

Namibia

Mid-Term Evaluation

Thematic window: Gender Equality and Women's Empowerment

Programme Title: Setting things right -towards equality and equity

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Prologue

The current mid-term evaluation report is part of the efforts being implemented by the Millennium Development Goal Secretariat (MDG-F), as part of its monitoring and evaluation strategy, to promote learning and to improve the quality of the 128 joint programs in 8 development thematic windows according to the basic evaluation criteria inherent to evaluation; relevance, efficiency, effectiveness and sustainability.

The aforementioned mid-term evaluations have been carried out amidst the backdrop of an institutional context that is both rich and varied, and where several UN organizations, working hand in hand with governmental agencies and civil society, cooperate in an attempt to achieve priority development objectives at the local, regional, and national levels. Thus the mid-term evaluations have been conducted in line with the principles outlined in the Evaluation network of the Development Assistant Committee (DAC) - as well as those of the United Nations Evaluation Group (UNEG). In this respect, the evaluation process included a reference group comprising the main stakeholders involved in the joint programme, who were active participants in decisions making during all stages of the evaluation; design, implementation, dissemination and improvement phase.

The analysis contained in the mid-term evaluation focuses on the joint program at its mid-term point of implementation- approximately 18 months after it was launched. Bearing in mind the limited time period for implementation of the programs (3 years at most), the mid-term evaluations have been devised to serve as short-term evaluation exercises. This has limited the scope and depth of the evaluation in comparison to a more standard evaluation exercise that would take much longer time and resources to be conducted. Yet it is clearly focusing on the utility and use of the evaluation as a learning tool to improve the joint programs and widely disseminating lessons learnt.

This exercise is both a first opportunity to constitute an independent 'snapshot' of progress made and the challenges posed by initiatives of this nature as regards the 3 objectives being pursued by the MDG-F; the change in living conditions for the various populations vis-à-vis the Millennium Development Goals, the improved quality in terms of assistance provided in line with the terms and conditions outlined by the Declaration of Paris as well as progress made regarding the reform of the United Nations system following the "Delivering as One" initiative.

As a direct result of such mid-term evaluation processes, plans aimed at improving each joint program have been drafted and as such, the recommendations contained in the report have now become specific initiatives, seeking to improve upon implementation of all joint programs evaluated, which are closely monitored by the MDG-F Secretariat.

Conscious of the individual and collective efforts deployed to successfully perform this mid-term evaluation, we would like to thank all partners involved and to dedicate this current document to all those who have contributed to the drafting of the same and who have helped it become a reality (members of the reference group, the teams comprising the governmental agencies, the joint program team, consultants, beneficiaries, local authorities, the team from the Secretariat as well as a wide range of institutions and individuals from the public and private sectors). Once again, our heartfelt thanks.

The analysis and recommendations of this evaluation report do not necessarily reflect the views of the MDG-F Secretariat.

Adan Ruiz Villalba Evaluation Advisor

MDG-F Secretariat

Mid Term Evaluation Report

Final Draft

Millenium Achievement Development Goal Fund Joint Programmes Evaluation for 2010

*Mid-Term Evaluation of implementation of the MDG-F Gender Joint
Programme for:*

Country: NAMIBIA

Setting Things Right- Towards Gender Equality and Equity

Region: Africa

Window: Gender Equality and Women's Empowerment

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Table of Contents

List of Acronyms and Abbreviations, 4

Executive Summary, 5

Chapter 1: Introduction

1. Introduction, 11

- 1.1. Background, goal and methodological approach, **11**
- 1.2. Purpose of the evaluation, **12**
- 1.3. Methodology used in the evaluation, **12**
- 1.4. Limitations and Caveats of the evaluation, **13**

Chapter 2: Interventions and Theory of Change

2. Description of interventions carried out, 14

- 2.1. Initial concept, **14**
- 2.2. Description of the hypothesis of change in the programme, **16**

Chapter 3: Evaluation Criteria and Questions

3. Levels of Analysis: Evaluation criteria and questions, 21

- 3.1. Relevance, **21**
- 3.2. Efficiency, **25**
- 3.3. Effectiveness, **30**
- 3.4. Sustainability, **40**

4. Chapter 4: Conclusions and lessons, 42

5. Recommendations, 46

6. Annexes, 48

Annex 1: Namibia Gender JP, MTR, List of People Met, **48**.

Annex 2: MTE Specific Objectives against key issues of focus per objective, **54**

Annex 3: List of Documents and References, **55**

Annex 4: Singalamwe Commercial garden, Yields, **57**

Annex 5: Data from FAO on Singalamwe Commercial Garden, **58**

Annex 6: MTE Case Study: Singalamwe: Caprivi Region (Date: 10 August 2010), **59**

Annex 7: Case study: Mubiza Community Project: 9 August 2010, **62**

List of Figures (Text Box)

Box 1: Synthesis of Interventions & Actions Areas under JPO1, **14**

Box 2: Synthesis of Interventions & Action Areas under JPO2, **15**

Box 3: Synthesis of Interventions & Action Areas under JPO3, **15**

Figure 1: Theory of Change, Gender JP, **16**

Box 4: On Ownership & Accountability, **23**

Box 5 : Estimated Budget Status for Namibia Gender JP, as of 20th June 2010, **28**

Box 6: Gender JP activities of MGECW with UN Agencies by Outcome, **30**

Box 7: Singalamwe Community Garden (Source & detail see Appendix 5), **37**

Box 8: Response of Community Members on Benefits+ from Vegetable Gardens, **39**

Box 9 :Namibia Gender JP. Share of Activities by Participating UN Agency, **43**

Box 10 : Namibia Gender JP. UN Agency Activities with MGECW as the Implementing Partner, by Outcome, **44**

List of Acronyms and Abbreviations

AMICCALL	Alliance of Mayors Initiative for Community Action on AIDS at the Local Level
DHS	Demographic Health Survey
FACE	Funding Authorization and Certificate of Expenditure
FAO	Food and Agricultural Organization
GEFF	
GRN	Government of the Republic of Namibia
HACT	Harmonized Approach to Cash Transfers
JP	Joint Programme
JFFLS	Junior Field Farmers Life Skills
MAWF	Ministry of Agriculture Water and Forestry
MDGF	Millennium Development Achievement Fund
MDGs	Millennium Development Goals
MGECW	Ministry of Gender Equality and Child Welfare
MOE	Ministry of Education
MOSS	Ministry of Safety and Security
MRLGHRD	Ministry of Regional Local Government, and Housing and Rural Development
NAPPA	Namibia Planned Parenthood Association
NDP	National Development
NPC	National Planning Commission
NPCS	National Planning Commission Secretariat
NSC	National Steering Committee
OVC	Orphans and Vulnerable Children
PMC	Programme Management Committee
RC	Resident Coordinator
RCO	Resident Coordinator's Office
RG	Reference group (for MTE)
TOC	Theory of Change
TWG	Technical Working Group
UN	United Nations
UNAM	University of Namibia
UNESCO	United Nations Cultural Education Scientific Organization
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund

EXECUTIVE SUMMARY: NAMIBIA GENDER JOINT PROGRAMME MID TERM EVALUATION

Introduction

1. This Mid-Term Evaluation (MTE) is commissioned by the MDGF Secretariat, as part of the process to improve implementation of the Namibia Gender Joint Programme (JP). The Namibia Joint Programme on Gender is supported by the Spanish Government. The MDGF Fund is executed by UNDP under a partnership agreement signed between UNDP and Spain in 2006. The Namibia Gender Joint Programme entitled, “*Setting Things Right – towards Gender Equality and Equity*” is three year US \$ 8 Million fund, executed through the United Nations system. Effective Programme implementation started in Feb/March, 2009. The expected end date of the programme is 21st February 2012. Oversight on behalf of Government of the Republic of Namibia (GRN) is by the National Planning Commission (NPC) and on technical areas, the Ministry of Gender Equality and Child Welfare (MGEWCW). The JP has five Participating UN Agencies, UNDP, UNICEF, UNFPA, FAO and UNCESCO and Governmental and NGO Implementing Partners.
2. The Evaluation process was guided by the MTE Reference Group (RG) of the Gender JP in Namibia. The evaluation was held in an open and participatory manner, with participation of the Reference Group nominated Representatives, who also made field visits to Caprivi and Ohangwena Regions. Key informant interviews were held with Government Staff, UN Agency Staff and No-state actors. Field Visits were made to Caprivi and Ohangwena regions to observe the JP interventions, and Focus Groups Discussions were held with community groups.

Goals and aims of the Namibia Gender JP

3. The aims of the Namibia Gender JP is “to promote gender equality and the empowerment of women and girls through a comprehensive and multifaceted programme reaching across national, regional and community levels”. The JP also seeks to raise the bar of understanding, sensitivity and responsiveness to pressing gender issues in Namibia”. The programme has three Joint Programme Outcomes (JPO) as follows:
 - *JPO 1: Increased awareness and capacity for protecting the rights of women and girls (including reproductive rights)*
 - *JPO 2: Increased Mainstreaming/integration of Gender in National Development Policies and frameworks and implementation of gender responsive Key Result Area (KRA) policies, programmes and budgeting*
 - *JPO 3: Enhanced well-being of targeted women and girls through food security ad livelihood improvement initiatives*
4. The three outcomes have 8 outputs, with a total of 82 activities, with 44% of them implemented by the MGEWCW and 66% shared out among the Implementing Partners. JP interventions only contribute to the respective outputs, and on their own are not enough to deliver the programme outcomes. Mainstream programmes and core funding of the Participating UN Agencies contributes to the JP Outcomes, as well as the UNDAF and the GRN. The time and duration of the Joint programme (3 years) is not sufficient to fully attain the programme results.

