. Results of the Project

2.1.1. Input by the Japanese side

Inputs have been provided as agreed in the RD. See RD, PDM and PO for details.

(a) Dispatch of Short-term experts
1) Chief advisor / Working group
2) Approach Channel 1
3) Approach Channel 2
4) Cargo handling operation 1
5) Cargo handling operation 2
6) Cargo handling equipment
7) Land-side traffic flow management 1
8) Land-side traffic flow management 2
9) Hinterland logistics strategy 1
10) Hinterland logistics strategy 2
11) Border Management

(b) Training
Training in/out of Namibia as necessary

(c) Local Cost
Expense for site training, travel of Japanese experts and other necessary cost for the Project activities.

2.1.2. Input by the Namibian side

Inputs have been provided as agreed in the RD. See RD and PDM for details.

(a) Counterpart allocation
1) Project director
2) Project manager
3) Counterpart

(b) Office environment
Provision of necessary office space and facilities for the Project.

(c) Expense for Project activities
Expense for electricity, water, communication and travel for counterparts, etc.

(d) Others
As necessary.

2.1.3. Expected Outputs and Activities

The expected outputs and respective activities are as summarized in the following table. All the activities and outputs have been completed and delivered accordingly. For details, see respective versions of POs and Monitoring Reports.

Table 1 Summary of Outputs and Activities

Outputs	Activities
0. Common	【0-1】 Prepare Work Plan and Monitoring Sheet (1) 【0-2】 Discuss and revise Work Plan 【0-3】 Organize JCC Meeting (1) 【0-4】 Organize JCC Meeting (2) 【0-5】 Implement baseline survey 【0-6】 Update Monitoring Sheet (2)(3) and Work Plan 【0-7】 Implement preparatory study for the baseline survey and data collection, including a review of existing F/S. 【0-8】 Projection economic impact caused by COVID-19 【0-9】 Projection of the logistic impact caused by COVID-19 【0-10】 Revise target value and target year of the Logistics Master Plan 【0-11】Organize JCC Meeting (3)(4)(5) 【0-12】 Revise Monitoring Sheet (4)(5)(6)(7) 【0-13】 Implement training in Japan 【0-14】 Prepare project completion report
1. Countermeasures are summarized for entering (leaving) vessels, which are accommodated by the existing berths, can safely enter (leave) Walvis Bay Port without any restriction of the approach channel.	【1-1】 Review F/S and relevant study report. 【1-2】 Conduct baseline survey related to the entering (leaving) vessels to Walvis Bay Port 【1-3】 Analyze sufficient dimensions of the approach channel for safe operation and proper navigational operations. 【1-4】 Propose practical improvement of the approach channel and navigational operations.
2. Smooth cargo handling operation at the Walvis Bay Port will be implemented.	【2-1】 Conduct baseline survey related to cargo handling 【2-2】 Conduct baseline survey related to cargo handling equipment 【2-3】 Prepare a proposal for cargo handling operation improvement on focused cargoes at the current multi-purpose terminal and provide OJT(on the job training) for Namport staff. 【2-4】 Prepare a proposal for maintenance activity improvement on focused cargo handling equipment at the current multi-purpose terminal and provide OJT(on the job training) for Namport staff. 【2-5】 Conduct training in Japan for Namport staff in charge of cargo handling equipment maintenance/cargo handling operation.
3. Smooth traffic flow of trailers at the Walvis Bay Port will be realized.	【3-1】 Observe and analyze trailer movements in and around the Walvis Bay Port, confirm the port activity and port dwell time. 【3-2】 Review the traffic improvement plan in Walvis Bay port planned by Namport. 【3-3】 Propose measures for smooth land-side traffic flow of trailers (inbound / outbound) by analyzing the traffic capacity.

	【3-4】 Provide OJT (on the job training) for Namport staff for "Smooth land-side traffic flow of trailers (inbound/outbound)." 【3-5】 Conduct training in Japan for Namport staff in charge of smooth land-side traffic flow of trailers (inbound/outbound)) 【3-6】 Extract other issues to improve the land transportation, plan, and implement countermeasures. 【3-7】 Share information with Landside connectivity WG on the study results and plan to improve the land transportation.
4. Development plan of the Landside Connectivity in the Walvis Bay will be prepared by clarification of the adequate function and requirement.	【4-1】 Clarify adequate function and requirement for smooth landside connectivity between the Walvis Bay Port and its hinterland. Share information and seek comment on the function and requirement of the hinterland development for landside connectivity. In addition, share information on the point of smooth land-side traffic flow of trailers in Output 3 as an important requirement. 【4–2】 Prepare development plan for landside connectivity in Walvis Bay. Share information on the progress with Landside Connectivity WG at each juncture of such planning. 【4-3】 Support members of WG for preparation of the development plan for Landside Connectivity. 【4-4】 Implement training in Japan for the members of WG in charge of development plan for Landside Connectivity.
5. The activities of WBCG will be continued.	【5-1】 Advise WBCG for implementation of the Master Plan 【5-2】 Develop the capacity of WBCG staff, working group members, chairperson as focal points, and other related persons involved in the implementation of the Master Plan 【5-3】 Implement training in Japan for WBCG staff for promotion activity in the logistics industry. 【5-4】 Plan and coordinate working group schedule and contents 【5-5】 Support working group remote meetings by the remote workshops. 【5-6】 Prepare countermeasures against COVID-19 (urgent/ immediate term) with integrated border management working group 【5-7】 Prepare a plan for post-COVID-19 with integrated border management working group 【5-8】 Prepare countermeasures against COVID-19 (urgent/ immediate term) with strategic marketing working group 【5-9】 Prepare a plan for post-COVID-19 with strategic marketing working group

Source: JICA Expert Team

2.2. Achievements of the Project

2.2.1. Project purposes and indicators

Project purpose:

Efficient operation in the Walvis Bay Port will be implemented in line with the International Logistics Hub Master Plan.

Objectively Verifiable Indicators of Project Purpose:

Output 1: Countermeasures are summarized for entering (leaving) vessels, which are accommodated by the existing berths, can safely enter (leave) Walvis Bay Port

without any restriction of the approach channel.

・Reports of Endline survey and Recommendations for Improvements were sent to Namport in July 2024.

Output 2: Smooth cargo handling operation at the Walvis Bay Port will be implemented.

Indicators:

1) Turnaround time of fish cargo vessels will be shortened from 51.7 to 49.2(Hour/Vessels)..
2) Turnaround time of RORO cargo vessels will be shortened from 14.8 to 13.3(Hour/Vessels).
3) Turnaround time of bagged cargo vessels will be shortened from 106.9 to 103.7(Hour/Vessels).

Table 2 Achievements

Kinds of Cargo	Initial Value (April 2021 to March 2022)	Target Value (January to December 2023)	Achieved Value (January to December 2023)
Fish	51.7 hours/vessel	49.2 hours/vessel	42.0 hours/vessel
RORO	14.8 hours/vessel	13.3 hours/vessel	12.8 hours/vessel
Bagged Cargo	106.9hours/vessel	103.7hours/vessel	135.6 hours/ vessel

Source: JICA Expert Team

・For “Fish” and “RORO” cargo targets were met.

・For “Bagged Cargo” target was not met due to consigner’s preference to use smaller vessels for salt for some reasons other than optimising physical efficiency).

・Reports of Endline survey and Recommendations for Improvements were sent to Namport in July 2024.

Output 3: Smooth traffic flow of trailers at the Walvis Bay Port will be realized.

Indicators:

Terminal turnaround time of trailers will not exceed 1 hour 22 minutes when cargo volume is 211,000TEU by 2030.

Achievements:

・Reports of Endline survey and Recommendations for Improvements were sent to Namport in July 2024.

・The target is confirmed viable by the simulation model if the new gates will be efficient enough as planned by Namport.

Output 4, “Development plan of the Landside Connectivity in the Walvis Bay will be prepared by clarification of the adequate function and requirement”

Indicators:

Development plan of the Landside Connectivity will be approved by Landside Connectivity Working Group.

Achievements:

・There are a set of planned and on-going development projects for improving landside connectivity in Walvis Bay that are proposed and promoted by the Landside Connectivity Working Group. See the next section, "2.2.2 (3) Landside Connectivity Working Group was born and proposed relevant development projects are up and running" for details.

Output 5: The activities of WBCG will be continued (Working Group Activities)

Indicators:

1) Meetings of Landside Connectivity WG, Strategic Marketing WG and Integrated Border Management WG are regularly organized 4 times per year.
2) Concrete activity plans will be drawn up for the said WGs above in 5-1, including purpose/issues, target outputs and timing, activities/measures in detail and role-sharing of members.
3) Concrete outputs report will be drawn up after completion of the plan of the said WGs above.

Achievements:

Cross-border transit trade through Namibia increased to 2.16 million tons in 2023, 5.4 times the amount in 2016. There are many other improvements made through the Working Group Activities. See the next section, "2.2.2 Impacts of The Logistics Hub Master Plan Implementation – The Overall Goal" for details.

2.2.2. Impacts of The Logistics Hub Master Plan Implementation – The Overall Goal

The Overall Goal and Target are as shown below.

Overall Goal: The cargo throughput (container, general cargo, etc.) of the Walvis Bay Port will increase.

Target volume and year:
Annual cargo throughput of the Walvis Bay Port will increase from 4.9 million Tonnes of 2019/20 baseline (before COVID-19) to 7.5 million Tonnes in 2027/28.

Achievements related to **Output 4**, "Development plan of the Landside Connectivity in the Walvis Bay…" are a set of planned and on-going development projects proposed and promoted by the Landside Connectivity Working Group. **Output 5***,* " The activities of WBCG will be continued", are mostly the actions proposed by Working Group activities. These could be better understood from the viewpoint of its impacts on the overall goal. The reasons for this are as described below.

Firstly, this project is a technical cooperation project to implement Namibia's national strategy, the Logistics Hub Master Plan. That is why the project's overall Goal is set to be "The cargo throughput (container, general cargo, etc.) of the Walvis Bay Port will increase." This overall goal implies that Namibia needs to capture SADC inland cargo growth. Likewise, the scope of project activities is set to cover a wide range of themes.

Secondly, an increase in international transit cargo destined for the SADC inland areas through Namibia is a prerequisite for realising this overall goal. In the case of the Port of Walvis Bay, it is not applicable to assume that "increased throughput capacity" will be achieved by "relieving congestion due to insufficient capacity and inefficiency to accommodate demand". There is no such congestion yet in Walvis Bay Port. Rather, the thing is the other way around. The port's handling capacity is three to four times larger than Namibia's domestic logistics demand, and thus a significant capacity surplus exists. Without "selling" the surplus to handle transhipment or transit cargo, an increase in overall cargo handling volume at the Port of Walvis Bay" will not be possible.

Given the above context, the project's impacts on achieving the overall goal are summarised below. Please note that some of the impacts are made consecutive effects from Phase 1 over to Phase 2.

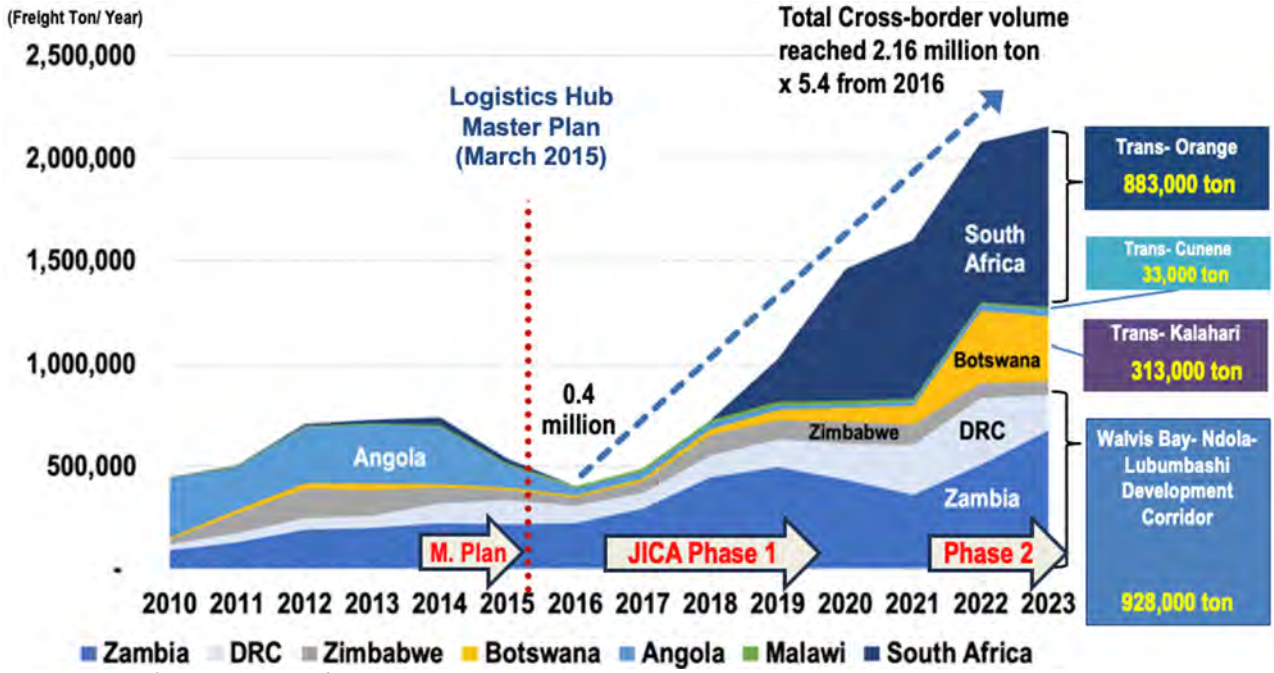
(1) The Impressive Growth of the Cross-border Trade Using Namibia as A Preferred Gateway

As shown in the figure below, cross-border transit trade through Namibia increased to 2.16 million tons in 2023, 5.4 times the amount in 2016. This proves the implementation of the Master Plan has been effective.

