

## Appendix 1: Impact Matrix of the Module

Name of Modul

**Integrated Urban Development in Lüderitz und Aus (ILA)**

Land/Region/global

**Namibia**

Project Number

**2023.2241.0**

Impact Matrix created on

**08.05.2024**

Duration

**06/2024 until 05/2027**

Objectives	Indicators	Sources and date of data collection	Assumptions
<p><b>Module Objective</b></p> <p>The government and administrative units of Lüderitz and Aus manage the urban transformation process efficiently, sustainably, and equitably.</p>	<p><b>Module Objective Indicator 1</b></p> <p>10 relevant decisions on urban transformation in Lüderitz and Aus are made in alignment with urban development visions and agreed timelines.</p> <p>Baseline value: 0 relevant decisions (currently, no urban development visions or concrete timelines exist)</p> <p>Target value: 10 relevant decisions (05/2027)</p>	<p>Evaluation of administrative documents and surveys of Lüderitz City Council members and the   Karas Regional Council regarding the alignment of decisions with urban development visions (see Output Indicator 2.1).</p> <p>Relevant decisions are key elements identified and scheduled within the planning roadmap (see activities related to Output 2).</p> <p>The target value will be derived from the planning roadmap, which is yet to be developed</p> <p>Data collection points: 05/2025, 05/2026, 05/2027</p>	<p>Not applicable, as it is an individual proposal.</p>
	<p><b>Module Objective Indicator 2</b></p> <p>7 newly developed or revised spatial development plans for Lüderitz and Aus incorporate climate adaptation as well as climate mitigation and environmental protection.</p> <p>Baseline value: 0 plans (So far, no plans have been newly developed or revised in response to upcoming developments.)</p> <p>Target value: 7 Plans (05/2027)</p>	<p>Evaluation of relevant planning documents in the draft stage (e.g., development vision, Lüderitz urban structure plan, and other planning frameworks with environmental and climate impact) regarding the consideration of environmental and climate risks and potentials, as well as established international standards, practices, and recommendations.</p>	

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		<p>To ensure transparency, civil society actors may be involved in this evaluation, for example, through public events, public display of draft plans, or similar participatory formats.</p> <p>Data collection points: 05/2025, 05/2026, 05/2027</p>	
	<p><b>Module Objective Indicator 3</b> 300 disadvantaged people in Lüderitz and Aus, of whom 60% are women and 60% are youth, confirm that their access to formal or informal employment, knowledge and skills, as well as educational institutions, has improved.</p> <p>Baseline value: 0 disadvantaged people (So far, no classification or survey of people in Lüderitz and Aus based on their access to these resources has been conducted.)</p> <p>Target value: 300 disadvantaged people, of whom 60% are women and 60% are youth (05/2027)</p> <p>The baseline and target values of Module Objective Indicators 1, 2, and 3 are provisional. They will be reviewed during the first year of implementation and adjusted as necessary in the first reporting cycle.</p>	<p>Age- and gender-disaggregated survey of disadvantaged individuals to assess whether – and if so, how – their situation has improved compared to the beginning of the project. Access is considered improved if, in a standardized survey (using a 4-point scale from 1 = “worsened” to 4 = “significantly improved”), a sample of 300 individuals rates their access at 3 or higher.</p> <p>“Disadvantaged individuals” refers, for example, to residents of informal settlements, people who were unemployed at the time of the baseline assessment, or those whose access to employment opportunities, knowledge and skills, or educational institutions is limited due to other factors (e.g. disabilities, family situation, language barriers)</p> <p>As part of the evaluation, responses will be assessed to determine the extent to which determined improvements can be attributed to measures initiated, supported, and/or implemented by the government and</p>	

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		administrative units of Lüderitz and Aus. Data collection points: 05/2025, 05/2026, 05/2027	
<p><b>Output 1</b>                      The government and administrative units of Lüderitz and Aus improved their organizational and technical capacities to manage the urban transformation process efficiently, sustainably, and equitably.</p>	<p><b>Output Indicator 1.1</b>                      6 agreed measures for administrative modernization, identified through the organizational analysis of the administrative units of Lüderitz and Aus, have been initiated.                      Baseline value: 0 measures (the organizational analysis has not yet been conducted)                      Target value: 6 measures (05/2025)</p>	<p>Evaluation of measures to determine the extent to which they contribute to administrative modernization and reflect the findings of the needs assessment.                      Initiating measures means:                      An organizational analysis will be conducted jointly with the administrative units at the beginning of the project to identify concrete needs for administrative modernization.                      In this context, administrative modernization includes, for example, capacity development through staff training as well as structural improvements, such as adapting the organizational chart or establishing a municipal development agency.                      Municipal development agencies are used by local governments as a strategic tool for various aspects of land and property development.                      Data collection points:                      05/2025</p>	<p>Stakeholders involved in spatial planning attach similar importance to climate-friendly and environmentally sustainable urban development as they do to the city's economic development.                      Stakeholders involved in spatial planning pursue a public interest-oriented and integrated planning approach.                      The developed urban development visions serve as a decision-making basis for government and administrative units in managing urban development.</p>
	<p><b>Output Indicator 1.2</b>                      5 digital solutions in the administrative units of Lüderitz and Aus in the field of integrated urban development have been established based on an analysis of digitalization potentials.</p>	<p>Assessment of administrative processes to determine the extent to which they are digitalized, i.e. whether the respective process can be carried out entirely without analogue steps (e.g. filling out paper forms).</p>	