Relevance

5. The **Gender JP is aligned to national priorities in the Namibia National Development Plan 3 (NDP3)**, the UNDAF outcomes is in line with the goals of the MDG3: Promote Gender Equality and Empower Women. The specific Gender JP's outcomes and targets **contribute to a broad spectrum of other MDG goals**, including MDG 1 on eradicating poverty and hunger, MDG 4 Reduce Child Mortality, MDG 5 Improve Maternal Health, and MDG Goal 6, Combat HIV/AIDS, Malaria and other Diseases.
6. The Namibia Gender JP still **has challenges in promotion of aid effectiveness because of the different approaches used by individual UN Agencies to work with government**. While at the start the Implementing Partners and Government staff said they felt a sense of ownership of the programme, the partners said the programme is more controlled by the Participating UN Agencies. The majority of Government partners met said they had limited ownership and power to influence the key decisions in the programme.

Efficiency

7. The Administrative Agent (AA) is the Multi-Donor Trust Fund (MDTF), UNDP Headquarters in New York. The MDG-F Secretariat authorizes disbursement of Funds after which they are released to the various Headquarters of the UN Participating Agencies for onward transmission to the respective participating UN agencies in Namibia. Fund releases are made annually, after attainment of the 70% performance and delivery threshold by the UN Agencies.
8. The UN Resident Coordinator is entrusted with the overall leadership of the programme design, and programmatic oversight by co-chairing the National Steering Committee (NSC) and also requests for release of funds from MDTF, on behalf of the NSC.
9. A National Steering Committee (NSC) for the Gender JP was formed composed of the heads of NPC on behalf of GRN, Embassy of Spain, RCO and MGEWCW. The NSC has met as required and provided guidance and oversight, among them endorsement of the annual work plans and budgets. A Programme Management Committee (PMC) was set up to provide a mechanism for coordination of programme activities and oversight of the Joint programme at operational level.
10. UNDP Namibia is the Lead Agency. The Lead Agency function is not understood by the UN Participating Agency staff interviewed at all levels, resulting in mixed expectations of UNDP as a lead agency from the different actors in the programme. UNDP as a lead agency hosts the funds for JP Monitoring and for Operations of the Programme Management (PMU).
11. The PMU establishment took longer than planned. The PMU now has a full staff team on board. The PMU functions were not fully known and understood by the participants of the JP by the MTR. In the Namibia JP model, the PMU is set up to serve both the Namibia Culture and Gender JPs. The PMU faces challenges ranging from definition of its identity, poor acceptance and recognition by some Participating UN Agencies and mixed expectations of the PMU from all parties involved. The PMU is hosted by the GRN through the MGEWCW.
12. The JP operations are on track, in terms of finances disbursed and committed. The current funds utilization rate by the programme is within the expected range stated in the project document.

13. There was no coordination plan on how to approach the government implementing partners at the start of the programme. The UN Agencies largely work with Government partners individually and have continued to develop individual work plans with the Ministries.

Effectiveness

14. There is positive Progress on most of the planned Outputs. Positive progress has been noted in relation to upstream work, increasing collaboration among the Participating UN Agencies, and advocacy on issues affecting communities. Good practices are noted in influencing academic institutions to mainstream gender in their training curriculum and in supporting Public Campaigns for example on Gender based Violence - GBV, human trafficking, and baby dumping. There is also evidence of strengthening of capacity of Service Providers for example the Police Women and Family Protection Unit (WFPU) to address GBV issues, and training of government staff in gender mainstreaming. Other trainings were held at regional level to raise awareness of communities on specific gender related issues. Trainings were held on collection of Sex Disaggregated Data for GBV and actual data collection from the regions has been completed.
15. Evidence of JP reach to the community is very apparent. Communities are able to participate prominently to a level at which they are potential change agents. Examples include the Community Conversation Enhancement (CCE) Facilitators who promote dialogue on HIV and AIDS in the communities, and are able to stimulate community action on HIV and AIDS. The Gender JP also works with Community Volunteers on issues of Reproductive Health especially for the Youth, and has direct reach to the communities in the agricultural interventions.
16. The JP has also supported Studies and Analysis, for example, gender budget analysis by the MGEWC of the sectors of Agriculture, Water and Forestry, Education, Health and Finance. and the NPC. The National Gender Policy was reviewed and updated, and has been approved by the cabinet and the parliament. Gender Analysis of the Education, Agriculture and Health Sectors was finalized and Action Plans developed in conjunction with MGEWC. The Studies have generated several recommendation areas for strengthening gender mainstreaming in government.
17. Progress has been made towards implementation of agricultural activities. Joint Programme Records indicate that agricultural projects have started in 39 villages in seven regions. The projects are run by groups with a membership ranging from 25 – 60 members with an average size of 2 hectares per group. Most are women's Groups with a small membership of men. Achievements have been made in community mobilization and revitalizing group formation, negotiations with community leaders leading to allocation of land to the groups, investment and installation of infrastructure and all required inputs, recruitment of community facilitators, and training of group members in improved agricultural practices for vegetable production. All groups visited during the MTE had started vegetable production.
18. There are few deviations from the project design, which include changes in geographical focus for the programme. Projects have been set up in Oshikoto and Oshana regions which are not among the focus regions. The changes had not been officially communicated and agreed by the PMC and NSC. There are challenges in implementation of the agricultural projects relating to benefits for the communities and the cash and in-kind benefits from the gardens are limited.

Sustainability

19. Sustainability of some elements of the results is likely where strategic interventions for strengthening mandates of implementing partners have been made, for example, approaches that have institutionalized management of programme interventions within existing Government structures. Sustainability challenges concerning financing of the JP interventions at the end of the 3 years are likely. Government may not fully inherit the costs, or absorb the parallel structures for example for the CCE Facilitators, Community Facilitators or direct payment of cash to communities.

Conclusions and Lessons

20. **Role of Government:** Government leadership of the JP is very important for ensuring smooth operation of the Joint programme and sustainability of results. At the same time, the GRN will need to **streamline its operations around issues of decentralization** such as poor communication and coordination between the center and the regions, as evidenced by the fact that decisions made and agreed with UN Agencies at Central level in some respects were not communicated to, and were unknown in the regions. The MGECW has overall mandate for ensuring gender equity in the entire country and needs to provide conceptual, strategic and implementation guidance to the Gender JP. Furthermore, **structures for Aid Effectiveness and Coordination in Namibia are not yet strong**, therefore opportunities for drawing on the principles of the Accra Agenda and Paris Declaration have not been taken advantage of. Strengthening AID coordination in the Country would facilitate and strengthen mechanisms for effective coordination and ensuring ownership of the Gender JP by the Government partners.
21. The UN Participating Agencies and Implementing Partners have the technical knowledge, skill and credibility to deliver the programme. Each of the parties are highly technical and professional in their different mandates. A key challenge is of the JP is the extent to which the UN Agencies are able to “practice jointness” by establishing a common vision and strategy for delivering as one. Lack of Coordination by the Agencies undermines effectiveness of implementation of the Gender JP. The agencies can do more on coordination, develop a common approach to implementation and working with government partners, especially the MGECW. As seen under effectiveness, there are already positive lessons of working with the government, by some of the Agencies, especially where joint activities have been implemented or where the implementation strategy is integrated in the government system. Clarification of roles also helps to facilitate coordination, efficiency and effectiveness.
22. **Performance Monitoring and mutual accountability. Implementation of a Joint programme by implication requires a joint reporting mechanism for reporting Joint programme results.** The current reporting on the Gender JP does not capture results of the programme. A good accountability and quality assurance system must be supported by effective reporting mechanisms and commitment.

Key Recommendations

23. The GRN should strengthen its leadership role in the Joint Programme:

- I) The communication and coordination between the central government Ministries and the regions should be strengthened to facilitate JP operations between the Center and the Regions.
- II) The MGECW has the overall mandate for ensuring gender equity in the entire country and GRN should strengthen its capacity to provide conceptual, strategic and implementation guidance to the Gender JP.
- III) Strengthening AID coordination would facilitate and strengthen mechanisms for effective coordination and ensuring ownership of the Gender JP by the Government partners.

24. The Heads of the UN Participating Agencies together with PMC should urgently establish a Coordination plan and mechanism in the Gender Joint Programme

- I) Develop a plan to guide how to work in coordinated manner with MGECW and other Implementing Agencies.
- II) Integrate the JP strategies in the government system.
- III) Clarify the roles and relationships among all JPP actors within the management structure, including simplifying the relationships. The following roles and relationships should be defined for all involved: i) Role of Lead Agency, ii) Role of PMU, iii) Role of ORC iv) Role of Government and relationships with each other under the Gender JP
- IV) The RCO should develop a well defined plan for its role in the Gender JP, outlining what is entailed in the oversight function, and attach to it a small budget and resources to cover its functions.