Before the Master Plan, the Trans-Cunene Corridor to Angola had the largest share among the international corridors. After the business with Angola was gone, transit Cargo through Namibia once dropped and hit bottom in 2016. It happened even more quickly as the Master Plan warned it could be volatile depending upon the oil-booming economy of Angola.

It was, however, not the end but the beginning of a new game, again as the Master Plan recommended to pursue. The Walvis Bay-Ndola-Lubumbashi Development Corridor (WBNLDC), carrying more stable Zambia and DRC demand, is now leading the cross-border cargo business with much higher volume than the Angolan market offered. The other corridors also followed the trend.

At the same time, Namibia should not be overly optimistic. For example, after 2022, the DRC market is decreasing due to over-regulation imposed on the frozen cargo for DRC in transit through Namibia. Namibia quickly lost this business leaving many plugin slots for reefer containers empty in the port. One wrong move can cause an instant large loss of the cross-border business that had been built with years of effort.



Source: Namport/WBCG "Cross Border Data."

Figure 5 International land-based transit traffic through the Port of Walvis Bay and Lüderitz ports during the Logistics Hub Master Plan Implementation 2016-2023 (tons/year)

Rise of WBNLDC (demands in Zambia and DRC)

After 2017, it started increasing due to capturing the demand rise in Zambia and DRC along the Walvis Bay-Ndola-Lubumbashi Development Corridor (WBNLDC). These have been the results of active marketing to capture the inland demands. Better security and decent port operation were the most vital catches, especially for exporting refined copper, high-value cargo, from Zambia. This idea of marketing Namibia as a safe and preferred gateway for the landlocked SADC has been the core of the Master Plan's scenario, recommendations, and the follow-up inputs to the Working Group activities throughout Phase 1 and Phase 2 of the JICA technical cooperation.

Emerging Trans-Kalahari Corridor (Demand of Botswana/ Kalahari Copperbelt)

It is also noted that copper concentrate from Botswana through the Trans-Kalahari Corridor dramatically increased in 2022 as the mining production in the Kalahari Copperbelt in Botswana started at full scale. Given the fact that Walvis Bay is the closest deep seaport, it is naturally the first choice of gateway for the mines in Kalahari Copperbelt.

The Trans-Kalahari Border point has been one of the priority border facilities of the Master Plan and the Working Group activities of the Project. Physically, the border infrastructure is expanded and upgraded as Namibia's first One Stop Border Post (OSBP). Systemically, however, it still needs to be more efficient. "One Stop" does not mean "Short Stop" unless largely manual procedures are fully digitalised. Many other issues raised in the Working Group remain to be addressed.

Trans-Oranje Corridor (Manganese from South Africa to Lüderitz Port)

Transit Cargo volume via Lüderitz had jumped up in 2018-20. Lüderitz Port captured

Manganese from South Africa. Lüderitz specific context: "manganese only and no return cargo to South Africa."

This idea was presented in Chapter 8 of the Master Plan Report, and thus is a part of the Master Plan Implementation. It was, however, not prioritised in the present Project, where not much could be done in technical cooperation focusing on marketing and planning. Thus, this success of Lüderitz is solely due to the efforts of the Namibian side to bring the idea into reality.

The competition against the ports in South Africa for the Manganese continues to stiff. TRANSNET is now interested in having this business back in South Africa. At the same time, it is argued that if total economic returns for Namibia are high enough when public investments are included in the equation and thoroughly considered. At this point, it is difficult to conclude anything about the prospects. One thing for sure is that more and more full-scale private sector involvement is vital.

(2) **Walvis Bay Port now Houses Big International Players (TiL/TiN and AGL)**

Walvis Bay Port has come to house two big international companies. This has been one of the best decisions made by Namport. This was a part of the Master Plan scenario as an "Anchor Tenant Approach" to invite big international logistics companies to operate close to the port. While it is best to place them inside the port, the Master Plan Team then had to choose the second best to put them close to but outside the port. It was simply because Namport was still getting ready for such an idea. For the time being, the Master Plan included a second best option for rather than insisting on technically the best option in exchange for putting the whole Plan consisting of many other essential and immediate actions at risk of being difficult to approve.

At meetings of the Strategic Marketing and the Logistics Hub Centre Working Groups in the following technical cooperation project (phase 1), JICA Expert Team for the present project continued to talk about the vast and quick benefits of enhancing marketing power by inviting big players to operate and invest in the port. After facing three years of low utilisation of NCT since August 2019 (around 15% of its capacity), Namport decided to turn to a concession scenario. They issued a "Request for Proposal for Concessioning of the New Container Terminal (NCT) at Walvis Bay Port" on the 8th of April 2022. The following year, in 2023, they also started calling for tenders to manage the bulk terminal (multi-purpose terminal). The new game with big-name players on board, as the Master Plan envisaged, finally started in 2024 as follows.

- Namport has announced the handover of the container handling operations at the New Container Terminal at the Walvis Bay Port to Terminal Investment Limited (TIL), with the concession commencing on October 1, 2024. Terminal Investment Limited (TIL), a subsidiary of the Mediterranean Shipping Company(MSC), will operate the terminal through its newly incorporated Namibia subsidiary, Terminal Investment Namibia (TiN). TIL, founded in 2000, operates 60 terminals across 31 countries, handling at least 60 million TEUs annually.

- Namport awarded the concession for Multi-purpose terminal operation to Africa Global Logistics (AGL, a subsidiary of the MSC, signed on March 20, 2024). AGL is present in 49 countries, has a global workforce of around 23,000 people, and manages 23 ports, 66 dry ports, and two river terminals.

With their well-known names, TiL/TiN and AGL will fulfil the long-awaited "Anchor Tenant" position to make Walvis Bay and Namibia remarkably visible and recognised as a promising International Logistics Hub at a glance.

Once such mega-operators are in the port, the objective of the proposed "Logistics Hub Centre" to invite a big international player had already been achieved. Likewise, the "Logistics Hub Centre Working Group" completed its mission at the beginning of 2022.

(3) Landside Connectivity Working Group was born and proposed relevant development projects are up and running.

Given the prospects that NCT and bulk terminal will be operated by strong international players, it is envisaged that ship calls will increase and cargo throughput capacity will be much higher within 2-3 years. Then the question is whether Namibia is ready to make full use of such enhanced capacity. Given the above context presented and discussed at the Steering Committee (on April 11th, 2022), it was proposed and agreed to emphasise further improving landside connectivity and to make the transformation of the "Logistics Hub Centre WG" into the "Landside Connectivity WG" to address the issues further. This reorientation was also confirmed and agreed in the 3rd JCC meeting (July 21st, 2022) and reflected to the PDM accordingly. See Annex 5 "Project Monitoring Sheet Ver. 2 (Term: February 2022-August 2022)" for details.

The newly rebranded "Landside Connectivity WG" quickly became an excellent common ground for addressing and sharing ideas on immediate issues. There has been very active participation of various stakeholders, including port users (mainly transporters), Namport (primarily gate management), RA(Roads Authority), and Walvis Bay Municipality (town planning). The major plans, all of which have already started and are ongoing as of October 2024, include the following.

- Roads Authority is upgrading the last one-mile access road to the port in the middle of the urban centre in collaboration with the Walvis Bay Municipality. RFA(Road Fund Administration) secured five-year budget line.
- Truck-Stop development in the industrial area by close collaboration between the Municipality and the private sector.
- Development of new main gates at Walvis Bay Port (5 lanes to 9 lanes) by Namport.
- The last sections of the new industrial road (Road behind the dune) by the Roads Authority.

For more details, see "Annex2 0-15 JCC7_Project Progress (material for 7th JCC in Nov 2024)."

In order to facilitate the Landside Connectivity Working Group activities, the Expert Team conducted the following data analysis and a survey to provide evidence for the Namibian stakeholders to understand the current bottlenecks. These technical inputs facilitated the Namibian side to take actions.

- GPS data collection on the moving lines of the short-haul trailers outside the port was done with the full support of the private sector. (Details are shown in Annex 2, "5-11__JCC5_Output4 and 5")
- GPS data collection on the movement of the long-haul trailers along the corridors was done with the full support of the private sector. (Details are shown in Annex 2, "5-20 Long Haul Analysis")

- Border crossing time data of the long-haul trailers along the corridors was collected with the support of private sector. (Details are shown in Annex 2, "5-23 Border Crossing Time").
- Walvis Bay Port Gate Survey April 30 to May 4, 2024 (Details are shown in Annex 2, "5-23 Border Crossing Time")

(4) Improving Border Management

Integrated Border Management Working Group has been used by the participants to unpack many immediate problems associated with both the border infrastructures and the procedures at the border. There are various achievements and ongoing activities related to the Working Group including as follows.

- Trans-kalahari/ Katima Mulilo border Posts became on a 24 hours basis from 1st April 2023.
- Expansion and transformation of Trans-Kalahari Border to OSBP is now in progress including both physical structure (60% as of May 2024) and training for officials.
- Transformation of Katima Mulilo Border to OSBP is under consideration.
- The MWT has formed a Joint Border Management Stakeholders Committee to implement measures for border improvements in Katima-Mulilo.
- Time Release Surveys (TRS) in Walvis Bay Port (in December 2023) and Trans-Kalahari Border (in March 2024) were undertaken by NamRA（Namibia Revenue Authority） to identify bottlenecks.

For more details, see "Annex2 0-15 JCC7_Project Progress (material for 7th JCC in Nov 2024)."

(5) Addressing Physical and Systemic Issues Along the Corridors

Road and Rail Working Group handled issues along the corridors both in terms of physical

infrastructure and systemic settings. Recently, the Roads Authority has been active in reconfirming the Master Plan's priority sections right in the centre of the Corridors. Such as, upgrading a section of Karibib–Usakos that had been long forgotten is now ongoing. Major developments along the corridors include the following.

- Swakopmund – Karibib (1), Karibib – Usakos, Upgrading to 2 plus one design for Karibib – Usakos started with a loan agreement with KfW.
- Swakopmund – Karibib (2), Usakos – Swakop, Upgrading to 2 plus one design for Usakos – Swakop at the design stage. Seeking for financial source for upgrading a remaining section of Usakos Swakopmund to 2 plus one.
- Walvis Bay Swakomund Dual Carriage Way (MR44 behind Dune 7). Phase 1 of 30 km is 97% complete. The junction is under construction.

There are many other activities. See "Annex2 0-15 JCC7_Project Progress (material for 7th JCC in Nov 2024)."

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 and approved as follows.

2.3.1. The 1st JCC on 23rd September 2020

The project implementation period was set to be July 2020 to June 2023 (36 months). However, because of the impact of the COVID-19 epidemic, it was proposed and approved the project would start with the first JCC on September 23, 2020, and continue until the end of December 2023 (40 months).

2.3.2. The 2nd JCC on 14th April 2022

a) It was proposed and approved to add one more expert in Cargo Handling Operations to do the tasks under a given limited time window.

b) In the 1st JCC the project implementation period was set to be September 2020 to December 2023 (40 months). However, because of the prolonged impact of the COVID-19 epidemic, it was once again proposed and approved that the project be extended by 12 months, which made the period from September 2020 until the end of December 2024 (52 months).

2.3.3. The 3rd JCC on 21 July 2022

a) It was proposed and approved to revise Monitoring Sheets I & II (as Version 2, PDM and PO) to reflect ongoing development in Working Groups' activities following the

agreement to transform the Logistics Hub Center Working Group into the Landside Connectivity Working Group through the discussion in the Steering Committee.

For detailed reasons behind this rebranding of the Working Group, see the previous section "2.2.2 (2)Walvis Bay Port now Houses Big International Players (TiL/NiL and AGL).

b) It was proposed and approved to adjust Output 3 (smooth tailors' movement inside the port) to be a simulation model analysis to verify the current modification plan of port layout/ gates against an expected increase in the traffic volume within the next 5 years.

For technical and methodical details, see Annex 2 1-4 Endline Report, "Chapter 3 Landside Traffic Flow Management" in "End Line Report Challenges and Recommendations for Improving Walvis Bay Port, July 2024, JICA Expert Team"

2.3.4. The 5th JCC on 30th October 2023

It was proposed to set objectively verifiable indicators for "Overall Goal" and "Project Purpose" (outputs 2 and 3) on PDM as the table below.