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Objectives	Indicators	Sources and date of data collection	Assumptions
	<p>Baseline value: 1 digital solution (digitalization of unemployment statistics in Lüderitz) has been initiated</p> <p>Target value: 6 digital solutions (05/2025)</p>	<p>Examples of digital administrative processes relevant to integrated urban development include: urban data platforms or digital twins (see below), digital application procedures, and digital fee notifications.</p> <p>A digital solution is considered “established” when its implementation has advanced to a point where it provides added value for the management of urban development processes.</p> <p>Data collection points: 05/2025, 05/2026, 05/2027</p>	

Objectives	Indicators	Sources and date of data collection	Assumptions
<p><b>Output 2</b> The government and administrative units of Lüderitz and Aus have applied appropriate spatial planning instruments to sustainably manage urban development.</p>	<p><b>Output Indicator 2.1</b> Two integrated urban development visions, one each for Lüderitz and Aus, have been adopted by the respective government authorities. Baseline value: 0 development visions (to date, no spatial development vision exists for Lüderitz or Aus; integrated urban development visions of this kind are generally not yet in place in Namibia) Target value: 2 development visions (12/2024)</p>	<p>Appropriate spatial planning instruments include, among others, urban design competitions, urban development concepts, and urban development contracts. Evaluation of meeting minutes from the responsible councils in Lüderitz and Aus. Urban development visions are considered adopted once they have been formally approved by a majority vote of the Lüderitz Town Council or the   Karas Regional Council. “Urban development visions” refer to a coherent set of development goals and principles of a municipality or territorial authority, developed through a participatory process. These visions serve as a guiding framework for political decision-makers and planning professionals over a defined period of time. Data collection points: 12/2024</p>	
	<p><b>Output Indicator 2.2</b> The Urban Structure Plan (USP) of Lüderitz has been updated in line with the goals and principles defined in the urban development vision. Baseline value: 0 updated Urban Structure Plans (a USP from 2014 exists, but it does not yet reflect goals and principles derived from a development vision) Target value: 1 updated Urban Structure Plan (06/2026)</p>	<p>Review of the Urban Structure Plan to assess whether it reflects the goals and principles of the urban development vision. The Urban Structure Plan is a formal instrument of urban and spatial planning in Namibia. It defines the long-term framework for a city’s spatial development by outlining future land use and setting key planning parameters.</p>	

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		<p>An Urban Structure Plan is considered updated once it has been approved in accordance with the applicable official procedures. Data collection points: 06/2026</p>	
<p><b>Output 3</b> The government and administrative units of Lüderitz and Aus have supported activities aimed at increasing benefits and reducing risks for disadvantaged population groups.</p>	<p><b>Output Indicator 3.1</b> One participatory action plan each for Lüderitz and Aus to reduce development barriers for disadvantaged populations – with a particular focus on women and youth – has been adopted. Baseline value: 0 action plans (no action plans currently exist to reduce development barriers; the situation of the target group has not yet been thoroughly analysed by any actors) Target value: 2 action plans, one for Lüderitz and one for Aus (05/2025)</p>	<p>Assessment of relevant documents (e.g. municipal council minutes, notes from citizen forum meetings, etc.) to determine whether the action plans have been adopted with the involvement of the government units. Age- and gender-disaggregated analysis of participant lists, minutes, and other documentation related to the development of the action plans, with regard to the participation of women, youth, and members of the target group “disadvantaged population” (see Module Objective Indicator 3). Review of the action plans to determine the extent to which they address development barriers for women and youth. A “particular focus” is considered to be given when two-thirds of the measures explicitly take into account women and/or young people (under the age of 25). “Participatory development” means that key stakeholders from civil society (including affected population groups), politics, the private sector, and public administration have been involved early and comprehensively in the planning process.</p>	