25. The PMC should work out a Leadership and Management plan of the Joint Programme and recommend the plan to NSC for discussion and approval.

- I) Orient the UN Agency staff on various requirements for executing a Joint programme, important among them, i) implications for Joint execution of the programmes, ii) orientation on working with government, iv) The Accra Agenda and Paris Declaration and indicators for aid effectiveness
- II) Decentralize leadership by each agency at the Outcome level, based on comparative advantage and mandate of each Participating UN Agency.
- III) Support and provide operational guidance to the PMU

- IV) Provide a forum (mechanism) for the Country Representatives/Directors or Heads of Programmes to provide strategic input into the leadership of the Gender Joint Programme, and recommend strategic issues to NSC for discussion and approval..

26. The PMC should identify prioritize tested Strategies and approaches that deliver results quickly, work with a few and replicate them to increase the programme effectiveness and implementation pace.

- I) Based on the current good JP practices (Section 3.3), prioritize approaches and models that can be scaled up quickly in all the regions, and if necessary, reduce the geographical areas of cover to concentrate on a few in the remaining short term.
- II) Develop a common strategy for working with MGECW, and redistribute responsibilities to reduce the number of Agencies working with a single Implementing Partner.
- III) Assess viability and socioeconomic benefits of the vegetable gardens in relation to the intended outcomes. As the technical team, the PMC should discuss the strategies for outcome 3 and if necessary, scale up other alternatives for improving incomes at household level during the remaining period of the programme.

27. The NSC in collaboration with PMC and PMU should establish a common performance monitoring mechanism and ensure mutual accountability within the programme.

- I) The PMC should put in place an accountability and quality assurance system for the Joint Programme, which the individual agencies and partners would adhere to.
- II) The PMU should finalize the M&E Strategy, and work with the UN Agencies to ensure its operationalization.
- III) Strengthen the M&E function of the JP, by drawing on the in house capacities of the M&E staff of Participating UN Agencies to support the PMU.
- IV) The M&E Staff of the agencies should work jointly with the PMU to monitor the programme performance.
- V) Collectively through the NSC, the PMC should set standards for mutual accountability and support each other to adhere to them.

Chapter 1

Introduction

1. Introduction

1.1. Background

The MDG Achievement Fund (MDGF) is a US \$ 528 Million grant provided through a partnership agreement between Government of Spain and UNDP, signed in 2006, to contribute towards the attainment of the Millennium Development Goals (MDGs). The Namibia Joint Programme on Gender and Women Empowerment is one of the 128 joint programmes in 49 Countries funded by the MDGF.

The MDGF Gender and Women Empowerment Window contributes to the attainment of the MDG Goal 3: Promote Gender Equality and Women Empowerment. In Namibia, the MDGF supports a Joint Programme under the title: *Setting Things Right – towards Gender Equality and Equity*. The partnership agreement was signed between the Government of Namibia and the United Nations agencies in November 2008, amounting to a total of United States Dollars 8,000,000, for a period of 36 months. The fund is managed in a Joint Programme coordinated through the United Nations Development Assistance Framework (UNDAF) support to the Government of the Republic of Namibia (GRN). The fund supports the priorities of the National Development Plan (NDP3) of Namibia. Namibia has a second Joint Programme on Culture, with a US\$ 6 million support fund, bringing the total Spanish support to Republic of Namibia under MDGF to US\$ 14 Million.

There were some delays in period between November 2008 when the programme was signed and the release of the first batch of fund to Namibia. Effective Programme implementation started in Feb/March, 2009. The expected end date of the programme, according to a communication from the MDGF Secretariat will be 21st February 2012¹, after a period of 3 years.

The oversight of the MDGF Gender Joint Programme agreement lies with the National Planning Commission (NPC), which is a signatory to the agreement, on behalf of the GRN. NPC is also co-chair of the Gender JP National Steering Committee (NSC), alongside the United Nations Resident Coordinator (RC). The Ministry of Gender Equality and Child Welfare (MGECW), is a member of the NSC, and as the Ministry with the mandate for gender mainstreaming in Namibia, is responsible for technical oversight of the Gender JP. MGECW is also the key implementing partner in the programme.

Five UN Agencies participate in the Gender JP. These are UNDP, UNICEF, UNFPA, FAO and UNESCO. Implementing agencies include Government Ministries, Academic Institutions and Civil Society Organizations. Other implementing government ministries include Ministry of Agriculture Water and Forestry (MAWF), Ministry of Safety and Security (MOSS), Ministry of Education (MOE) and Ministry of Regional Local Government, and Housing and Rural Development (MRLGHRD). The Academic Institutions include Polytechnic of Namibia and University of Namibia (UNAM), working with UNESCO. Implementing CSO partners so far include Lifeline ChildLine, Namibia Planned

¹ Information based on email communication from RC's Office, August 2010.

Parenthood Association (NAPPA), and the Namibia Chapter of Alliance of Mayors Initiative for Community Action on AIDS at the Local Level (AMICCALL).

1.2. Purpose and objectives of the evaluation

This Mid-Term Evaluation (MTE) is part of the MDGF Monitoring and Evaluation (M&E) System², that should be evidence based, drawing from primary and secondary data, and providing an opportunity to examine the progress of the MDGF. The MTE seeks to improve the implementation process of joint programmes, generate knowledge, identify good practice and lessons learned that can be transferred to other programmes and contribute information to the M&E system.

The key focus of the MTE highlighted in the TOR is “improved implementation of the programme” and that the review “seeks to generate knowledge”, identify “best practice and lessons learned that could be transferred to other programmes”. The scope of the MTE is the respective Joint Programme on gender, including its “components, outcomes, outputs, activities and inputs” detailed in the programme document. It also includes “modifications made during the programme implementation. Annex 2 shows the three key objectives of the MTE, and key issues of focus per question.

1.3. Methodology used in the evaluation

An **inception Report** was prepared before commencement of the MTE, detailing evaluation framework, methodology and proposed timeline. The **data sources** are from observations of events on ground, consultations and interviews and **Literature/desk Review** of relevant documents on the programme. The documents reviewed included programme Progress Reports, Partnership Agreements, Programme Documents, Individual Agency Reports, Stakeholder Project Reports, National Documents, Minutes of Meetings, letters and email communication. The findings from the desk review, combined with the field mission consultations and interviews form the basis of findings in this report.

The MTE Reference Group (RG) of the Gender JP in Namibia **guided the evaluation process**. The evaluation was held in an **open and participatory manner**, in which the Reference Group nominated Representatives of the RG to participate in most of the consultative meetings and the field visit to Caprivi and Ohangwena Regions. The following Offices were nominated to be on the MTE Team; National Planning Commission(N. Mazeingo, Chief Economist), MGECSW, (B. Matali, Development Planner) Programme Management Unit (G. Tubaundile, Monitoring & Evaluation Expert) and Resident Coordinator’s Office, (C. Stephanus, Coordination Specialist). Prior to the meetings, the participating institutions in the MTE were given an opportunity to indicate if they preferred to **meet privately** with the Evaluator without the larger group.

Key informant interviews were held with the NPC Director General and Team, The Spanish Ambassador and Team, Permanent Secretary of MGECSW and Team, the UN Resident Coordinator, all Heads of Participating UN Agencies, staff of the participating agencies and implementing agencies both government, academic institutions and CSOs (*See Annex 1 for List of People met and Groups Visited*). **Field Visits** were made to Caprivi and Ohangwena regions. **Focus Group**

² MDGF/MDG Achievement Fund, Monitoring and Evaluation System, Learning to Improve, Making evidence work for development.

Discussions were held with community groups, in **separate groups of men and women** and in mixed groups. In the regions, the MTE team held meetings with regional Authorities, regional level government staff and regional facilitators.

Follow-up meetings to verify information (especially from the field) were held with the participating UN Agencies after the MTE team returned to Windhoek. A **feedback-verification** meeting at which the preliminary findings were presented was held for the Reference group members, Programme Management Committee, representatives from NPC, representatives from MGECCW, members of the Reference Group and institutions that participated in the MTE.

1.4. Limitations and Caveats of the Evaluation

The MTE process was participatory and included participation of representatives nominated by the Reference Group. While their participation and views during the MTE process enriched the MTE process, the Evaluator takes full responsibility for the final views and conclusions arrived at in this Report.

A key limitation of the MTE and indeed the Gender JP is the absence of aggregate information on key targets, as well as lack of progress reports from some participating agencies. The MTE Report is not a comparison of how well the different actors in the programme have performed. It also does not set out to report each detail of progress made by actors on all activities. The information used is purely for purposes of evidence building on the key questions, issues and conclusions of the MTE.