Table 3 PDM amendment (5th JCC)

Before	Amended
Objectively Verifiable Indicators of; **Overall Goal: The cargo throughput (container, general cargo, etc.) of the Walvis Bay Port will increase.** ・ Annual cargoes throughput of the Walvis Bay Port will increase from XX to YY. **Project Purpose: Efficient operation in the Walvis Bay Port will be implemented in line with the International Logistics Hub Master Plan.** 1. Turnaround time of cargo vessels which carry the focused cargoes will be shortened from XX to YY. 2. Terminal turnaround time of trailer will be shortened from XX to YY.	Objectively Verifiable Indicators of; **Overall Goal: The cargo throughput (container, general cargo, etc.) of the Walvis Bay Port will increase.** ・ Annual cargoes throughput of the Walvis Bay Port will increase from 4.9 million Tonnes of 2019/20 baseline (before COVID-19) to 7.5 million Tonnes in 2027/28 target. **Project Purpose: Efficient operation in the Walvis Bay Port will be implemented in line with the International Logistics Hub Master Plan.** 1. Turnaround time of fish cargo vessels will be shortened from 51.7 to 49.2(Hour/Vessels). 2. Turnaround time of RORO cargo vessels will be shortened from 14.8 to 13.3(Hour/Vessels). 3. Turnaround time of bagged cargo vessels will be shortened from 106.9 to 103.7(Hour/Vessels). 4. Terminal turnaround time of trailers will not exceed 1 hour 22 minutes when cargo volume is 211,000TEU by 2030.

Reason: To clarify the baseline value and target value settled after conducting the baseline survey planned as a part of project activities. The appropriateness of each target value is as follows:

[Overall Goal]

Though the situation is very fluid, considering the recent statistics of Namport, the increasing demand from land-linked countries, the concession of New Container Terminal operation of Walvis Bay Port, and the capacity of the port, the increase of cargo throughput by 150% should be aimed for Namibia to be recognized as the international logistics hub.

[Project Purpose]

1. Fish cargo vessels

It was agreed to choose "Fish" as a focused cargo and its preliminary target was agreed in the 4th JCC. Given the fact that differences in the weight of cartons and the shapes of pallets, which can cause variations in productivity, the target value for fish cargo is set in terms of turnaround time.

2. RORO cargo vessels

It was agreed to choose RORO as a focused cargo and a preliminary target was agreed in the 4th JCC. RORO vessel handles a wide variety of vehicles, which makes it difficult to standardize the work. However, it became agreeable to set this target value after discussion between JICA Expert Team and Namport.

3. Bagged cargo vessels

It was agreed to choose Bagged cargo as a focused cargo and its preliminary target was agreed in the 4th JCC. Bagged cargo is standardized in its shape and weight per bag. After discussion with Namport, it is agreed to set the proposed target value in terms of turnaround time. The expected improvements will be made possible if the better spreaders are introduced as planned by Namport.

4. Terminal turnaround time of trailers

The second original indicator is redefined to represent the results of the simulation of the flows of trailers under the new layout of the port to be completed. As agreed in 4th JCC meeting, the corresponding activity focuses on the technical assistance to forecast anticipated congestion in the port when the port gates are realigned, and the increased cargo volume by 2030, not to deal with the current occasional congestion. Accordingly, the indicator is redefined under the latest situation.

2.4. Others

Not applicable.

3. Results of Joint Review

3.1. Results of Review based on DAC Evaluation Criteria

3.1.1. Relevance

"Relevance" describes the extent to which the intervention objectives and design respond to beneficiaries', global, country, and partner/institution needs, policies, and priorities, and continue to do so if circumstances change.

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 and extend to March 2025 when the next president will be in the position) 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 - ZAMBIA JOINT BORDER MANAGEMENT MEETING - ZVTC KATIMA MULILO NAMIBIA - 1 TO 3 FEBRUARY 2023" was one notable example.

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.

3.1.2. Coherence

"Coherence" is evaluated as "high." This describes the compatibility of the intervention with other interventions in a country, sector or institution.

- As described above, the Logistics Hub Initiatives proposed by the Master Plan (March 2015) have been an integral part of the current National Development Plan 5 (NDP5, FY2017/18 up to 2021/22 and extended to March 2025). This alone proves that the Project is highly coherent in the total picture of national development.
- The Project is clearly positioned by GoJ and JICA as one of the cores of the current cooperation policy and activities towards Namibia.
- The Project induced Germany (GIZ and KfW) to participate in the Master Plan implementation. Priority activities proposed by the Master Plan were well received by GIZ and KfW. GIZ and KfW 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. For example, the road upgrading project for Karibib-Usakos, one of the priority sections of the corridor identified by the Master Plan, is ongoing with the KfW fund.

3.1.3. Effectiveness[2]

"Effectiveness" is evaluated as "high." 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 the section, "2.2 Achievements of the project", in the previous chapter.

3.1.4. Efficiency[3]

"Efficiency" is judged by the extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way.

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2 "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.

3 Note: "Economic" is the conversion of inputs (funds, expertise, natural resources, time, etc.) into outputs, outcomes and impacts, in the most cost-effective way possible, as compared to feasible alternatives in the context. "Timely" delivery is within the intended timeframe, or a timeframe reasonably adjusted to the demands of the evolving context. This may include assessing operational efficiency (how well the intervention was managed).

On the Japanese Side (high)

- As already mentioned, with only one exception (efficiency in Bagged Cargo Handling) 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.
- 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 with perceptive and responsive actions to the inputs from the Japanese side.

On the Namibia side (fair)

- As already mentioned, with only one exception (efficiency in Bagged Cargo Handling) all planned outputs reached the levels of achievement of 100%.
- With regard to "inputs" on the Namibian side, required inputs had been made available and in terms of period of the project. There were some occasions that manpower was not provided as it was promised. On such occasions, the Japanese side offered extra help to keep the operation running.
- Given the shortage of manpower provided by WBCG, skill transfer to them was not fully done as planned.

Project Period

- While the Project period had been extended, it was due to COVID-19 pandemic. Thus, it is considered to be out of evaluation in terms of efficiency.

3.1.5. Impact[4]

"Impact" is contribution to the achievement level of the overall goal, level of contribution to policies and communities, contributions to other projects, etc. While, no negative direct or indirect impact is observed, its positive "Impact" is evaluated "Good" with a hope that could have been higher if some impeding policies had not taken place such as over-punishment against "over loading" offenses or over regulation on "frozen chicken in transit."

The overall goals and indicators are as summarized in Chapter 2 "2.2.2. Impacts of The Logistics Hub Master Plan Implementation – The Overall Goal."

With special mention, to conduct the container port gate survey at Walvis Bay port, the project accepted 14 interns from NUST/NGCL as the surveyors. They have learnt the Logistics Hub Master Plan and the real situation of logistics of their own country through this occasion and this can be considered as the positive indirect impact for the future

[4] Note: Impact addresses the ultimate significance and potentially transformative effects of the intervention. It seeks to identify social, environmental and economic effects of the intervention that are longer term or broader in scope than those already captured under the effectiveness criterion. Beyond the immediate results, this criterion seeks to capture the indirect, secondary and potential consequences of the intervention. It does so by examining the holistic and enduring changes in systems or norms, and potential effects on people's well-being, human rights, gender equality, and the environment.

generation.

3.1.6. Sustainability[5]

"Sustainability" refers to the likely continuation of the benefits of Logistics Hub Master Plan implementation. Prospects of "Sustainability" are evaluated as "fair."

International competition is stiff – think twice if it is a "business killer" or not

The sustainability of the benefits (to increase or at least maintain transit cargo business) largely depends upon whether Namibia can maintain a good policy mix to encourage flows of transit cargo and avoids old-fashioned overregulation and unnecessary paperwork in managing cross-border transit cargo through Namibia.

The international logistics business in Namibia mostly depends upon landlocked areas of SADC on the demand side, such as Zambia and DRC. These inland customers who use Namibia as an international gateway have different options and alternatives to the Namibian route. They can quickly shift to the other corridors and ports, for example, using Beira port in Mozambique. This happened when the Ministry of Agriculture of Namibia introduced additional procedures to control the transit of frozen cargo, and the vast majority of frozen chicken transportation shifted out from Namibia.

During the Project implementation, it is found to be true that there could be such systemic bottlenecks that are instantly negating Namibia's reputation as the logistics hub. It is a pressing issue for the Working Groups to find ways to fix such "business killers" as soon as they find them.

Enhance communication – widely share ideas and discuss before introducing regulations

The more disturbing fact is that such systemic bottlenecks (mostly rules and regulations) are often introduced without prior and in-depth consultation with the private sector, other line ministries concerned, such as the Ministry of Industrialisation and Trade, and the appropriate experts to assess foreseeable impacts arising from them. It could be an important mission of the steering committee to address this matter to the higher policy decision level, including the respective cabinet committees. (Monitoring Report version 4)

So far, GRN has a mixed profile. While some people in the government have a very sharp sense of doing business and a good understanding of international common sense, some introduce old-fashioned procedures without considering the consequences. It is essential to install a well-balanced policy decision knowing the real "world-class business". If the Working Groups could keep acting as a channel for the policymakers to communicate with the logistics business community on the ground, it is recommended that they be enhanced. The present level of manpower and budget provided to the Working Group activities are not enough.

[5] Note: Includes an examination of the financial, economic, social, environmental, and institutional capacities of the systems needed to sustain net benefits over time. Involves analyses of resilience, risks and potential trade-offs. Depending on the timing of the evaluation, this may involve analysing the actual flow of net benefits or estimating the likelihood of net benefits continuing over the medium and long-term.

3.2. Key Factors Affecting Implementation and Outcomes

A key to making the Working Group Activities effective is keeping the engagements focused on the immediate bottlenecks to be fixed. Thanks to this, Working Groups are well-recognized as safe and effective platforms to address the realities and voices of practitioners of both private and public sectors on the ground and convey ideas to remove bottlenecks. Most notably, the private sector is becoming very active in participating in the activities for the Master Plan implementation.

We found there are 3 key factors to make the Working Groups to be very active and effective.

- Firstly, agenda for the Working Groups must be well-focused on the real issues on the ground and allow the members to go straight to address the immediate bottlenecks.
- Secondly, Working Groups should keep producing tangible proposals (actions) through discussion in the meetings.
- Thirdly, following discussion in the meetings, the organiser or chairperson of Working Group must convey proposals to the respective stakeholders and ask them to respond/ take actions and share the updates on progress before the next Working Group engagements. (Monitoring Sheet v4)

3.3. Evaluation on the results of the Project Risk Management

Risk management activities by the Namibian side and the Japanese side were listed as below.

- As described in section “2.3. History of PDM Modification”, COVID-19 pandemic caused changes in schedule.
- In dealing with this unforeseen situation, the cooperative action between the Namibian and Japanese sides, which utilized remote meetings, was successful in compensating for the period of inability to conduct field activities caused by COVID-19 and in restarting field activities thereafter.
- In the end, the project purpose and outputs have reached the planned targets levels.

3.4. Lessons Learnt

The lessons learnt from the project concerned based on the above description are summarised here and can 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 characteristic of the Project is that this was to support the 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 a “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. Nevertheless, the project was

formed in this way because of the strong demand from the Namibian side.

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-organize 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. First of all, it is necessary to make it a standard operational procedure to reliably accumulate and systematically organize information so that it will not be scattered. The volume of information is tremendous. It is recommended to use cloud servers with good security and access control measures.

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

4.1. Prospects to achieve Overall Goal

The Overall Goal and Target are as shown below.

Overall Goal: The cargo throughput (container, general cargo, etc.) of the Walvis Bay Port will increase.

Target volume and year:
Annual cargo throughput of the Walvis Bay Port will increase from 4.9 million Tonnes of 2019/20 baseline (before COVID-19) to 7.5 million Tonnes in 2027/28.

Given the current tale-wind condition for Namibia to be a good alternative to the North-South Corridor, it is quite likely to achieve the overall goal target.

Nine years after the completion of the International Logistics Hub Master Plan and the start of implementation (2015), Namibia's logistics companies have striven hard to increase international transit flows by fivefold, and in addition, the long-awaited participation and investment of a very large international container terminal operator (MSC group) has begun. It is now only a matter of time before Namibia takes off as a real international logistics hub.

The achievements and outputs of the Project, as described in the previous sections, have largely contributed to helping Namibia to reach the overall goal likely by the end of March 2028, the end of fiscal year 2027/28 in Namibia. One word of caution: Be careful not to introduce bad policies that instantly kill the transit cargo business.

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

It is expected that the current implementation structure of the Logistics Hub Master Plan shall continue for the time being.

4.3. Recommendations for the Namibian side

Given that JICA's present technical cooperation ends in December 2024, NPC and MWT agreed to take steps to strengthen organizational arrangements to create a solid, effective, and self-standing implementation framework without the presence of the JICA Expert Team.

NPC, MWT, WBCG, JICA Namibia, and the JICA Expert Team held the 6th Joint Coordination Committee (JCC) Meeting at the NPC Boardroom on May 20, 2024, and reviewed the progress and outcomes of the Working Groups' activities. It was firmly confirmed that the Working Groups, led by some active chairpersons with a high sense of ownership, have significantly contributed to implementing the Master Plan and, likewise, to the growth of cross-border logistics, which quadrupled in the last five years.

The Expert Team recommended the Namibian side to take actions to further strengthen

the Working Groups by making a firmer institutional foundation. JCC discussed a way to do. By the end of August 2024, NPC and MWT have agreed to appoint the working groups' leading roles to the respective institutions through a more formal process. On the same line of thought, designated persons from the leading institutions shall assume the positions of Chairpersons/ Deputy Chairpersons of the respective Working Groups.