Objectives	Indicators	Sources and date of data collection	Assumptions
		Data collection points: 05/2025	
	<p><b>Output Indicator 3.2</b> 9 measures to improve urban safety for women, youth, and children, identified by the <i>Safety &amp; Security Forum</i> in Lüderitz, have been implemented. (05/2027)</p> <p>Baseline value: 3 measures (ongoing activities of the Forum as of 02/2024: awareness-raising on gender-based violence, alcohol and drug abuse; safety in the city centre; cooperation with the Ministry of Education)</p> <p>Target value: 12 measures (05/2027)</p>	<p>Review of documentation related to the measures to assess their contribution to improving the safety of women, youth, and children.</p> <p>The <i>Safety &amp; Security Forum</i> in Lüderitz was established in October 2023 and is composed of representatives from the public and private sectors. Its objective is to contribute to community safety in the city through a cross-sectoral approach.</p> <p>Data collection points: 05/2025, 05/2026, 05/2027</p>	

Outputs	Key Activities for Outputs	Inputs / Planned Instruments	Assumptions
<b>Output 1</b>	<ul style="list-style-type: none"> <li>- Conducting an organizational analysis to assess the efficiency and modernization needs of the responsible administrations in Lüderitz and Aus, including an analysis of digitalization potentials</li> <li>- Technical support to the administrations in implementing the recommendations of the organizational analysis (e.g. establishment of a municipal development agency)</li> <li>- Support to be agreed with the partner for the Lüderitz municipal administration in implementing recommendations from the digitalization potential analysis, e.g. procurement of necessary hardware and software to improve administrative processes, development of an urban data platform or a digital spatial city model (“digital twin”)</li> <li>- Technical advisory services to the Lüderitz municipal administration in developing, monitoring, and updating</li> </ul>	<p>International LZFK (30 FKM) National LZFK (48 FKM) KZE (68 FKM) Funding 72.000 EUR Physical Assets 49.960 EUR</p>	<p>The Ministry of Urban and Rural Development (MURD) supports the local administrative units in introducing new planning instruments and procedures.</p> <p>The local administrative units are committed to ensuring transparent and effective participation of civil society in the planning and implementation of integrated urban development measures.</p>

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	<p>scenarios for economic and population development, including the resulting land requirements for housing, commerce, industry, as well as social and technical infrastructure</p> <ul style="list-style-type: none"> <li>- Training for elected municipal representatives and relevant administrative staff on gender issues, the <i>Namibia Local Government Action Plan</i>, and gender-responsive budgeting</li> </ul>		
<b>Output 2</b>	<ul style="list-style-type: none"> <li>- Technical advisory support to the administrative units of the municipalities of Lüderitz and Aus in developing urban development visions and underlying principles, as well as in preparing a roadmap for the development and updating of necessary planning documents for both towns</li> <li>- Technical advice to the Lüderitz municipal administration on climate-adapted urban development that integrates climate and environmental protection</li> <li>- Technical advisory support to the administrative units of Lüderitz and Aus in updating foundational planning documents (e.g. <i>Urban Structure Plan</i>, <i>Zoning Scheme</i>) in line with the principles of integrated urban development, and in participatory and gender-responsive planning of informal settlements</li> <li>- Technical advice to the administrative units of Lüderitz and Aus on the introduction of new planning procedures and instruments (e.g. urban design competitions, visualisation of designs, concepts, and plans)</li> <li>- Facilitation of networking with international partners and integration into the peer-learning platform to be established by the <i>Namibia Association for Local Authority Officials</i> (NALAO) and the GIZ project Inclusive and Sustainable Urban Development II (ISUD II) for experience sharing on topics such as urban growth, sustainable transformation of informal settlements, inner-city development and densification, industrial development, etc</li> </ul>	<p>International LZFK (23 FKM) National LZFK (58 FKM) KZE (59 FKM) Funding 4.000 EUR Physical Assets 47.620 EUR</p>	
<b>Output 3</b>	<ul style="list-style-type: none"> <li>- Technical and process advisory support to the administrative units of the municipalities of Lüderitz and Aus to enhance early, inclusive, and gender-responsive participation of residents and local stakeholders in urban development</li> </ul>	<p>International LZFK (16 FKM) National LZFK (111 FKM) KZE (13 FKM)</p>	

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	<p>processes (e.g. neighbourhood forums, roundtables, etc.), including the consideration of language barriers</p> <ul style="list-style-type: none"><li>- Technical advice to the Lüderitz municipal administration in establishing and institutionalizing neighbourhood structures for integrated neighbourhood development in selected areas (neighbourhood management)</li><li>- Support to the administrative units of Lüderitz and Aus in ensuring that the local population benefits from economic development, for example through the introduction of referral services for employment opportunities and vocational training, cooperation with training providers, and support for selected activities</li><li>- Improving safety in towns and municipalities, particularly for women, youth, and children, for example through financial and technical support to the <i>Safety &amp; Security Forum</i></li><li>- Technical advisory support to the Lüderitz municipal administration – and, if required, to the settlement of Aus and the   Karas region – in the development of local policy strategies for managing unplanned migration</li></ul>	<p>Funding 94.000 EUR Physical Assets 58.420 EUR</p>	
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