Chapter 2

Interventions and Theory of Change

2. Description of interventions carried out

2.1. Initial concept

The MDGF Joint Programme concept for Namibia: *Setting Things Right – towards Gender Equality and Equity*, highlights root causes of gender inequality, among them “low of status of women and girls perpetuated by both women and men”, “cultural norms and resource constraints” which, have resulted in “differential access to resource, exclusion of women from decision making processes and pervasive income inequalities”³. HIV and AIDS and Gender Based Violence (GBV) are cited as compounding factors for gender inequalities. The Gender JP aims “to promote gender equality and the empowerment of women and girls through a comprehensive and multifaceted programme reaching across national, regional and community levels”, and accordingly, seeks to raise the bar of understanding, sensitivity and responsiveness to pressing gender issues in Namibia” (ibid). The JP has 3 Joint Programme Outcomes (JPO) as follows:

Outputs for Joint Programme Outcomes 1-3 (Refer to **Annex 3** for detailed Results Matrix)

- *JPO 1: Increased awareness and capacity for protecting the rights of women and girls (including reproductive rights)*

JPO1 has four out puts that relate to:

- i) Protection of rights of women and girls – through enactment or enforcement of legislation;
- ii) Rights awareness and access to services for HIV and AIDS;

Text Box 1: Synthesis of Interventions & Actions Areas under JPO1

- *Sessions* with ministers and MPs
- *Fact Sheets for Advocacy* on laws and policies
- *Field trips* for MPs to interact with communities
- *Gender Sensitive Curriculum* (media schools, Police)
- *Trainings & TOTs on GBV, HIV/AIDS* (for Paralegals, media lectures, health & social workers, counselors & outreach workers, law enforcement officials, men, boys)
- *Toolkits & Training manuals*, (for media institutions, GBV Action Plan, CEDAW, Men and Boys, Police training,)
- *Strategies & Action Plans* (GBV Action Plan, Media Communication Strategy, Community Media Strategy, guidelines on witness protection)
- *Simplified & translated* legal instruments for leaders
- *Studies & baselines* (KAP Study, Trafficking, community media)
- *Mass Media campaign*(GBV)
- *IEC Materials* (Information packages on GBV, SRH) a
- *Outreach* on GBV
- *Support existing services* (Help-lines, forensics, SRH Kits)

³ Namibia Joint Programme *Setting Things Right – towards Gender Equality and Equity*. October 14, 2008 Programme Document.

- iii) Capacity improvement for duty bearers to safeguard women and girls on matters of Gender Based Violence (GBV), Security and Reproductive health rights and;
- iv) Strengthen national response to HIV and AIDS related services for women and girls.

The JPO 1 cluster is designed to target service providers, among them leaders at all levels such as Members of Parliament (MPs) and Traditional leaders, the media and other service providers in sectors such as health and security. The programme developed interventions for “increased awareness and understanding” of gender equality at all levels of Namibian society. Details of intervention areas are highlighted in *Text Box 1*. UN Agencies that would take a lead role for JPO1 were UNDP and UNICEF, and with contribution by UNESCO and UNFPA.

Text Box 2: Synthesis of Interventions & Action Areas under JPO2

- *Gender Analysis & Studies* (Sectors Studies, Budget Analysis, MDGs Policies, MTP on HIV and AIDS)
- *Revise & Update* (National Gender Policy, National Plan of Action)
- *Toolkits* (NDP3 Key Result Areas)
- *Training & TOT* (MPs for Finance & Economics, HR, GBV Steering Committee, Central Bureau of Statistics & MGECW Staff, WCPU, Interdisciplinary Team on materials Production, Gender Analysis for Gender FP & Directors)
- *Upgrade GBV Database* (Set up Steering Committee)
- *Booklets* (Gender based Information booklets from DHS, NHIES)

- *JPO 2: Increased Mainstreaming/integration of Gender in National Development Policies and frameworks and implementation of gender responsive Key Result Area (KRA) policies, programmes and budgeting*

JPO2 has three outcomes that relate to the following,

- i) Institutionalization and mainstreaming of gender in the GRN/NDP3
- ii) Capacity strengthening for gender mainstreaming and
- iii) Strengthening management of sex disaggregated data on GBV, and sex-disaggregated data on HIV and AIDS in national data management systems.

The cluster of interventions for JPO 2, are focused on facilitating and strengthening national machinery for mainstreaming gender across government in Namibia, building competencies for technical and policy level mainstreaming. The Ministry of Gender Equality and Child Welfare (MGECW) is identified as a key partner under this JPO. UNFPA is the participating agency leading on this stream. Other Participating UN Agencies are UNDP, and UNICEF. The intervention areas for JPO2 are outlined in *Text Box 2*

Text Box 3: Synthesis of Interventions & Action Areas under JPO3

- *Training* (For Women & Girls in Business, increased income & food security, TOT Vocational Skills,)
- *Income Generating Activities* (Small Scale Food Production Projects – gardens, dairies, aquaculture, small animals)
- *Access to Market* (information, linkages, IT Interventions)
- *Studies & Analysis* (Market Research, Constraints of women)
- *Agriculture Inputs* (Provision of tools & inputs, Skills,
- *Start up kits* (For IGA)

- *JPO 3: Enhanced well-being of targeted women and girls through food security and livelihood improvement initiatives*

The JPO has two outcomes that relate to the following:

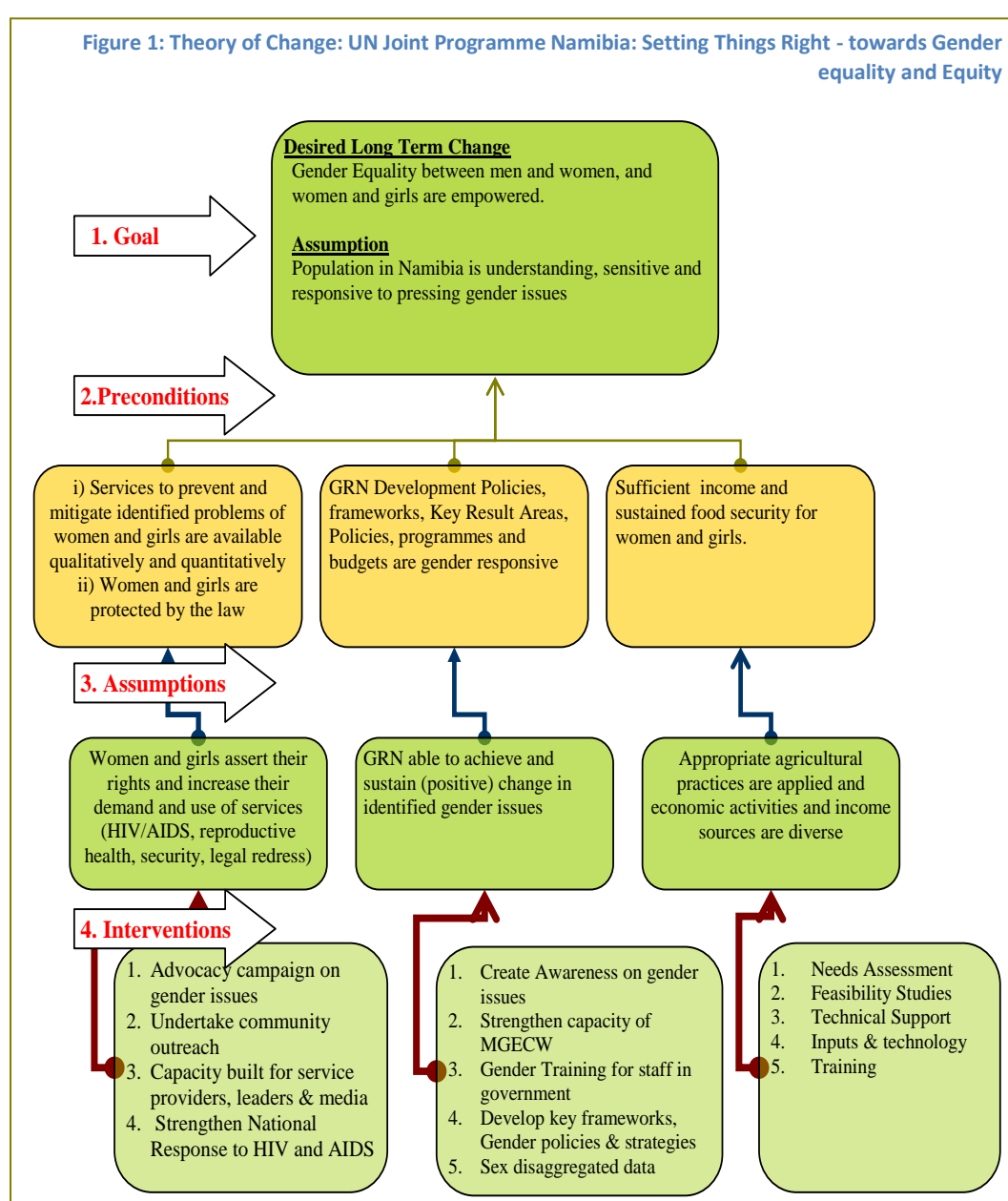
- i) Increased food through appropriate agricultural practices

- ii) Increased income through diversification of economic activities.

The stream of activities (see Text Box 3) under this cluster, are categorized as “economics of gender problems” and focus on food security and incomes, especially of women and girls at individual and community levels. FAO is the participating agency with a lead role for JPO3 cluster of activities. Other participating UN Agencies under JPO3 are UNDP and UNESCO.