It is recommended that the Namibian side complete the process of appointing the leading agencies and chairpersons as soon as possible and make sure that the Working Group activities will be continued.

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

Not applicable.

ANNEX

ANNEX 1: Results of the Project
(List of Dispatched Experts, List of Counterparts, List of Trainings, etc.)

ANNEX 2: List of Products (Report, Manuals, Handbooks, etc.) Produced by the Project

ANNEX 3: PDM (All versions of PDM)

NAMIBIA
LOGISTICS HUB

Joint Strategic Marketing and Landside Connectivity WG meeting
at Namport Engineering Boardroom with remote access
ATTENDANCE REGISTER

NO.	NAME & SURNAME	ORGANIZATION	POSITION
1	Mr. Philemon Mupupa / Chairperson for Strategic Marketing WG	Namport	Business Development Partner
2	Ms. Yvonne Mutumbulua / Chairperson for Landside Connectivity WG	Namport	Head: Gate Operation
3	Mr. Trevor Ndjadila	Namport	Business Development Manager
4	Mr. Gotfried Araeb	Namport	Chief Business Strategy & Optimisation
5	Mr. Immanuel Hango	Namport	Engineer: Infrastructure Maintenance
6	Mr. Nathan Kasheka	Namport	Port Engineer
7	Mr. Ephraim Nambahu	Walvis Bay Municipality	Town Planning Officer & Building Control
8	Mr. Isai Haikela	Roads Authority	Liaison Officer: Engineering
9	Mr. Oshoveli Hiveluah	Roads Authority	Divisional Manager: Networking Planning
10	Mr. Tomas Nghishekwa	Roads Authority	Senior Transport Economist
11	Ms. Angela Kabende	Roads Authority	Principal Transport Economist: Network Planning and Consultant
12	Mr. Kendal Swartz	TransNamib	Executive: Commercial and Marketing
13	Mr. Veritunga Karutjaiva	TransNamib	Sales Consultant
14	Ms. Namvula Ankama	TransNamib	Manager: Business Development and Market Research
15	Ms. Laina Buchholz	TransNamib	Accountant
16	Mr. Paulus Mwanyekele	TransNamib	Depot Supervisor
17	Mr. Mike Neidel	TransNamib	Station Master
18	Mr. Christian Faure	Namibia Airports Company	Executive: Commercial Services
19	Mr. Margreth Gustavo	NIPDB (Namibia Investment Promotion and Development Board)	Executive Director: Strategy & Branding
20	Mr. Robert Simon	NIPDB	Manager: Trade and Investment Policy
21	Mr. Patrick Tongo	NamRA	Regional Manager: Western Operations
22	Mr. Paul Ndelelwa	NamRA	Senior Customs Officer: Clearance & Enforcement
23	Ms. Susan Beukes	NamRA	Manager: Northern Region Operation

NO.	NAME & SURNAME	ORGANIZATION	POSITION
24	Mr. Johan van Dyk	Maersk Namibia	Namibia and Cross Border Country Manager
25	Ms. Michelle Kirov	Trade Ocean	Marketing Director
26	Mr. Blessed Mateta	Triumphant College	Head of Department
27	Mr. Leonard Shidute	Portside Marine Services	Founder
28	Dr. Augusta Shigwedha	MAWLR (Ministry of Agriculture, Water, and Land Reform)	State Veterinarian, Directorate of Veterinary Services
29	Mr. Rodney Brussel	Sea Rail Botswana	Operations Manager
30	Mr. Joel Griffiths	Zambia Cargo & Logistics	Operations Supervisor
31	Mr. Nico Oberholzer	LSS Namibia	Chief Executive Officer
32	Ms. Leena Sindano	NPC (National Planning Commission)	National Development Advisor
33	Ms. Cynthia Haimbodi	MWT (Ministry of Works and Transport)	Deputy Director: Transportation Policy
34	Mr. Gilbert Boois	WBCG (Walvis Bay Corridor Group	Project Manager, Logistics Hub
35	Ms. Nathalia Korupanda	WBCG	Logistics Hub Consultant
36	Ms. Verna Tjivera	WBCG	Project Officer
37	Ms. Charity Hange	WBCG	Marketing & Communications interns
38	Mr. Bright Ndivayele	WBCG	Marketing & Communications interns
39	Mr. Obrein Simasiku	WBCG	Marketing and Communication Officer
40	Shigeki Kawahara	JICA Expert Team	JICA Expert Team Leader
41	Mr. Yasunori Nagase	JICA Expert Team	JICA Expert
42	Eiji Nishizaki	JICA Expert Team	JICA Expert
43	Jun Kuwabara	JICA Expert Team	JICA Expert
44	Ms. Nanako Matsuda	JICA Expert Team	JICA Expert
45	Mr. Kunihiro Butsuen	JICA Namibia	Programme Coordinator

NAMIBIA
LOGISTICS HUB

Joint Integrated Border Management and Capacity Development WG meeting
at NGCL Training Room with remote access
ATTENDANCE REGISTER

NO.	NAME & SURNAME	ORGANIZATION	POSITION
1	Mr. Brighten Simasiku / Chairperson for Capacity Development WG	STADIO Namibia	Head of Campus
2	Prof. Asa Romeo Asa	NGCL (Namibia German Centre for Logistics)/ NUST	Director/Associate Professor
3	Mr. Sylvester Kaukungua	NGCL/ NUST	Project Officer
4	Ms. Dofilia Kaloia	NGCL / NUST	Research Assistant
5	Dr. Gloria Tshoopara	NUST	Head of Department
6	Ms. Maretha Simanga	Namibia Training Authority	Industry Skills Committee and Council Secretary
7	Ms. Roswitha Vincentius	IUM	Senior Lecturer
8	Mr. Blessed Mateta	Triumphant College	Head of Department
9	Ms. Victoria Weyulu / Nominee of Chairperson for Integrated Border Management WG	NamRA (Namibia Revenue Authority)	Senior Manager: Trade Facilitation
10	Ms. Jacobina Festus	NamRA	Manager Customs Compliance Programme
11	Mr. Paul Ndelelwa	NamRA	Senior Customs Officer: Clearance and Enforcement
12	Mr. Patrick Tongo	NamRA	Regional Manager: Western Operations
13	Ms. Susan Beukes	NamRA	Manager: Nothern Region Operations
14	Mr. Festus Shidute	NamRA	Principal: Customs & Excise (Trans Kalahari Border)
15	Mr. Andreas Shete	NamRA	Officer
16	Ms. Naliyapulwe Luuli	NamRA	Officer
17	Mr. Johannes F. Shikwaya	NamRA	Officer
18	Mr. Mufalo Persley Limbo	NamRA	Officer
19	Ms. Laimi Iikela	NamRA	Officer
20	Ms. Fransina Shigwedha	NamRA	Officer
21	Mr. Clemence Kaura	NamRA	Officer
22	Mr. Ephraim Nambahu	Walvis Bay municipality	Town Planning Officer& Building Control
23	Ms. Laina Buchholz	TransNamib	Accountant
24	Mr. Paulus Mwanyekele	TransNamib	Depot Supervisor
25	Mr. Francois van Schalkwyk	NIPDB (Namibia Investment Promotion and Development Board)	Executive Director: Investments & New Ventures

NAMIBIA
LOGISTICS HUB

NO.	NAME & SURNAME	ORGANIZATION	POSITION
26	Ms. Michelle Kirov	Trade Ocean	Marketing Director
27	Ms. Chantelle Burger	C.Steinweg Group	Country Manager: Namibia
28	Mr. Samuel Shoopala	Manica Group	Operations Manager
29	Mr. Rodney Brussel	Sea-Rail Botswana	Operations Manager
30	Mr. Nico Oberholzer	LSS Namibia	Chief Executive Officer
31	Mr. Gerwil Uirab	Yango	Manager: Yango
32	Ms. Leena Sindano	NPC (National Planning Commission)	National Development Advisor
33	Ms. Elizabeth Hendjala	NPC	
34	Ms. Cynthia Haimbodi	MWT (Ministry of Works and Transport)	Deputy Director: Transportation Policy
35	Mr. Damien Mabengano	MWT	Deputy Director: Transportation Regulation
36	Mr. Gilbert Boois	WBCG (Walvis Bay Corridor Group	Project Manager, Logistics Hub
37	Ms. Nathalia Korupanda	WBCG	Logistics Hub Consultant
38	Ms. Verna Tjivera	WBCG	Project Officer
39	Mr. Obrein Simasiku	WBCG	Marketing and Communication Officer
40	Bright Ndivayele	WBCG	Marketing &communication Intern
41	Charity Hange	WBCG	Marketing & Communication intern
42	Mr. Shigeki Kawahara	JICA Expert Team	JICA Expert Team Leader
43	Mr. Yasunori Nagase	JICA Expert Team	JICA Expert
44	Mr. Eiji Nishizaki	JICA Expert Team	JICA Expert
45	Mr. Jun Kuwabara	JICA Expert Team	JICA Expert
46	Ms. Nanako Matsuda	JICA Expert Team	JICA Expert
47	Ms. Ujama Swartz	JICA-Namibia	Programme Officer:Technical Cooperation and Communication

NAMIBIA
LOGISTICS HUB

Roads and Rail WG meeting
at Roads Authority Boardroom with remote access
ATTENDANCE REGISTER

NO	NAME & SURNAME	ORGANIZATION	POSITION
1	Mr. Oshoveli Hiveluah / Chairperson for Road & Rail WG	Roads Authority	Divisional Manager: Network Planning
2	Mr. Tomas Nghishekwa / Deputy Chairperson for Road & Rail WG	Roads Authority	Senior Transport Economist
3	Mr. Sidney Boois	Roads Authority	Executive Officer: Transportation
4	Ms. Angela Kabende	Roads Authority	Principal Transport Economist: Network Planning and Consultant
5	Mr. Richard Milinga	Roads Authority	Divisional Manager: Transport Inspectorate
6	Mr. Isai Haikela	Roads Authority	Liaison Officer: Engineering
7	Mr. Dawid Billy	Roads Authority	Senior Specialist: Operations
8	Mr. Ismael Nehadi	Roads Authority	Officer
9	Mr. Nahemia Kapofi	Road Fund Administration	Senior Engineer
10	Ms. Namvula Ankama	TransNamib	Marketing and Sales Manager
11	Mr. Kendal Swartz	Trans Namib	Executive: Commercial and Marketing
12	Mr. Gert van Rooi	TransNamib	Carriage & Wagon supervisor
13	Ms. Laina Buchholz	TransNamib	Accountant
14	Mr. Paulus Mwanyekele	TransNamib	Depot Supervisor
15	Mr. Veritunga Karutjaiva	TransNamib	Sales Consultant
16	Mr. Mike Neidel	TransNamib	Station Master
17	Mr. Aloysius Katjito	TransNamib	Depot Supervisor
18	Mr. Abel Abel	TransNamib	Auditor
19	Mr. Bertus Christiaan	TransNamib	Acting Chief Civil Engineer
20	Mr. Ephraim Nambahu	Walvis Bay municipality	Town Planning Officer& Building Control
21	Mr. Brighten Simasiku	STADIO Namibia	Head of Campus
22	Mr. Blessed Mateta	Triumphant College	Head of Department
23	Ms. Leena Sindano	NPC (National Planning Commission)	National Development Advisor
24	Ms. Cynthia Haimbodi	MWT (Ministry of Works and Transport)	Deputy Director: Transportation Policy
25	Mr. Damien Mabengano	MWT	Deputy Director: Transportation Regulation
26	Ms. Eufemia David	MWT	Mechanical Engineer: Railway Infrastructure Management
27	Mr. Adolf Shilula	MWT	Engineer: Railway Infrastructure Management
28	Ms. Alexia Katjiuongua	MWT	Senior administrative Officer

NO	NAME & SURNAME	ORGANIZATION	POSITION
29	Ms. Selma Tjirare	MWT	Administrative officer
30	Ms. S. Pascoal	MURD (Ministry of Urban and Rural Development)	Officer
31	Mr. Francois van Schalkwyk	NIPDB (Namibia Investment Promotion and Development Board)	Executive Director: Investments & New Ventures
32	Mr. Gilbert Boois	WBCG (Walvis Bay Corridor Group)	Project Manager, Logistics Hub
33	Ms. Nathalia Korupanda	WBCG	Logistics Hub Consultant
34	Ms. Verna Tjivera	WBCG	Project Officer
35	Charity Hange	WBCG	Marketing & Communication intern
36	Bright Ndivayele	WBCG	Marketing & Communication intern
37	Mr. Obrein Simasiku	WBCG	Marketing and Communication Officer
38	Mr. Shigeki Kawahara	JICA Expert Team	JICA Expert Team Leader
39	Mr. Yasunori Nagase	JICA Expert Team	JICA Expert
40	Mr. Eiji Nishizaki	JICA Expert Team	JICA Expert
41	Mr. Jun Kuwabara	JICA Expert Team	JICA Expert
42	Ms. Nanako Matsuda	JICA Expert Team	JICA Expert
43	Mr. Kunihiro Butsyen	JICA Namibia	Programme Coordinator
44	Ms. Ujama Swartz	JICA Namibia	Programme Officer: Technical Cooperation and Communication