2.2. Description of the hypothesis of change in the programme.

Figure 1 illustrates the Evaluators interpretation of the Theory Of Change (TOC) inherent in the Namibia UN gender joint programme. The figure illustrates the programme **desired goal**, the necessary **preconditions** for attainment of the desired goal, the inherent **assumptions** for attainment of the preconditions, and the areas of **interventions** for the programme.



The Namibia UN Joint Programme on Gender operates at national level within government, at horizontal and vertical levels with service providers, the media, with leaders at different levels expected to be “agents of change”, and at the community and individual levels where economic benefits are expected to lead to a food secure society. To facilitate understanding of the programme, this MTE will adopt a less complex Theory of Change (TOC) model that illustrated how the Joint Programme level cluster of outputs are expected to contribute to the intended change as outlined below.

1. Desired Long Term Goal.

The desired long term goal set for the programme is aligned to MDG 3, which is Gender Equality and women and empowerment. Gender inequality in Namibia is reported to be caused by the low status of women and girls, perpetrated by women and men, cultural norms, and resource constraints, resulting in differential access to resources by men and women, exclusion of women from decision making processes and pervasive income inequalities⁴. An overrunning assumption in the programme is that the population in Namibia will be “understanding, sensitive and responsive to gender issues”. One of key strategy has been to develop and implement interventions aimed at creating awareness and understanding of gender issues among the Namibian public.

The indicators stated at goal level were the number of population of women and girls targeted, who are able to exercise and enjoy their rights and access services in identified areas. Another indicator was changes in behavior by the population on critical gender issues.

2. Preconditions

The programme has 3 outcomes, from which four preconditions for creating change are discernable. These are:

Theory 1: Availability of Services to prevent and mitigate identified problems of women and girls in quality and quantity will lead to Gender Equality and Women Empowerment.

Theory 2: Legal Protection and access to justice by Women and girls, will lead to Gender Equality and Women Empowerment.

Theory 3: Government of Republic of Namibia Development Policies, frameworks, Key Result Areas, Policies, programmes and budgets if gender responsive will lead to attainment of Gender Equality and women empowerment to be attained.

Theory 4: Women and girls must have sufficient income and sustained food security for Gender Equality and Women’s Empowerment to be achieved.

⁴ Namibia Joint Programme *Setting Things Right – towards Gender Equality and Equity*. October 14, 2008 Programme Document.

MTE Observations on Programme Response:

The above theories also serve as preconditions for attainment of the goal and must be backed by an appropriate set of interventions. The JP addressed the gap in the following ways:

- i) Implement interventions that ensure quality services for protection of women and girls. The JP supports the Women and Child Protection Unit (WCPU) of the Police to strengthen its capacity to respond to issues of sexual and gender based violence.
- ii) Implement interventions that ensure access to Justice by women and children.
- iii) Strengthen gender mainstreaming in Government policies, frameworks and budgeting. The JP supports gender budgeting for MGEW, gender analysis of sector studies, and review of the National Gender Policy.
- iv) Implement interventions that increase capacity for women and girls to generate income and have sustained food security. The JP supports women's skills in agricultural production, and establishment of the vegetable gardens.

3. Assumptions

The programme has overrunning assumptions, and it will work if:

- i) The Population in Namibia is understanding, sensitive and responsive to pressing gender issues

The MTE Observation: This is a long term desire that cannot be guaranteed in the 3 year period of the programme

- ii) Women and girls are able to assert their rights and increase their demand and use of services (Access services for prevention and treatment for HIV and AIDS, access and use reproductive health service, have security and protection and actively seek legal redress)

MTE Observation: The JP Gender supports some activities aimed at strengthening service delivery by the Women and Child Protection Unit, in a multi-sectoral manner in which social workers, health providers and communities are involved in mitigating against circumstances. The JP mainly supports the supply side. **There is a gap in the JP on supporting the demand side for the services.** For example, interventions that support women and girls to claim and demand for their rights are not prominent in the programme.

- iii) GRN is able to achieve and sustain (positive) change in identified gender issues

MTE Observation: The success of the programme is highly dependant on the commitment of the Government of the Republic of Namibia, and commitment to actions that promote gender equality and women empowerment. The GRN leadership and organization are crucial in order to ensure that the implementing government partners are fully on board and committed to the programme. While the government ministries are involved in the programme, **many from government interviewed said that the programme the UN Agencies and major decisions on the Joint programme.**

- iv) Appropriate agricultural practices are applied and economic activities and income sources are diversified for women and girls.

MTE Observation: This is a very practical-hands on intervention of the programme. Going by the programme concept, the primary reason for training and improving women's agricultural skills and practices, and supporting economic activities is for the women and girls to have sustained food security and income. The programme has not yet demonstrated that the result will be attained. Some interventions in respect to increased income have not been implemented. **Positive results can be attained if the JP can demonstrate meaningful improvement in food security and income for the participating households.**

4. Interventions/Activity Areas

The interventions below embody the cluster of activities elaborated in the programme. The activities represent the actions that will be taken at different levels during the duration of the JP. These are:

- i) Advocacy campaign on gender issues
- ii) Undertake community outreach
- iii) Build Capacity for service providers, leaders at different levels and media
- iv) Strengthen National Response to HIV and AIDS
- v) Create Awareness on gender issues for identified categories of people
- vi) Strengthen capacity of MGECW
- vii) Undertake Gender Training for staff in government
- viii) Develop key frameworks, Gender policies & strategies
- ix) Collect Sex disaggregated data on GVB and HIV and AIDS
- x) Carry out Needs Assessment on economic related issues
- xi) Carry out market Feasibility Studies for small and micro enterprises
- xii) Provide Technical Support for improved agricultural practices
- xiii) Give agricultural inputs & technology to women and girls
- xiv) Undertake training in several identified areas of need and government, community and for women and girls.

MTE Observation: The interventions "contribute" to the respective outputs, and **on their own are not enough to deliver the programme outcomes.** The **time and duration of the Joint programme (3 years) is not enough** to fully attain the programme results. The Gender Joint programme intervention contributes **to the already existing programmes of the Participating UN Agencies and the programmes of the GRN.** The MDGF Fund provides an opportunity to the participating UN Agencies to **expand, consolidate and re-orient the focus of their already existing programmes to have more gender focused action.** The results of the Gender JP cannot only be attributed to the JP because it operates within the framework of contributions of many actors including the UN Agencies.

Indicators

Some key indicators in the Joint programme that relate to measurement of changes are identified below. They measure changes among categories of populations showing changes in numbers, quality and quantity, as well as the time within which they should be achieved. The categories of

populations include Women, Girls, Leaders, Media, Service Providers, government related duty bearers. The following are the overriding indicators of the programme:

- 1) Changes in Awareness , knowledge and understanding of rights and obligations relating to gender (Population sex disaggregated data/male female, boys & girls, national and regional Leaders, Media)
- 2) Women and girls accessing Quality and Quantity services
- 3) Changes in quality and quantity of national frameworks and policies that are gender responsive
- 4) Changes in capacity of categories of populations to execute gender responsive actions
- 5) Quality of National Data system in incorporation of sex disaggregated data for GBV and HIV and AIDS.
- 6) Proportion of female headed households not living in poverty in targeted communities
- 7) Female headed households, women and girls with increased food production
- 8) Women and girls engaged in IGAs/SMEs in target communities by 2011
- 9) Changes in targeted women's and girls' incomes from IGAs

MTE Observation

The programme has invested in interventions that will contribute to the indicators above. However, qualitative or quantitative data has not been collected to provide evidence that tracks changes arising out of the JP actions. Hence, it is difficult to determine the extent of achievement of the results, and will still be at the end of the programme if no urgent action is taken to track the changes. The baseline data for some of the indicators is not available. The documentation and reporting is still largely activity focused.

Chapter 3

Evaluation Criteria and Questions

3. Levels of Analysis: Evaluation criteria and questions

3.1. Relevance

The questions of relevance in this MTE are deeply rooted in the principles of aid effectiveness as highlighted by the Paris Declaration and Accra Agenda for Action. The following are the key questions on relevance: *To what extent are the programme strategies aligned to the principals of aid effectiveness and (the Accra Agenda for Action and Paris Declaration)?* To what extent are the programme goals and objectives and strategies based on analysis of the gender context and needs of women and girls? To what extent are the programme strategies aligned to the National Development Priorities for Namibia, UNDAF Goals and the MDGs? To what extent did the stakeholders in the country participate in setting the programme priorities and designing the joint programme?

The Paris Declaration has the following principles. *Ownership* in which the partner countries exercise leadership and coordination of development. *alignment* to national development strategies, institutions and procedures, *harmonization* and collective donor actions, *managing for results* including improving decision making for results, and *mutual accountability* where both donors and partners are accountable for results. The Accra Agenda for Action commits to accelerate progress on Aid Effectiveness in the key areas of *strengthening country Ownership*, building effective *partnership for development*, and *delivering and accounting for development results*. Below is an assessment of the Namibia JP in respect to the above principles.

3.1.1. Alignment to National Priorities and the UNDAF: The Gender JP is aligned to national priorities and has been developed to address the key issues in the Namibia National Development Plan 3 (NDP3). The Gender JP outcomes are directly relevant and have been aligned to the UNDAF outcomes, and in turn, the UNDAF is aligned to the NDP3. There is also evidence of a joint country analysis and assessment done by the UN Agencies through the auspices of the UNCT, and some programme specific joint implementation of activities for example joint monitoring missions. Others include joint activities, for example the GBV Campaign with MGE CW, and field activities of Members of Parliament.

3.1.2. Alignment to MDGs: The Namibia Gender JP is supported under the MDG Achievement Fund provided by Spain, and primarily set up to support acceleration of implementation of the MDGs. The Namibia Gender Joint Programme is in line with the goals of the MDG3: Promote Gender Equality and Empower Women. The specific Gender JP's outcomes have a wider scope of coverage for the MDGs. The JP contributes to other MDG Goals such as MDG 1 on eradicating poverty and hunger, MDG 4 Reduce Child Mortality, MDG 5 Improve Maternal Health, and MDG Goal 6, Combat HIV/AIDS, Malaria and other Diseases. Examples of the Gender JP interventions include work under Outcome 3 on increasing food security and income, campaign against baby dumping and support to women and child protection units, support to reproductive health programmes, campaigns for promotion of rights and reduction of gender based violence and disparities.

3.1.3. **Capacity Enhancement for Government:** There are mixed results in the area of capacity enhancement of government, and depends on the approaches used by individual UN Agencies to work with government. Positive examples include the gender budgeting process, and gender analysis of sectors which have been implemented inside government. However, according to the MGEWC Staff, there are no guarantees that the processes started by the Gender JP activities may be continued due to lack of resources. Some programmes strategies use *parallel structures* which employ and pay individuals to provide services to communities, an approach that creates challenges for Capacity enhancement. The CCE Facilitators of AMMICCAL and the Community Facilitators for the vegetable Gardens are also recruited external of government and are directly paid by the JP through UNDP and FAO respectively. The government staff raised concerns about sustainability of the parallel system approach. The officials said that government may not be able to sustain the payment of such facilitators once the programme has ended, and recommend harmonization of the approach with the government formal system.

3.1.4. **Public Financial Management System and Procurement:** One of the indicators of aid effectiveness is the use of public financial management system and procurement. The Participating UN Agencies for the UN Gender JP **have not harmonized their approaches to management of funds** with the Government. The UN Participating Agencies use three forms of funds disbursement with the implementation government partners. i) Some use the HACT⁵ with HACT approved government ministries, where funds for programme activities are disbursed to government, spent and accounted for by government. ii) A second method used is for the UN Agencies to directly manage the funds per activity and pay directly to service providers. For example, UNDP uses this system, mainly because some of its partners such as the MRLGHRD was not HACT assessed. The Non-excom Agencies (UNESCO and FAO) also use the direct payment system. iii) A third mode of funds management is a combination of the first and second methods. The net effect on government according to the staff is that **they are burdened by the demands to provide different forms of reporting and accountability mechanisms** to the various UN Agencies. One government ministry representative said that they have had to provide **two forms of accountability within one activity** co-funded by more two UN Agencies. The agencies that are still managing the funds said they do so because their government partners have not been HACT approved.

3.1.5. **Mutual accountability:** The reporting mechanism of the Namibia Gender JP is geared more towards meeting the requirements in the partnership agreement, and have not focused on mutual accountability. The reporting is very much linked to disbursement of resources. The reporting focuses more on activities undertaken and less on results. The movement of reporting is bottom-up from implementing partners to the respective UN Agencies. Depending on the Participating UN Agency, the information may be passed to the Programme Management Unit (PMU) in a form of an Agency report, or less structured information based on activities. The PMU aggregates the information into an overall JP

⁵ The GRN finalized a Harmonized Approach to Cash transfers (HACT) assessment for some Ministries, and in 2009 communicated⁵ to the UN supporting the roll out, after the Macro/Micro Assessments of the Implementing Partners of the UN, with respect to the UNDAF 2006-2010. The assessment also resulted in the approval of the use of the FACE Form with the government Ministries, and trainings for HACT and use of the FACE form were for the UN Agencies and the Government Partners. HACT participating UN Agencies include UNDP, UNICEF, UNFPA, WFP).

report, that is then submitted to the RCO for onward transmission to the MDTF Secretariat. In theory the Gender JP reports are shared with the National Steering Committee (NSC), however in practice some members of the NSC for example the Spanish Embassy in Namibia did not receive the consolidated reports, and expressed interest to do so from within the Country.

- 3.1.6. **Ownership and Participation:** The programme formulation for the Gender JP started in-house (in the UN) and did not actively involve the implementing partners at the start. The formulation later expanded to include the government partners especially the MGECW, some Civil Society Organizations and academic institutions, which greatly aided ownership for the programme. The partners interviewed said they felt more involved at formulation stage. During implementation, the majority of partners interviewed said the relationship has shifted. Government partners said that although they are part of the implementation, they feel they have less ownership and less power to influence the key decisions in the programme. Challenges of ownership are expressed at the various levels as illustrated below:

- 1) *Government Staff feel they are not fully involved as a counterpart.* This is mostly experienced at the levels of Permanent Secretaries and Director level. Examples include the requirement for government officials to sign and endorse FACE Forms for all programme payments. Government officials said they were not comfortable to endorse payments of for processes or budgets in which they had not been party to. The officials feel that the requirement for their signature is a “rubber stamping” process. They argue that they find it difficult to be accountable to funds which they had no say about and no control over (see **text box 4**).

- 2) *Challenges with Decentralization:* At the Central government level in Windhoek, Government Staff in MAWF, MGECW and MOSS were aware of the broad programme and the commitments and partnership with the participating agencies. However, decentralization practice seems to be obscure at the regional level and the communication between the center and the regions seems to be poor. Regional staff were not up to-date on the broader programme plans, and did not have information about agreed actions between the participating UN Agencies and Implementing government partners at the national level. The poor information flow among government agencies pauses challenges for UN agencies in the roll-out of the programme.

- 3) *Government as an implementing partner.* Although some regional government staff participated in the JP inception meetings where the programme was introduced, they said they did not feel adequately involved in the implementation of the programme. For

Text Box 4: On Ownership & Accountability

- Examples of Comment from Government Officials

“We don’t want the UN Agency X, to **decide** what is best for our Ministry. We may be slow because of bureaucracy or capacity challenges but the UN must work **within our structures** instead of pushing the ministry. The agencies need to **listen** to us. We know the gaps of this country. If they don’t **respect** that, then **whose agenda** are they pushing? It’s not sustainable”

“The funding is scattered across different partners. Our Ministry does not receive the funds and yet **the PS signs** every FACE Form. Who do these partners **report** to? How can we account and report for what we are not a part of? This is **rubber stamping**. We should be respected”

example, regional staff of MGECW were not conversant with the programme focus, while a few staff of MAWF had not been fully involved during the first part of implementation. Examples include lack of involvement in decision making on: negotiations and selection of sites for the garden, limited involvement during mobilization of community groups, non involvement in making choices of which crops to promote, limited involvement in choice of enterprises to introduce to the community, and non involvement in the recruitment of Community facilitators. The staff in Ohangwena and Caprivi said that more recently, as part of their mandate, they are getting more involved in monitoring the progress of the gardens, and have started receiving reports from the community facilitators.

4) *Some Implementing partners are not yet involved and are unaware of the overall goal of the programme.* Two areas raised were a) the non-involvement of organizations that participated in the programme formulation and were written in the programme document as key implementing partners, and b) non-involvement of MGECW in Outcome 3 activities.

- For example, the Legal Assistance Center (LAC) was written into the Gender Joint Programme Document, with respect to three output (1.1, 1.2, 1.3) areas under outcome 1. These relate to promotion of women and girls rights, development of information training materials and sensitization and training on GBV. LAC submitted a mini proposal⁶ during the programme design stage. Some of the LAC ideas were incorporated in the programme. However, according to LAC, they have so far not been invited to participate in the programme.
- Involvement of MGECW in outcome 3 with respect to enhanced wellbeing of targeted women and girls through food security and livelihoods improvement has also lagged behind. By the time of MTE, there was no plan or strategy in place of working with MGECW under outcome 3. Some plans and preliminary dialogue had been held with MGECW (some by FAO, and by UNDP). There is no plan yet of how the agencies will work with MGECW under outcome 3. At regional level, the staff of MAWF and MGECW did not work together and were not aware of the relationship between their respective activities and that they both contribute to overall goal under the Gender joint programme.

⁶ Copy of the mini proposal of October 2007 submitted to the UN was availed to the MTE. LAC submissions are in respect to Outputs 1.1, 1.2, 1.3, and these proposals have largely been incorporated in the Gender JP.