List of Products

Overall		
0-1	JCC1_Project Outline (material for 1st JCC in Sep 2020)	2020.09
0-2	Logistics Hub Critical Programme-Project Matrix_21	2021.04
0-3	Logistics Hub Critical Programme-Project Matrix_22	2022.01
0-4	JCC2_Project Outline (material for 2nd JCC in Apr 2022)	2022.04
0-5	Induction Session for the Steering Committee	2022.05
0-6	JCC3_Project Progress (material for 3rd JCC in Jul 2022)	2022.07
0-7	Update on Logistics Hub Initiative Joint CCT-CCTED (prepared for presentation by WBCG)	2022.09
0-8	JCC4_Project Progress (material for 4th JCC in Feb 2023)	2023.02
0-9	JCC5_Project Progress (material for 5th JCC in Oct 2023)	2023.10
0-10	JCC5_Amendment of Objectively Verifiable Indicators on PDM (material for 5th JCC in Oct 2023)	2023.10
0-11	JCC5_Report for Training in Japan (1) (material for 5th JCC in Oct 2023)	2023.10
0-12	JCC5_Report for Training in Japan (2) (material for 5th JCC in Oct 2023)	2023.10
0-13	JCC6_Project Progress (material for 6th JCC in May 2024)	2024.05
0-14	Overall Project_JPN Ambassador (Aug 2024)	2024.08
0-15	JCC7_Project Progress (material for 7th JCC in Nov 2024)	2024.11
Output 1		
1-1	Baseline Report – Walvis Bay Port (output 1, 2, and 3)	2023.01
1-2	JCC4_Safe Navigation and Maneuvering in the Approach Channel and Turning Basin (material for 4th JCC in Feb 2023)	2023.02
1-3	JCC5_Output 1 (material for 5th JCC in Oct 2023)	2023.10
1-4	Endline Report – Walvis Bay Port (output 1, 2, and 3)	2024.10
Output 2		
2-1	JCC4_Progress of Baseline Survey Report on Improvement of Cargo Handling (material for 4th JCC in Feb 2023)	2023.02
2-2	JCC4_Progress on Improvement of Cargo Handling Equipment (material for 4th JCC in Feb 2023)	2023.02
2-3	JCC5_Output 2-1 Cargo Handling Method (material for 5th JCC in Oct 2023)	2023.10
2-4	JCC5_Output 2-2 Cargo Handling Equipment (material for 5th JCC in Oct 2023)	2023.10
Output 3		
3-1	JCC4_Progress of Landside Traffic Flow Management 1 (material for 4th JCC in Feb 2023)	2023.02
3-2	JCC5_Output 3 (material for 5th JCC in Oct 2023)	2023.10

Output 4		
4-1	Container Terminal Gate Analysis based on GPS data (material for WG in Feb 2023)	2023.02
4-2	Landside Connectivity in Walvis Bay (material for WG in Mar 2023)	2023.03
4-3	Port Gate Survey Provisional Report for Strategic Marketing WG	2024.05
4-4	Port Gate Survey Provisional Report for Capacity Development WG	2024.05
4-5	Port Gate Survey Report	2024.08
Output 5		
5-1	Working Group Updates at Steering Committee	2022.07
5-2	Woking Group Activities	2022.08
5-3	Update on Logistics Hub Initiative (material for Logistics Hub Forum in Sep 2022)	2022.09
5-4	Immediate Issues at the Borders (material for WG in Oct 2022, by the private sector)	2022.10
5-5	Missing links in the road development (material for WG in Oct 2022)	2022.10
5-6	Guideline of Benchmarking Test and the Site Survey (material for WG in Nov 2022)	2022.11
5-7	Truck Stop Walvis Bay by Nambaza (material for WG in Feb 2023	2023.02
5-8	Katima Mulilo Border Visit Report in Mar 2023	2023.03
5-9	Katima Mulilo Border Post Development Constraint and Orientation (material for WG in Jun 2023)	2023.06
5-10	Road and Rail WG presentation by Roads Authority (material for WG in Jun 2023)	2023.06
5-11	JCC5_Output 4 and 5 (material for 5th JCC in Oct 2023)	2023.10
5-12	Long Haul Analysis (material for WG in May 2024)	2024.05
5-13	Working Group Action Items in May 2024	2024.05
5-14	ToR Strategic Marketing WG	2024.07
5-15	ToR Landside Connectivity WG	2024.07
5-16	ToR Integrated Border Management WG	2024.07
5-17	ToR Capacity Development WG	2024.07
5-18	ToR Road and Rail WG	2024.07
5-19	Working Group management SOP ver 2024Aug	2024.08
5-20	Long Haul Analysis (material for WG in Aug 2024)	2024.08
5-21	Strategic Marketing and Landside Connectivity WG Action Items Aug 2024	2024.08
5-22	Road and Rail WG Action Plan Aug 2024	2024.08
5-23	Border Crossing Time – long haul trailers along the corridors	2024.11

Project Design Matrix

Project Title: The Project for Implementation of International Logistics Hub Master Plan (Phase 2)

Version 0

Implementing Organization: WBCG (Walvis Bay Corridor Group), Namport (Namibian Ports Authority)

Dated 2020/02/26

Target Groups: (Direct Beneficiary) Staff members of WBCG and Namport, Users of the Walvis Bay Port

(Indirect Beneficiary) Namibian and SADC countries' National

Period of Project: July 2020 to June 2023 (36 months in total)

Project Site: Windhoek, Walvis Bay

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption	Achievement	Remarks
Overall Goal					
The cargo throughput (container, general cargo, etc.) of the Walvis Bay Port will increase.	Annual cargoes throughput of the Walvis Bay Port will increase from XX to YY.	Annual activity report of Namport			
Project Purpose					
Efficient operation in the Walvis Bay Port will be implemented in line with the International Logistics Hub Master Plan.	1. Turnaround time of cargo vessels which carry the focused cargoes will be shortened from XX to YY. 2. Terminal turnaround time of trailer will be shortened from XX to YY.	1. Monitoring survey 2. Hearing survey	The economic situation of the world and the region does not significantly deteriorate.		
Outputs					
1. Countermeasures are summarized for entering (leaving) vessels, which are accommodated by the existing berths, can safely enter (leave) Walvis Bay Port with minimal restriction of the approach channel.	1. Practical improvement of the approach channel and navigational operations is confirmed and treated as urgent task.	1. Monitoring survey	1. The policy of the development of the port logistics hub center will not be changed. 2. The budget for the WBCG activities will be secured.		
2. Smooth cargo handling operation at the Walvis Bay Port will be implemented.	2. The cargo handling operation improvement manual on focused cargoes and the maintenance activity improvement manual on focused cargo handling equipment at the current multi-purpose terminal are prepared, and OJT(on the job training) for Namport staff is provided.	2. Monitoring survey			
3. Smooth traffic flow of trailers at the Walvis Bay Port will be realized.	3. The measures for smooth land-side traffic flow of trailers (inbound / outbound) are proposed, and provide OJT(on the job training) for Namport staff for "Smooth land-side traffic flow of trailers (inbound / outbound)".	3. Monitoring survey			
4. Development plan of the International Logistics Hub Center in the Walvis Bay Port will be prepared by clarification of the adequate function and requirement.	4. Development plan of the International Logistics Hub Center will be approved by Logistics Hub Center Working Group.	4. Monitoring survey			
5. The activities of WBCG will be continued.	5-1. Meetings of Logistics Hub Centre WG, Strategic Marketing WG and Integrated Border Management WG are regularly organized 3 times per year. 5-2. Concrete activity plan will be drawn up for the said WGs above in 5-1, including purpose/issues, target outputs and timing, activities/measures in detail and role-sharing of members. 5-3. Concrete outputs report will be drawn up after completion of the plan of the said WGs above in 5-1.	5. Monitoring Survey			

Activities	Inputs			
Activities for Output 1				
1-1 Conduct baseline survey related to the entering (leaving) vessels to Walvis Bay Port. 1-1-1. Identify entering (leaving) vessels to the existing berths and new container berths. 1-1-2. Measure the number of vessels which did experience difficulty and/or troubles to safely enter (leave) the port through approach channel. 1-1-3. Analyze the percentage of the vessels which have experienced above-mentioned difficulty. 1-2. Analyze the safety issues of the vessels which have experienced above-mentioned difficulty. 1-3. Analyze sufficient dimensions of the approach channel for safety operation and appropriate navigational operations. 1-4. Propose practical improvement of the approach channel and navigational operations.	<Japanese Side> (a) Dispatch of Short-term experts 1) Chief advisor / Working group 2) Approach Channel 3) Cargo handling operation / Cargo handling equipment 4) Land-side traffic flow management 5) Hinterland logistics strategy 6) Border Management / Coordinator (b) Training Training in/out of Namibia as necessary (c) Local Cost Expense for site training, travel of Japanese experts and other necessary cost for the Project activities. <Namibian Side> (a) Counterpart allocation 1) Project director 2) Project manager 3) Counterpart (b) Office environment Provision of necessary office space and facilities for the Project (c) Expense for Project activities Expense for electricity, water, communication and travel for counterparts, etc. (d) Others As necessary.	1. C/P personnel will be appropriately assigned for the project. 2. C/P personnel will remain the same during the project period.		
Activities for Output 2 2-1. Conduct baseline survey related to the following factors at the current multi-purpose terminal. 2-1-1. Identify issues of cargo handling operation. 2-1-2. Select prioritized cargoes and set the initial and target values (turnaround time) for the cargo vessels which carry the focused cargoes in keeping with the comments by Strategic Marketing WG. In addition, share information on such selection results and countermeasure plan properly. 2-1-3. Identify maintenance issues of cargo handling equipment (cranes, mobile cranes, reach stackers, etc.). 2-1-4. Select prioritized cargo handling equipment for technical assistance and set the initial and target values of maintenance performance indicator (i.e. down-time rate) of them. 2-2. Prepare cargo handling operation improvement manual on focused cargoes at the current multi-purpose terminal, and provide OJT(on the job training) for Namport staff. 2-3. Prepare maintenance activity improvement manual on focused cargo handling equipment at the current multi-purpose terminal, and provide OJT(on the job training) for Namport staff. 2-4. Conduct training in Japan for Namport staff in charge of cargo handling equipment maintenance / cargo handling operation.				

Activities for Output 3 3-1. Observe and analyze waiting trailer phenomenon in and around the Walvis Bay Port, confirm the initial value and decide the target value (indicator) of port dwell time.				
3-2. Identify issues of the land-side traffic flow of trailers at the new container terminal.				
3-3. Propose measures for smooth land-side traffic flow of trailers (inbound / outbound), such as trailer parking space or other plan.				
3-4. Provide OJT(on the job training) for Namport staff for "Smooth land-side traffic flow of trailers (inbound / outbound)" .				
3-5. Conduct training in Japan for Namport staff in charge of smooth land-side traffic flow of trailers (inbound / outbound))				
3-6. Extract other issues to help drive down the land transportation, plan and implement countermeasures.				
3-7. Share information with Logistics Hub Centre WG on the survey results and plan of countermeasures to help drive down the land transportation.				
Activities for Output 4		**Pre-Conditions**		
4-1. Clarify adequate function and requirement for International Logistics Hub Center in the Walvis Bay Port. Share information and seek comment on the function and requirement assumed by Logistics Hub Centre WG for marketing. In addition, share information on the point of smooth land-side traffic flow of trailers in Output 3 as an important requirement of Logistics Hub Centre.				
4-2. Prepare development plan for the International Logistics Hub Center in the Walvis Bay Port. Share information on the progress, maintenance schedule and opening plan of business with Logistics Hub Centre WG at each juncture of such planning.				
4-3. Support members of WG for preparation of the development plan for the International Logistics Hub Centre.				
4-4. Implement training in Japan for members of WG in charge of development plan for the International Logistics Hub Centre.				

Activities for Output 5					
5-1. Give advice to WBCG for implementation of the Master Plan on the following subjects. 1) Monitor progress of the Master Plan. 2) Suggest effective/efficient measures to WBCG staff to promote implementation of the Master Plan. 3) Support WBCG staff to organize meetings, seminars etc. 4) Support WBCG staff to collect and share information. 5) Support WBCG staff to report to NPC and Namibian Cabinet.					
5-2. Develop capacity of WBCG staff, working group members, chairperson as focal points, and other related persons involved in the implementation of the Master Plan on the following subjects. 1) Support and conduct OJT on the document preparation, such as dscussion paper, TOR for survey contract, activity plan/achievement report, etc. related to the activities of Logistics Hub Centre WG, Strategic Marketing WG and Integrated Border Management WG. 2) Hold workshop as necessary.					
5-3. Implement training in Japan for WBCG staff for promotion activity in the logistics industry.					
			<Issues and countermeasures>		

Project Design Matrix

Project Title: The Project for Implementation of International Logistics Hub Master Plan (Phase 2)

Version 1

Dated 2020/09/15

Implementing Organization: WBCG (Walvis Bay Corridor Group), Namport (Namibian Ports Authority)

Target Groups: (Direct Beneficiary) Staff members of WBCG and Namport, Users of the Walvis Bay Port

(Indirect Beneficiary) Namibian and SADC countries' National

Period of Project: ~~July~~ August 2020 to ~~June~~ December 2023 (~~36~~ 41 months in total)

Project Site: Windhoek, Walvis Bay

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption	Achievement	Remarks
Overall Goal					
The cargo throughput (container, general cargo, etc.) of the Walvis Bay Port will increase.	Annual cargoes throughput of the Walvis Bay Port will increase from XX to YY.	Annual activity report of Namport			
Project Purpose					
Efficient operation in the Walvis Bay Port will be implemented in line with the International Logistics Hub Master Plan.	1. Turnaround time of cargo vessels which carry the focused cargoes will be shortened from XX to YY. 2. Terminal turnaround time of trailer will be shortened from XX to YY.	1. Monitoring survey 2. Hearing survey	The economic situation of the world and the region does not significantly deteriorate.		