3.2. Efficiency

3.2.1. Assessment of Management and Coordination Arrangements:

- 1) The Gender JP has an **Administrative Agent (AA)** function executed by the Multi-Donor Trust Fund (MDTF) of UNDP Headquarters in New York. Funds disbursement is authorized by the MDG-F Secretariat, and releases made by the MDTF in New York to the Headquarters of the UN Participating Agencies for onward transmission to the respective participating UN agencies in Namibia. Fund releases are made annually, after **attainment of the 70% performance and delivery threshold** by the UN Agencies.
- 2) The UN **Resident Coordinator's Office** has the responsibility to *"ensure that the programme is on track and that promised results are delivered"* a **similar role** as that specifically defined for the PMC-Strategic Coordination. The RC is located in the JP design as the "interface" between the MDGF Secretariat and MDTF Office on one hand and the UNCT on the other. The RC is entrusted with the overall leadership of the programme design, and programmatic oversight by co-chairing the NSC, and also **requests for release of funds** to MDTF, on behalf of the National Steering Committee (NSC). Prior to the establishment of the Programme Management Unit (PMU), the RCO played more of the coordination function for the Joint programme, and had the responsibility for the final reporting after the report were compiled by the lead agency. The RCO has an oversight role for the Gender JP, that is largely undefined and unclear according to many of the UN staff interviewed. The RCO does not yet have a defined strategy for its role in the Gender JP or for what is entailed in the oversight function to ensure that results are delivered. While in the Culture JP the RCO has been allocated a small budget to cover its functions, the Gender JP did not have the RCO budget embedded in the programme. The RCO has been instrumental in the coordination of the development of the programme concept and consequently the establishment of Gender JP in Namibia. RCO continues to play an active role in the NSC and ensures that reporting to the AA is done. RCO also endorses requests for funds on behalf of the Participating UN Agencies.
- 3) A **National Steering Committee (NSC)** was formed for the Gender JP, composed of the heads of NPC on behalf of GRN, Embassy of Spain, RCO and MGECW. Programme implementation was designed to be carried out in partnership with government Ministries and agencies, the Private Sector and Civil Society organizations. The NSC has met as required and provided guidance and oversight for the JP, has endorsed annual work plans and budgets and other functions as outlined in the project document.
- 4) A **Programme Management Committee (PMC)** was also established to provide a mechanism for coordination of programme activities and oversight of the Joint programme at operational level. The initial idea was that the PMC be composed of two levels of management structures, one focused on **Strategic Coordination** Components of the programme and the second one focused on **Technical Coordination** component of the programme. The NSC has dealt with practical issues and challenges of the programme at the political level, and the budget approvals. Due to an absence of a clear system for generating an agenda for the NSC, the NSC has not been informed of the challenges arising out of experiences from programme implementation, for example from the would be PMC Strategic Coordination Forum.
- 5) The **Strategic coordination** level in the JP design was supposed to be composed of Permanent Secretaries (PS) of Implementing Government Ministries and CSOs and Heads of UN Agencies.

Functions of the Strategic Coordination level of the PMC include overall operation and coordination, approval of work plans ensuring joint compliance to the annual 70% performance and delivery thresholds, advise NSC on policy matters and “*ensure that the joint programme is on track and promised results are being delivered*”. The PMC-Strategic Coordination level **has not been established** in the Namibia Gender JP. The Strategic Coordination would make strategic decisions and direct the programme, and generate leadership issues that could be addressed in the UNCT as well as the NSC. The absence of a specific role of the Heads of the UN Participating Agencies has been **a lost opportunity** for the Gender Joint programme. The strategic oversight function over the implementation of the programme has been compromised by the absence of a clear leadership of the programme.

- 6) The **Programme Management Committee(PMC)** - has mainly operated at the **Technical Coordination** level, composed of technical staff of line GRN Ministries, UN Agencies, Spanish Embassy in Namibia and a representative of a CSO. The **PMC- Technical Coordination** responsibilities among others include management of resources, recommending any changes to NSC, as well manage resources “to achieve outputs and outcomes”. The role also includes establishment of baseline to “enable sound monitoring and evaluation”, establish adequate reporting mechanisms, address “budget overlaps and gaps”, provide technical advice to the NSC, address “management and implementation problems”, and identify emerging lessons. The PMC Meetings are supposed to be held quarterly or as need arises. The MTE could not establish the extent to which the PMC has been effective. It however appears that the PMC has under performed on its functions with respect to **management and reporting on results**, identifying and addressing implementation gaps and challenges.
- 7) UNDP Namibia was nominated as **Lead Agency** by the MDTF. The Lead Agency function is **not mentioned in the programme document** for the Namibia Gender JP, and it was evident that the lead agency function was **not understood** by the UN Participating Agency staff interviewed at all levels, including UNDP staff. As a result, there are **mixed expectations** of UNDP as a lead agency from the different actors in the programme. The role of the lead agency is however elaborated in the Joint Programme Implementation Guidelines⁷. The guidelines also allow for flexibility and adaptation of the proposed guidelines and models to the specific country situation. The guidelines open up opportunities for the PMC in consultation with NSC to adjust the JP and accommodate emerging challenges during implementation.
- 8) **Programme Management Unit:** UNDP as a lead agency **hosts the funds** for overall Programme Monitoring and for the operations of the Programme Management (PMU). UNDP together with the PMC recruited the Programme Manager for the Gender JP. A Programme Management Unit was established with a full operational team almost 15 months into programme implementation. Its establishment took longer than planned, partly due to recruitment challenges. The PMU has main responsibilities for assessment and aggregating of monitoring results and serves as the “central repository for common information and data needs”. Due to delays in establishment of the PMU, its functions were not yet fully known and understood by some actors in the JP. For example, the PMU is supposed to provide **secretariat support to NSC**, a role they have not yet performed due to lack of clarity on its functions. It was also apparent that the PMU’s role as the secretariat to NSC was unknown. Currently, the Secretariat for the NSC is the NPC, in collaboration with the RCO. The lead agency is the executor and manager of the PMU budget. UNDP also hosts the M&E budget, and has in the

⁷ MDGF, 2009. Implementation Guidelines for MDGF Achievement Fund Joint Programmes, June 2009.

past organized joint monitoring visits for the Participating UN Agencies to the regions. The PMU has a full time M&E Specialist for both the Gender JP and the Culture JP.

- 9) In the Namibia JP model, the PMU is set up to serve both the Namibia Culture and Gender JPs. In practice however, the PMU faces challenges ranging from its identity, to poor acceptance and recognition by some Participating UN Agencies, and varying expectations of it from the key players in the Gender Joint Programmes. For example, some Staff of the Participating UN Agencies questioned the relevance of the PMU, especially in the light of having been established quite late in the process. The PMU has had challenges for example, reluctance of some UN Agencies to submit to them reports. Most of the documentation on the projects was submitted to PMU during the Mid-term Review Process. The PMU had individual Agency Gender JP specific progress Reports from only two participating UN Agencies (UNESCO and FAO). Others submitted the information to the specific reporting requirements of information in the template for the overall JP reporting. The template did not provide sufficient information on the progress on results of the JP.

Mixed expectations of the PMU were expressed from all parties involved, including government, which has very high expectations of the PMU. Accordingly, the Government parties expect the PMU to be a buffer between the Participating UN Agencies and the Implementing Agencies. Some Government Officials had expectations that the PMU would write their reports and submit them to the UN Agencies. The PMU is hosted by the GRN through the MGECW. The recruitment was done by UNDP, and all staff hold UNDP contracts. It has not been clarified which procedures and rules of engagement are to be followed. None of the staff was oriented into their positions. Other than the specific Terms of Reference for each position, the PMU had not yet received any instruments to guide them on its functions. Through consultations with the parties involved, the individual TOR for the staff positions, the PMU team is trying to work a way of relating and operating. For example, the Unit has opened a bank account for costs of daily operations, has coordinated the development of a Communication Strategy and is developing an M&E system for the Namibia Gender JP.

- 10) The narrative **progress reports** have never been a requirement by the MDGF Secretariat and AA in the Gender JP agreements, and reporting formats from the AA have been changed over time. The MDGF Secretariat has increased its emphasis on reporting and tracking results, and has also developed an M&E System⁸ that provides comprehensive guidance and rationale for M&E in the JPs. The progress reports requested by the PMU have not been a traditional requirement in the JP. At the start of the JP, the emphasis in the agreement was more for submission of the financial accountability, which all the agencies have adhered to.

3.2.2. Joint Programme Operations

- 1) **Pace of Implementation:** The implementation pace varied from agency to agency and depended on how fast they **were able to build and negotiate partnerships, and other factors such as the systems for accountability and disbursement of the funds**. The Programme pace has also **depended on the nature of interventions**. For example, FAO had a comprehensive strategy that involved community mobilization, negotiation with leaders and communities for the land, procurement and delivery and installation of equipment, and were still able to deliver

⁸ MDGF Monitoring and Evaluation System . Learning to Improve, making evidence work for development..

at a fast pace. Further still, FAO supported interventions involve expenditure on capital investments, which enabled them to attain the 70% delivery threshold faster than some other agencies. Activities such as the CCE Programme with AMICCALL faced challenges with delays in accountability from partners, resulting in delays in funds disbursement. A UNICEF partnership with Helpline Childline also was faced with long duration before start up due to delays in negotiation and compliance of the NGO to guidelines for support.