Outputs					
1. Countermeasures are summarized for entering (leaving) vessels, which are accommodated by the existing berths, can safely enter (leave) Walvis Bay Port with minimal restriction of the approach channel.	1. Practical improvement of the approach channel and navigational operations is confirmed and treated as urgent task.	1. Monitoring survey	1. The policy of the development of the port logistics hub center will not be changed. 2. The budget for the WBCG activities will be secured.		
2. Smooth cargo handling operation at the Walvis Bay Port will be implemented.	2. The cargo handling operation improvement proposal on focused cargoes and the maintenance activity improvement proposal on focused cargo handling equipment at the current multi-purpose terminal are prepared, and OJT(on the job training) for Namport staff is provided based on the proposal.	2. Monitoring survey			
3. Smooth traffic flow of trailers at the Walvis Bay Port will be realized.	3. The measures for smooth land-side traffic flow of trailers (inbound / outbound) are proposed, and provide OJT(on the job training) for Namport staff for "Smooth land-side traffic flow of trailers (inbound / outbound)".	3. Monitoring survey			
4. Development plan of the International Logistics Hub Center in the Walvis Bay Port will be prepared by clarification of the adequate function and requirement.	4. Development plan of the International Logistics Hub Center will be approved by Logistics Hub Center Working Group.	4. Monitoring survey			
5. The activities of WBCG will be continued.	5-1. Meetings of Logistics Hub Centre WG, Strategic Marketing WG and Integrated Border Management WG are regularly organized 3 times per year. 5-2. Concrete activity plan will be drawn up for the said WGs above in 5-1, including purpose/issues, target outputs and timing, activities/measures in detail and role-sharing of members. 5-3. Concrete outputs report will be drawn up after completion of the plan of the said WGs above in 5-1.	5. Monitoring Survey			

Activities	Inputs			
Activities for Output 1				
1-1 Review F/S and relevant study reports.	<Japanese Side) (a) Dispatch of Short-term experts 1) Chief advisor / Working group 2) Approach Channel 1 3) Approach Channel 2 4) Cargo handling operation ~~/ Cargo handling equipment~~ 5) Cargo handling equipment 6) Land-side traffic flow management 1 7) Land-side traffic flow management 2 8) Hinterland logistics strategy 1 9) Hinterland logistics strategy 2 10) Border Management ~~/ Coordinator~~ (b) Training Training in/out of Namibia as necessary (c) Local Cost Expense for site training, travel of Japanese experts and other necessary cost for the Project activities. <Namibian Side> (a) Counterpart allocation 1) Project director 2) Project manager 3) Counterpart (b) Office environment	1. C/P personnel will be appropriately assigned for the project. 2. C/P personnel will remain the same during the project period.		
1-2 Conduct baseline survey related to the entering (leaving) vessels to Walvis Bay Port.				
1-2-1. Identify entering (leaving) vessels to the existing berths and new container berths.				
1-2-2. Measure the number of vessels which did experience difficulty and/or troubles to safely enter (leave) the port through approach channel.				
1-2-3. Analyze the percentage of the vessels which have experienced above-mentioned difficulty.				
1-2-4. Analyze the safety issues of the vessels which have experienced above-mentioned difficulty.				
1-3. Analyze sufficient dimensions of the approach channel for safety operation and appropriate navigational operations.				
1-4. Propose practical improvement of the approach channel and navigational operations.				

Activities for Output 2
2-1. Conduct baseline survey related to the following factors of cargo handling at the current multi-purpose terminal.
2-1-1. Identify issues of cargo handling operation.
2-1-2. Select prioritized cargoes and set the initial and target values (turnaround time) for the cargo vessels which carry the focused cargoes in keeping with the comments by Strategic Marketing WG. In addition, share information on such selection results and countermeasure plan properly.
2-2. Conduct baseline survey related to the following factors of cargo handling equipment at the current multi-purpose terminal.
2-2-1. Identify maintenance issues of cargo handling equipment (cranes, mobile cranes, reach stackers, etc.).
2-2-2. Select prioritized cargo handling equipment for technical assistance and set the initial and target values of maintenance performance indicator (i.e. down-time rate) of them.
2-3. Prepare cargo handling operation improvement ~~manual~~ proposal on focused cargoes at the current multi-purpose terminal, and provide OJT(on the job training) for Namport staff based on the proposal.
2-4. Prepare maintenance activity improvement ~~manual~~ proposal on focused cargo handling equipment at the current multi-purpose terminal, and provide OJT(on the job training) for Namport staff based on the proposal.
2-5. Conduct training in Japan for Namport staff in charge of cargo handling equipment maintenance / cargo handling operation.

(b) Office environment
Provision of necessary office space and facilities for the Project

(c) Expense for Project activities
Expense for electricity, water, communication and travel for counterparts, etc.

(d) Others
As necessary.

Activities for Output 3
3-1. Observe and analyze waiting trailer phenomenon in and around the Walvis Bay Port, confirm the initial value and decide the target value (indicator) of port dwell time.
3-2. Identify issues of the land-side traffic flow of trailers at the new container terminal.
3-3. Propose measures for smooth land-side traffic flow of trailers (inbound / outbound), such as trailer parking space or other plan.
3-4. Provide OJT(on the job training) for Namport staff for "Smooth land-side traffic flow of trailers (inbound / outbound)" .
3-5. Conduct training in Japan for Namport staff in charge of smooth land-side traffic flow of trailers (inbound / outbound))
3-6. Extract other issues to ~~help drive down~~ improve the land transportation, plan and implement countermeasures.
3-7. Share information with Logistics Hub Centre WG on the survey results and plan of countermeasures to ~~help drive down~~ improve the land transportation.

Activities for Output 4
4-1. Clarify adequate function and requirement for International Logistics Hub Center in the Walvis Bay Port. Share information and seek comment on the function and requirement assumed by Logistics Hub Centre WG for marketing. In addition, share information on the point of smooth land-side traffic flow of trailers in Output 3 as an important requirement of Logistics Hub Centre.
4-2. Prepare development plan for the International Logistics Hub Center in the Walvis Bay Port. Share information on the progress, maintenance schedule and opening plan of business with Logistics Hub Centre WG at each juncture of such planning.
4-3. Support members of WG for preparation of the development plan for the International Logistics Hub Centre.
4-4. Implement training in Japan for members of WG in charge of development plan for the International Logistics Hub Centre.

Pre-Conditions		

Activities for Output 5 5-1. Give advice to WBCG for implementation of the Master Plan on the following subjects. 1) Monitor progress of the Master Plan. 2) Suggest effective/efficient measures to WBCG staff to promote implementation of the Master Plan. 3) Support WBCG staff to organize meetings, seminars etc. 4) Support WBCG staff to collect and share information. 5) Support WBCG staff to report to NPC and Namibian Cabinet.				
5-2. Develop capacity of WBCG staff, working group members, chairperson as focal points, and other related persons involved in the implementation of the Master Plan on the following subjects. 1) Support and conduct OJT on the document preparation, such as dscussion paper, TOR for survey contract, activity plan/achievement report, etc. related to the activities of Logistics Hub Centre WG, Strategic Marketing WG and Integrated Border Management WG. 2) Hold workshop as necessary.				
5-3. Implement training in Japan for WBCG staff for promotion activity in the logistics industry.				
5-4. Plan and coordinate working group schedule and contents.				
5-5. Support working group remote meetings and remote workshops.				
5-6. Prepare countermeasures against COVID-19 (urgent/immediate term) with integrated border management working group.				
5-7. Prepare a plan for post COVID-19 with integrated border management working group.				
5-8. Prepare countermeasures against COVID-19 (urgent/immediate term) with strategic marketing working group.				
5-9. Prepare a plan for post COVID-19 with strategic marketing working group.				
		<Issues and countermeasures>		

Project Design Matrix

Project Title: The Project for Implementation of International Logistics Hub Master Plan (Phase 2)

Version 2 Draft

Dated 2022/04/ 19

Implementing Organization: WBCG (Walvis Bay Corridor Group), Namport (Namibian Ports Authority)

Target Groups: (Direct Beneficiary) Staff members of WBCG and Namport, Users of the Walvis Bay Port

(Indirect Beneficiary) Namibian and SADC countries' National

Period of Project: ~~September 2020 to December 2023~~ December 2024 (~~40~~ 52 months in total)

Project Site: Windhoek, Walvis Bay

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption	Achievement	Remarks
Overall Goal					
The cargo throughput (container, general cargo, etc.) of the Walvis Bay Port will increase.	Annual cargoes throughput of the Walvis Bay Port will increase from XX to YY.	Annual activity report of Namport			
Project Purpose					
Efficient operation in the Walvis Bay Port will be implemented in line with the International Logistics Hub Master Plan.	1. Turnaround time of cargo vessels which carry the focused cargoes will be shortened from XX to YY. 2. Terminal turnaround time of trailer will be shortened from XX to YY.	1. Monitoring survey 2. Hearing survey	The economic situation of the world and the region does not significantly deteriorate.		

Outputs					
1. Countermeasures are summarized for entering (leaving) vessels, which are accommodated by the existing berths, can safely enter (leave) Walvis Bay Port with minimal restriction of the approach channel.	1. Practical improvement of the approach channel and navigational operations is confirmed and treated as urgent task.	1. Monitoring survey	1. The policy of the development of the port logistics hub center will not be changed. 2. The budget for the WBCG activities will be secured.		
2. Smooth cargo handling operation at the Walvis Bay Port will be implemented.	2. The cargo handling operation improvement proposal on focused cargoes and the maintenance activity improvement proposal on focused cargo handling equipment at the current multi-purpose terminal are prepared, and OJT(on the job training) for Namport staff is provided based on the proposal.	2. Monitoring survey			
3. Smooth traffic flow of trailers at the Walvis Bay Port will be realized.	3. The measures for smooth land-side traffic flow of trailers (inbound / outbound) are proposed, and provide OJT(on the job training) for Namport staff for "Smooth land-side traffic flow of trailers (inbound / outbound)".	3. Monitoring survey			
4. Development plan of the International Logistics Hub Center in the Walvis Bay Port will be prepared by clarification of the adequate function and requirement.	4. Development plan of the International Logistics Hub Center will be approved by Logistics Hub Center Working Group.	4. Monitoring survey			
5. The activities of WBCG will be continued.	5-1. Meetings of Logistics Hub Centre WG, Strategic Marketing WG and Integrated Border Management WG are regularly organized 3 times per year. 5-2. Concrete activity plan will be drawn up for the said WGs above in 5-1, including purpose/issues, target outputs and timing, activities/measures in detail and role-sharing of members. 5-3. Concrete outputs report will be drawn up after completion of the plan of the said WGs above in 5-1.	5. Monitoring Survey			

Activities	Inputs			
Activities for Output 1				
1-1 Review F/S and relevant study reports.	<Japanese Side) (a) Dispatch of Short-term experts 1) Chief advisor / Working group 2) Approach Channel 1 3) Approach Channel 2 4) Cargo handling operation 1 5) Cargo handling operation 2 6) Cargo handling equipment 7) Land-side traffic flow management 1 8) Land-side traffic flow management 2 9) Hinterland logistics strategy 1 10) Hinterland logistics strategy 2 11) Border Management (b) Training Training in/out of Namibia as necessary (c) Local Cost Expense for site training, travel of Japanese experts and other necessary cost for the Project activities. <Namibian Side> (a) Counterpart allocation 1) Project director 2) Project manager 3) Counterpart	1. C/P personnel will be appropriately assigned for the project. 2. C/P personnel will remain the same during the project period.		
1-2 Conduct baseline survey related to the entering (leaving) vessels to Walvis Bay Port.				
1-2-1. Identify entering (leaving) vessels to the existing berths and new container berths.				
1-2-2. Measure the number of vessels which did experience difficulty and/or troubles to safely enter (leave) the port through approach channel.				
1-2-3. Analyze the percentage of the vessels which have experienced above-mentioned difficulty.				
1-2-4. Analyze the safety issues of the vessels which have experienced above-mentioned difficulty.				
1-3. Analyze sufficient dimensions of the approach channel for safety operation and appropriate navigational operations.				
1-4. Propose practical improvement of the approach channel and navigational operations.				

Activities for Output 2
2-1. Conduct baseline survey related to the following factors of cargo handling at the current multi-purpose terminal.
2-1-1. Identify issues of cargo handling operation.
2-1-2. Select prioritized cargoes and set the initial and target values (turnaround time) for the cargo vessels which carry the focused cargoes in keeping with the comments by Strategic Marketing WG. In addition, share information on such selection results and countermeasure plan properly.
2-2. Conduct baseline survey related to the following factors of cargo handling equipment at the current multi-purpose terminal.
2-2-1. Identify maintenance issues of cargo handling equipment (cranes, mobile cranes, reach stackers, etc.).
2-2-2. Select prioritized cargo handling equipment for technical assistance and set the initial and target values of maintenance performance indicator (i.e. down-time rate) of them.
2-3. Prepare cargo handling operation improvement proposal on focused cargoes at the current multi-purpose terminal, and provide OJT(on the job training) for Namport staff based on the proposal.
2-4. Prepare maintenance activity improvement proposal on focused cargo handling equipment at the current multi-purpose terminal, and provide OJT(on the job training) for Namport staff based on the proposal.
2-5. Conduct training in Japan for Namport staff in charge of cargo handling equipment maintenance / cargo handling operation.

(b) Office environment
Provision of necessary office space and facilities for the Project

(c) Expense for Project activities
Expense for electricity, water, communication and travel for counterparts, etc.

(d) Others
As necessary.

Activities for Output 3
3-1. Observe and analyze waiting trailer phenomenon in and around the Walvis Bay Port, confirm the initial value and decide the target value (indicator) of port dwell time.
3-2. Identify issues of the land-side traffic flow of trailers at the new container terminal.
3-3. Propose measures for smooth land-side traffic flow of trailers (inbound / outbound), such as trailer parking space or other plan.
3-4. Provide OJT(on the job training) for Namport staff for "Smooth land-side traffic flow of trailers (inbound / outbound)" .
3-5. Conduct training in Japan for Namport staff in charge of smooth land-side traffic flow of trailers (inbound / outbound))
3-6. Extract other issues to improve the land transportation, plan and implement countermeasures.
3-7. Share information with Logistics Hub Centre WG on the survey results and plan of countermeasures to improve the land transportation.

Activities for Output 4
4-1. Clarify adequate function and requirement for International Logistics Hub Center in the Walvis Bay Port. Share information and seek comment on the function and requirement assumed by Logistics Hub Centre WG for marketing. In addition, share information on the point of smooth land-side traffic flow of trailers in Output 3 as an important requirement of Logistics Hub Centre.
4-2. Prepare development plan for the International Logistics Hub Center in the Walvis Bay Port. Share information on the progress, maintenance schedule and opening plan of business with Logistics Hub Centre WG at each juncture of such planning.
4-3. Support members of WG for preparation of the development plan for the International Logistics Hub Centre.
4-4. Implement training in Japan for members of WG in charge of development plan for the International Logistics Hub Centre.

Pre-Conditions		

Activities for Output 5 5-1. Give advice to WBCG for implementation of the Master Plan on the following subjects. 1) Monitor progress of the Master Plan. 2) Suggest effective/efficient measures to WBCG staff to promote implementation of the Master Plan. 3) Support WBCG staff to organize meetings, seminars etc. 4) Support WBCG staff to collect and share information. 5) Support WBCG staff to report to NPC and Namibian Cabinet.				
5-2. Develop capacity of WBCG staff, working group members, chairperson as focal points, and other related persons involved in the implementation of the Master Plan on the following subjects. 1) Support and conduct OJT on the document preparation, such as dscussion paper, TOR for survey contract, activity plan/achievement report, etc. related to the activities of Logistics Hub Centre WG, Strategic Marketing WG and Integrated Border Management WG. 2) Hold workshop as necessary.				
5-3. Implement training in Japan for WBCG staff for promotion activity in the logistics industry.				
5-4. Plan and coordinate working group schedule and contents.				
5-5. Support working group remote meetings and remote workshops.				
5-6. Prepare countermeasures against COVID-19 (urgent/immediate term) with integrated border management working group.				
5-7. Prepare a plan for post COVID-19 with integrated border management working group.				
5-8. Prepare countermeasures against COVID-19 (urgent/immediate term) with strategic marketing working group.				
5-9. Prepare a plan for post COVID-19 with strategic marketing working group.				
			<Issues and countermeasures>	

Project Design Matrix

Project Title: The Project for Implementation of International Logistics Hub Master Plan (Phase 2)

Version 3 Draft

Dated 2022/07/20

Implementing Organization: WBCG (Walvis Bay Corridor Group), Namport (Namibian Ports Authority)

Target Groups: (Direct Beneficiary) Staff members of WBCG and Namport, Users of the Walvis Bay Port

(Indirect Beneficiary) Namibian and SADC countries' National

Period of Project:-September 2020 to December 2024 (52 months in total)

Project Site: Windhoek, Walvis Bay

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption	Achievement	Remarks
Overall Goal					
The cargo throughput (container, general cargo, etc.) of the Walvis Bay Port will increase.	Annual cargoes throughput of the Walvis Bay Port will increase from XX to YY.	Annual activity report of Namport			
Project Purpose					
Efficient operation in the Walvis Bay Port will be implemented in line with the International Logistics Hub Master Plan.	1. Turnaround time of cargo vessels which carry the focused cargoes will be shortened from XX to YY. 2. Terminal turnaround time of trailer will be shortened from XX to YY.	1. Monitoring survey 2. Hearing survey	The economic situation of the world and the region does not significantly deteriorate.		
Outputs					
1. Countermeasures are summarized for entering (leaving) vessels, which are accommodated by the existing berths, can safely enter (leave) Walvis Bay Port with minimal restriction of the approach channel.	1. Practical improvement of the approach channel and navigational operations is confirmed and treated as urgent task.	1. Monitoring survey	1. The policy of the development of the port logistics hub center will not be changed. 2. The budget for the WBCG activities will be secured.		
2. Smooth cargo handling operation at the Walvis Bay Port will be implemented.	2. The cargo handling operation improvement proposal on focused cargoes and the maintenance activity improvement proposal on focused cargo handling equipment at the current multi-purpose terminal are prepared, and OJT(on the job training) for Namport staff is provided based on the proposal.	2. Monitoring survey			
3. Smooth traffic flow of trailers at the Walvis Bay Port will be realized.	3. The measures for smooth land-side traffic flow of trailers (inbound / outbound) are proposed, and provide OJT(on the job training) through discussion with Namport staff for "Smooth land-side traffic flow of trailers (inbound / outbound)".	3. Monitoring survey			
4. Development plan of the ~~International Logistics Hub Center~~ Landside Connectivity in the Walvis Bay ~~Port~~ will be prepared by clarification of the adequate function and requirement.	4. Development plan of the ~~International Logistics Hub Center~~ Landside Connectivity will be approved by ~~Logistics Hub Center~~ Landside Connectivity Working Group.	4. Monitoring survey			

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption	Achievement	Remarks
5. The activities of WBCG will be continued.	5-1. Meetings of ~~Logistics Hub Center~~ Landside Connectivity WG, Strategic Marketing WG and Integrated Border Management WG are regularly organized 3 times per year. 5-2. Concrete activity plan will be drawn up for the said WGs above in 5-1, including purpose/issues, target outputs and timing, activities/measures in detail and role-sharing of members. 5-3. Concrete outputs report will be drawn up after completion of the plan of the said WGs above in 5-1.	5. Monitoring Survey			

Activities	Inputs	Important Assumption	Achievement	Remarks
Activities for Output 1				
1-1 Review F/S and relevant study reports.	<Japanese Side) (a) Dispatch of Short-term experts 1) Chief advisor / Working group 2) Approach Channel 1 3) Approach Channel 2 4) Cargo handling operation 1 5) Cargo handling operation 2 6) Cargo handling equipment 7) Land-side traffic flow management 1 8) Land-side traffic flow management 2 9) Hinterland logistics strategy 1 10) Hinterland logistics strategy 2 11) Border Management (b) Training Training in/out of Namibia as necessary (c) Local Cost Expense for site training, travel of Japanese experts and other necessary cost for the Project activities. <Namibian Side> (a) Counterpart allocation 1) Project director 2) Project manager 3) Counterpart (b) Office environment Provision of necessary office space and facilities for the Project (c) Expense for Project activities Expense for electricity, water, communication and travel for counterparts, etc.	1. C/P personnel will be appropriately assigned for the project. 2. C/P personnel will remain the same during the project period.		
1-2 Conduct baseline survey related to the entering (leaving) vessels to Walvis Bay Port.				
1-2-1. Identify entering (leaving) vessels to the existing berths and new container berths.				
1-2-2. Measure the number of vessels which did experience difficulty and/or troubles to safely enter (leave) the port through approach channel.				
1-2-3. Analyze the percentage of the vessels which have experienced above-mentioned difficulty.				
1-2-4. Analyze the safety issues of the vessels which have experienced above-mentioned difficulty.				
1-3. Analyze sufficient dimensions of the approach channel for safety operation and appropriate navigational operations.				
1-4. Propose practical improvement of the approach channel and navigational operations.				
Activities for Output 2				
2-1. Conduct baseline survey related to the following factors of cargo handling at the current multi-purpose terminal.				
2-1-1. Identify issues of cargo handling operation.				
2-1-2. Select prioritized cargoes and set the initial and target values (turnaround time) for the cargo vessels which carry the focused cargoes in keeping with the comments by Strategic Marketing WG. In addition, share information on such selection results and countermeasure plan properly.				
2-2. Conduct baseline survey related to the following factors of cargo handling equipment at the current multi-purpose terminal.				
2-2-1. Identify maintenance issues of cargo handling equipment (cranes, mobile cranes, reach stackers, etc.).				

Activities	Inputs	Important Assumption	Achievement	Remarks
2-2-2. Select prioritized cargo handling equipment for technical assistance and set the initial and target values of maintenance performance indicator (i.e. down-time rate) of them.	(d) Others As necessary.			
2-3. Prepare cargo handling operation improvement proposal on focused cargoes at the current multi-purpose terminal, and provide OJT(on the job training) for Namport staff based on the proposal.				
2-4. Prepare maintenance activity improvement proposal on focused cargo handling equipment at the current multi-purpose terminal, and provide OJT(on the job training) for Namport staff based on the proposal.				
2-5. Conduct training in Japan for Namport staff in charge of cargo handling equipment maintenance / cargo handling operation.				
Activities for Output 3				
3-1. Observe and analyze ~~waiting~~ trailer ~~phenomenon~~ movements in and around the Walvis Bay Port, confirm ~~the initial value and decide the target value(indicator)~~ the port activity and port dwell time.				
3-2. Review the traffic improvement plan in Walvis Bay port planned by Namport. ~~Identify issues of the land-side traffic flow of trailers at the new container terminal.~~				
3-3. Propose measures for smooth land-side traffic flow of trailers (inbound / outbound) by analyzing the traffic capacity. ~~such as trailer parking space or other plan.~~				
3-4. Provide OJT(on the job training) for Namport staff for "Smooth land-side traffic flow of trailers (inbound / outbound)" .				
3-5. Conduct training in Japan for Namport staff in charge of smooth land-side traffic flow of trailers (inbound / outbound))				
3-6. Extract other issues to improve the land transportation, plan and implement countermeasures.				
3-7. Share information with ~~Logistics Hub Centre~~ Landside Connectivity WG on the ~~survey~~ study results and plan ~~of countermeasures~~ to improve the land transportation.				
Activities for Output 4		**Pre-Conditions**		
4-1. Clarify adequate function and requirement for ~~International Logistics Hub Center~~ smooth landside connectivity between ~~in~~ the Walvis Bay Por and its hinterland. Share information and seek comment on the function and requirement of the hinterland development for landside connectivity ~~assumed by Logistics Hub Centre WG for marketing~~. In addition, share information on the point of smooth land-side traffic flow of trailers in Output 3 as an important requirement ~~of Logistics Hub Centre~~.				
4-2. Prepare development plan for landside connectivity in Walvis Bay ~~International Logistics Hub Center in the Walvis Bay Port~~. Share information on the progress~~, maintenance schedule and opening plan of business with Logistics Hub Centre~~ with Landside Connectivity WG at each juncture of such planning.				

Activities	Inputs	Pre-Conditions	Achievement	Remarks
4-3. Support members of WG for preparation of the development plan for ~~the International Logistics Hub Centre~~ Landside Connectivity.	Ditto			
4-4. Implement training in Japan for members of WG in charge of development plan for Landside Connectivity.				
Activities for Output 5				
5-1. Give advice to WBCG for implementation of the Master Plan on the following subjects. 1) Monitor progress of the Master Plan. 2) Suggest effective/efficient measures to WBCG staff to promote implementation of the Master Plan. 3) Support WBCG staff to organize meetings, seminars etc. 4) Support WBCG staff to collect and share information. 5) Support WBCG staff to report to NPC and Namibian Cabinet.				
5-2. Develop capacity of WBCG staff, working group members, chairperson as focal points, and other related persons involved in the implementation of the Master Plan on the following subjects. 1) Support and conduct OJT on the document preparation, such as dscussion paper, TOR for survey contract, activity plan/achievement report, etc. related to the activities of Logistics Hub Centre WG, Strategic Marketing WG and Integrated Border Management WG. 2) Hold workshop as necessary.				
5-3. Implement training in Japan for WBCG staff for promotion activity in the logistics industry.				
5-4. Plan and coordinate working group schedule and contents.				
5-5. Support working group remote meetings and remote workshops.				
5-6. Prepare countermeasures against COVID-19 (urgent/immediate term) with integrated border management working group.				
5-7. Prepare a plan for post COVID-19 with integrated border management working group.				
5-8. Prepare countermeasures against COVID-19 (urgent/immediate term) with strategic marketing working group.				
5-9. Prepare a plan for post COVID-19 with strategic marketing working group.				
		<Issues and countermeasures>		

Project Design Matrix

Project Title: The Project for Implementation of International Logistics Hub Master Plan (Phase 2)
Implementing Organization: WBCG (Walvis Bay Corridor Group), Namport (Namibian Ports Authority)
Target Groups: (Direct Beneficiary) Staff members of WBCG and Namport, Users of the Walvis Bay Port
(Indirect Beneficiary) Namibian and SADC countries' National
Period of Project: September 2020 to December 2024 (52 months in total)
Project Site: Windhoek, Walvis Bay

Version 4.1
Dated 2023/10/30

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption	Achievement	Remarks
Overall Goal					
The cargo throughput (container, general cargo, etc.) of the Walvis Bay Port will increase.	Annual cargo throughput of the Walvis Bay Port will increase from 4.9 million Tons of 2019/20 baseline (before COVID-19) to 7.5 million Tons in 2027/28 target	Annual activity report of Namport			
Project Purpose					
Efficient operation in the Walvis Bay Port will be implemented in line with the International Logistics Hub Master Plan.	1. Turnaround time of fish cargo vessels will be shortened from 51.7 to 49.2(Hour/Vessels). 2. Turnaround time of RORO cargo vessels will be shortened from 14.8 to 13.3(Hour/Vessels). 3. Turnaround time of bagged cargo vessels will be shortened from 106.9 to 103.7(Hour/Vessels). 4. Terminal turnaround time of trailers will not exceed 1 hour 22 minutes when cargo volume is 211,000TEU by 2030	1. Monitoring survey 2. Hearing survey	The economic situation of the world and the region does not significantly deteriorate.		
Outputs					
1. Countermeasures are summarized for entering (leaving) vessels, which are accommodated by the existing berths, can safely enter (leave) Walvis Bay Port with minimal restriction of the approach channel.	1. Practical improvement of the approach channel and navigational operations is confirmed and treated as urgent task.	1. Monitoring survey	1. The policy of the International Logistics Hub Master Plan will not be changed. 2. The budget for the WBCG activities will be secured.	Report was submitted.	
2. Smooth cargo handling operation at the Walvis Bay Port will be implemented.	2. The cargo handling operation improvement proposal on focused cargoes and the maintenance activity improvement proposal on focused cargo handling equipment at the current multi-purpose terminal are prepared, and OJT(on the job training) for Namport staff is provided based on the proposal	2. Monitoring survey			
3. Smooth traffic flow of trailers at the Walvis Bay Port will be realized.	3. The measures for smooth land-side traffic flow of trailers (inbound / outbound) are proposed, and provide OJT(on the job training) through discussion with Namport staff for "Smooth land-side traffic flow of trailers (inbound / outbound)"	3. Monitoring survey			
4. Development plan of the Landside Connectivity in Walvis Bay will be prepared by clarification of the adequate function and requirement.	4. Development plan of the Landside Connectivity will be approved by Landside Connectivity Working Group.	4. Monitoring survey		・In May 2023, RFA announced 250 million Namibian dollars to the City of Walvis Bay over a five-year period to expand and enhance the network of access roads to the Port of Walvis . ・In June 2023, RA reported that the priority sections of the city access road to the Port of Walvis Bay, will be started in 2024. ・In June 2023, Town Planner of Municipality of Walvis Bay reported that administrative procedures for site preparation and urban planning changes are underway to develop a truck stop	
5. The activities of WBCG will be continued.	5-1. Meetings of Landside Connectivity WG, Strategic Marketing WG and Integrated Border Management WG are regularly organized 4 times per year. 5-2. Concrete activity plan will be drawn up for the said WGs above in 5-1, including purpose/issues, target outputs and timing, activities/measures in detail and role-sharing of members. 5-3. Concrete outputs report will be drawn up after completion of the plan of the said WGs above in 5-1	5. Monitoring Survey		・On Feb 23rd: Strategic Marketing WG and Land-side Connectivity WG meetings @Walvis Bay ・On Feb 28th: Integrated Border Management WG and Capacity Development WG meetings @Windhoek ・On March 1st: Road&Rail WG meetings @Windhoek ・On June 15th: Integrated Border Management WG and Capacity Development WG meetings @Windhoek ・On June 16th: Road&Rail WG meetings @Windhoek ・On June 21st: Strategic Marketing WG and Land-side Connectivity WG meetings @Walvis Bay. ・The Logistics Hub Forum was held on March 13th, 2023 @Walvis Bay	

Activities	Inputs	Important Assumption	Achievement	Remarks
Activities for Output 1	<Japanese Side> (a) Dispatch of Short-term experts 1) Chief advisor / Working group 2) Approach Channel 1 3) Approach Channel 2 4) Cargo handling operation 1 5) Cargo handling operation 2 6) Cargo handling equipment 7) Land-side traffic flow management 1 8) Land-side traffic flow management 2 9) Hinterland logistics strategy 1 10) Hinterland logistics strategy 2 11) Border Management (b) Training Training in/out of Namibia as necessary (c) Local Cost Expense for site training, travel of Japanese experts and other necessary cost for the Project activities. <Namibian Side> (a) Counterpart allocation 1) Project director 2) Project manager 3) Counterpart (b) Office environment Provision of necessary office space and facilities for the Project (c) Expense for Project activities Expense for electricity, water, communication and travel for counterparts, etc. (d) Others As necessary.	1. C/P personnel will be appropriately assigned for the project. 2. C/P personnel will remain the same during the project period.		
1-1 Review F/S and relevant study reports.			completed	
1-2 Conduct baseline survey related to the entering (leaving) vessels to Walvis Bay Port.				
1-2-1. Identify entering (leaving) vessels to the existing berths and new container berths.			completed	
1-2-2. Measure the number of vessels which did experience difficulty and/or troubles to safely enter (leave) the port through approach channel			completed	
1-2-3. Analyze the percentage of the vessels which have experienced above-mentioned difficulty.			completed	
1-2-4. Analyze the safety issues of the vessels which have experienced above-mentioned difficulty.			completed	
1-3. Analyze sufficient dimensions of the approach channel for safety operation and appropriate navigational operations.			completed	
1-4. Propose practical improvement of the approach channel and navigational operations.			・Report was submitted and accepted by Namport.	
Activities for Output 2				
2-1. Conduct baseline survey related to the following factors of cargo handling at the current multi-purpose terminal.			completed	
2-1-1. Identify issues of cargo handling operation.			completed	
2-1-2. Select prioritized cargoes and set the initial and target values (turnaround time) for the cargo vessels which carry the focused cargoes in keeping with the comments by Strategic Marketing WG. In addition, share information on such selection results and countermeasure plan properly.			・Discussion on Baseline Report (Chapter 2: Cargo Handling Operation and Management). ・Fish, RORO (auto mobiles), and Bagged Cargo were selected as important cargo (target cargo).	
2-2. Conduct baseline survey related to the following factors of cargo handling equipment at the current multi-purpose terminal.				
2-2-1. Identify maintenance issues of cargo handling equipment (cranes, mobile cranes, reach stackers, etc.).			completed	

Activities	Inputs	Important Assumption	Achievement	Remarks
2-2-2. Select prioritized cargo handling equipment for technical assistance and set the initial and target values of maintenance performance indicator (i.e. down-time rate) of them.	Ditto		・Discussion on Baseline Report (Chapter 2: Cargo Handling Equipment). ・Mobile Harbor Cranes, Reach Stackers and Forklifts were selected as the major Cargo Handling Equipment (target equipment).	
2-3. Prepare cargo handling operation improvement proposal on focused cargoes at the current multi-purpose terminal, and provide OJT(on the job training) for Namport staff based on the proposal.			・Agreed with Namport on proposed practical options and measures to improve cargo handling. ・Lecture on RORO cargo handling ・Lecture on how to handle the wire sling ・Observation of the vessel and maintenance site ・Discussion (cargo handling operations, current status of cargo handling.) ・Ship inspection, yard inspection	
2-4. Prepare maintenance activity improvement proposal on focused cargo handling equipment at the current multi-purpose terminal, and provide OJT(on the job training) for Namport staff based on the proposal.			・Agreed with Namport on proposed practical options and measures to improve cargo handling equipment. ・Discussion (cargo handling operations, current status of cargo handling machinery operations, support for machinery procurement, etc.) ・Preparation of materials such as spare parts list, support for machinery procurement, etc. ・Historical operating records of major Cargo Handling Equipment, and the important KPIs by year The weekly availability rates of major Cargo Handling Equipment for 2022-2023, the period and reasons for Equipment that is out of service are tabulated. Analysis results were presented in the report.	
2-5. Conduct training in Japan for Namport staff in charge of cargo handling equipment maintenance / cargo handling operation.			・Preparation process is in progress	
Activities for Output 3				
3-1. Observe and analyze trailer movements in and around the Walvis Bay Port, confirm the port activity and port dwell time.			completed	
3-2. Review the traffic improvement plan in Walvis Bay port planned by Namport.			completed	
3-3. Propose measures for smooth land-side traffic flow of trailers (inbound / outbound) by analyzing the traffic capacity.			・Discussion on Baseline Report (Chapter 3: Land-side traffic flow management). ・Agreed with Namport on proposed traffic flow simulation modeling. ・Discussion (explanation of port traffic simulation results, etc.)	
3-4. Provide OJT(on the job training) for Namport staff for "Smooth land-side traffic flow of trailers (inbound / outbound)" .			(no progress at this point)	
3-5. Conduct training in Japan for Namport staff in charge of smooth land-side traffic flow of trailers (inbound / outbound))			・Preparation process is in progress	
3-6. Extract other issues to improve the land transportation, plan and implement countermeasures.			(no progress at this point)	
3-7. Share information with Landside Connectivity WG on the study results and plan to improve the land transportation.			(no progress at this point)	

Activities	Inputs	Important Assumption	Achievement	Remarks
Activities for Output 4				
4-1. Clarify adequate function and requirement for smooth landside connectivity between the Walvis Bay Port and its hinterland. Share information and seek comment on the function and requirement of the hinterland development for landside connectivity. In addition, share information on the point of smooth land-side traffic flow of trailers in Output 3 as an important requirement.	Ditto		・Conducted preliminary analysis of GPS data on truck routes and processed data for JCC and WG meetings. ・Instructed CP on how to incorporate truck route GPS data into Q-GIS. Contracted with programmers for programming to facilitate data analysis. ・Continued engagements with private logistics companies for GPS data survey of truck routes.	
4-2. Prepare development plan for landside connectivity in Walvis Bay. Share information on the progress with Landside Connectivity WG at each juncture of such planning.			・Asked Road Authority and Road Fund Administration to take action to address the potential for over capacity vehicles in the Truck Staging Area (under Namport management) to cause road congestion, based on port gate traffic projections in Output 3. ・The Roads Authority reported that the priority sections of the city access road to the Port of Walvis Bay, which had been raised by the Landside Connectivity WG, will be started in 2024. ・The Landside Connectivity WG has been raising the issue of promoting the development of a truck stop in Walvis Bay. Currently, administrative procedures for site preparation and urban planning changes are underway.	
4-3. Support members of WG for preparation of the development plan for Landside Connectivity.			・Meeting with Municipality of Walvis Bay and truck stop developer to discuss truck stop development plans.(no progress at this point)	
4-4. Implement training in Japan for members of WG in charge of development plan for Landside Connectivity.			・Preparation process is in progress	
Activities for Output 5 5-1. Give advice to WBCG for implementation of the Master Plan on the following subjects. 1) Monitor progress of the Master Plan. 2) Suggest effective/efficient measures to WBCG staff to promote implementation of the Master Plan. 3) Support WBCG staff to organize meetings, seminars etc. 4) Support WBCG staff to collect and share information. 5) Support WBCG staff to report to NPC and Namibian Cabinet.			Various activities related to organize working group meetings. See respective sections for "Activities for Output 5" of Monitoring Sheet Summary.	
5-2. Develop capacity of WBCG staff, working group members, chairperson as focal points, and other related persons involved in the implementation of the Master Plan on the following subjects. 1) Support and conduct OJT on the document preparation, such as discussion paper, TOR for survey contract, activity plan/achievement report, etc. related to the activities of Landside Connectivity WG, Strategic Marketing WG and Integrated Border Management WG. 2) Hold training in Japan.			See respective sections for "Activities for Output 5" of Monitoring Sheet Summary.	
5-3. Implement training in Japan for WBCG staff for promotion activity in the logistics industry.			See respective sections for "Activities for Output 5" of Monitoring Sheet Summary.	
5-4. Plan and coordinate working group schedule and contents.			See respective sections for "Activities for Output 5" of Monitoring Sheet Summary.	
5-5. Support working group remote meetings and remote workshops.			See respective sections for "Activities for Output 5" of Monitoring Sheet Summary.	
5-6. Prepare countermeasures against COVID-19 (urgent/immediate term) with integrated border management working group.			See respective sections for "Activities for Output 5" of Monitoring Sheet Summary.	
5-7. Prepare a plan for post COVID-19 with integrated border management working group.			See respective sections for "Activities for Output 5" of Monitoring Sheet Summary.	
5-8. Prepare countermeasures against COVID-19 (urgent/immediate term) with strategic marketing working group.			See respective sections for "Activities for Output 5" of Monitoring Sheet Summary.	
5-9. Prepare a plan for post COVID-19 with strategic marketing working group.			See respective sections for "Activities for Output 5" of Monitoring Sheet Summary.	
		<Issues and countermeasures		