Text Box 5 : Estimated Budget Status for Namibia Gender JP, as of 20th June 2010

Estimates of	TOTAL	% OF TOTAL
Total Approved	8,000,000	24.4 %
by % Remaining	(1,952,000)	
Total Transfer	6,047,451	75.6 %
Total Committed	3,531, 387.70	44.1 %
Total Disbursed	3,187, 027. 58	39.8%

Source: Computed from Data Provided by the PMU

- 2) **Finances:** The JP operations are on track from all the Participating UN Agencies. Close to **¾ of the Joint Programme funds were already committed** to the various initiatives. About ¼ of the funds had not been disbursed. Mid-way in the project cycle, the JP had spent 39.8% and committed 22.1% of its budget (See Box 5). The expenditure pattern does not deviate from the expectation in the Programme. About 40% of the budget should have been spent in year 1, 37% in year 2 and 23% in year 3, which is within range of the current budget status.
- 3) **Interpretation of the Guidelines:** The interpretation of the JP guidelines by the UN Agency staff is quite inflexible and follows the document to the latter, without seeking for opportunities to revise the guidelines where they may not be facilitative. For example, no attempt has been made to clarify the role of the lead agency. Some Agencies said they could not receive the next round of disbursement because of the requirement then that all the Participating UN Agencies had to reach the same threshold before funds were released. In the case of FAO, delays in providing additional funds had implications for the timing of delivery of farm implements, planting and harvest time and hence some of the projects could not be set up on time. More recently, the AA has been flexible in release of funds to Agencies that are ready and met the financial reporting requirements.
- 4) **Coordination:** At the start of the JP, the Participating UN Agencies organized joint inception meetings with stakeholders at regional level. Some activities have been held jointly for example between UNFPA and UNICEF, UNDP and UNICEF. Joint activities include support to GBV Campaign and human trafficking campaigns, support to the Police Women and Child Protection Unit & Forensics, and Parliamentarians activities. Several other activities are implemented individually. The Government partners said that the agencies mainly approach them individually and have continued to develop individual work plans with the Ministries. The extent of involvement of the Government staff is quite high. For example:
 - MGECEW mentioned that they have 7 work plans with four UN Agencies. This number includes “regular” work plans developed for “mainstream” or core activities of the UN Agencies.
 - Some UN Agencies organize quarterly progress Partner meetings. For example, UNFPA has quarterly Partner’s meetings. The MRLGHRH participates in two quarterly UNDP Partners Programme meetings of two UNDP programmes, each with own management structure: For example, the Ministry has:
 - Two Steering Committee meetings per quarter
 - Two Quarterly Technical Working Group Meetings.

The Gender JP poses challenges for new ways of working. The above example in practice demands for four major meetings from one government Ministry per quarter, excluding other meetings held at operational level. The participating UN Agencies and Implementing Partners are “learning on the job” and have yet to use the lessons to curve out the best ways of relating in a UN Joint programme. It should be noted however that the Gender Joint programme is also a **first initiative to bring the UN Agencies and government to practically focus on gender** in a collective manner, and also provides an opportunity for learning for all involved, including the Participating UN Agencies. The lessons learned from the Namibia Gender GP should **facilitate the UN reforms for delivering as one** when it starts in 2012.

Lack of proper coordination of approaches is a lost opportunity for building synergy. For example, the community awareness interventions of MGECW and agricultural interventions of FAO through Ministry of Agriculture and Water and Forestry (MAWF) were largely carried out in isolation of each other. More recently, a start has been made to invite some group members of the agriculture projects to attend gender trainings organized at specific centers. There is no coordination strategy on who should be in the lead in the different components and the direction it should take.

3.3. Effectiveness

The three Outcomes of the Namibia Gender Joint Programme are general statements made at a higher level of intent defined by the national priorities in the NDP3, MDGs and the UNDAF. As mentioned before, the Gender Joint programme can only contribute to the outputs, and the extent of contribution to the outcome is difficult to assess. The programme defined 8 output areas with a total of **82** activities spread out among the five Participating UN Agencies (see Box 6). More than 80% of the partnerships in the JP are with government ministries and government related bodies. A total of 10 government ministries and bodies⁹, three Academic Media Institutions¹⁰, Parliament and three Civil Society Organizations¹¹ were planned into the programme by the respective Participating UN Agencies. Discussions for partnership had started with many of the implementing partners. The progress on implementation of the activities varies from one partner to the other.

Box 6: Gender JP activities of MGE CW with UN Agencies by Outcome

UN Agency	Outcome 1	Outcome 2	Outcome 3	Total with MGCW
UNFPA	6	4	-	10
UNICEF	9	-	1	10
UNDP	8	7	-	15
UNESCO	-	-	-	-
FAO	-	-	1	1
Total by Outcome	23	11	2	36

The MGE CW is by far the single largest implementing partner in the Gender JP with 36 activities planned with four UN Agencies, across 6 outputs. The remaining 46 activities are spread among the 20 partners.

The effectiveness of the MGE CW has been affected by the magnitude of activities and demands on its time by the JP. Interviews with the MGE CW indicate slow progress on planned activities due to limitations in human resource capacity and time constraints exacerbated by a wide mandate and other demands on the ministry. In order to make the JP activities move faster, some UN Participating Agencies have been proactive and taken on some of the implementation/coordination functions in collaboration with individual MGE CW staff. Implementing partners noted lack of coordination among the Participating UN Agencies, which increased the workload for staff working with them. According to MGE CW, lack of coordination among the UN Agencies poses challenges for management of the government staff functions and time available to attend to the wider demands.

⁹ MGE CW, MOE, MOSS, MoJ, MoHA, MYNSSC, MRLGHRD, MoHSS, NPC and MAWF.

¹⁰ University of Namibia (UNAM), Polytechnic of Namibia, Media Institute of Southern Africa (MISA)

¹¹ Legal Assistance Center (LAC), Namibia Planned Parenthood Association (NAPPA) and White Ribbon Campaign. The NGO, Lifeline Childline has also been brought on board by UNICEF.

Progress on Outputs.

3.3.1. Outcome 1: for Increased awareness and capacity for protecting the rights of women and girls (Including reproductive Rights). Four outputs were planned under outcome one as follows.

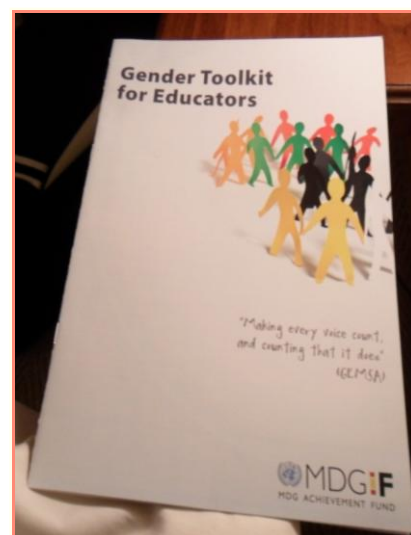
- Output 1.1. The Rights of Women and Girls are protected nationally through enactment and enforcement of existing legislation.
- Output 1.2. Women and Girls are aware, understand and Assert their rights (including Reproductive Rights) and know how to access available services such as Prevention and treatment of HIV and AIDS.
- Output 1.3. Improved Capacity of Service Providers to prevent, detect, enforce and report gender based violence and abuse, and to offer protection and reproductive health services and prevention and treatment of HIV and AIDS for women and girls.
- Output 1.4. Strengthened National Response on access and availability of prevention of and Treatment services for HIV/AIDS.



IEC Material for GBV Campaign on Baby Dumping: Gender JP MTE taken in a CAPRIVI Regional Govt. Office, Aug 2010

1) Upstream policy advocacy: There is evidence of positive progress in the execution of planned activities under each of the outputs for Outcome 1. Activities for the four outputs under Outcome one are led by UNICEF, UNDP, and UNFPA and UNESCO. UNDP, UNICEF and UNFPA, increased collaboration on some activities, for example joint visits and discussions with the parliamentarians. The Office of the Parliamentary Clerk indicated that the JP had involved the Members of Parliament in field visits to four regions covered by the JP. The MPs were able to raise the issues of concerns by communities in parliament and hold line ministries accountable. Examples of the community issues raised in parliament by MPs include poor maternal health, low health budget allocations, inadequate medical supplies to hospitals, poor accommodation for medical staff, and gender based violence. The expectation is that continued advocacy at Parliament level will increase government allocations to sectors supported by the JP, increase effectiveness in delivery of services to the communities and promote enactment of gender friendly laws.

2) Toolkits, manuals and curriculum: Progress has been made in influencing academic institutions to mainstream gender in their training curriculum. Positive progress was noted arising out of activities implemented by UNAM, and Polytechnic of Namibia in partnership with UNESCO. UNESCO has supported a comprehensive gender audit for the media institutions. Among the programme



UNESCO Partners Polytechnic in collaboration with UNAM developed the toolkit to mainstream gender in media studies: MTE Photo

activities is the development of Tools and Training Manuals, and influence of teaching curriculum to include training courses on gender. This is a strategic entry point likely to have more lasting results around counteracting the negative portrayal of women in media to the public, and consequently influence behavioral change in gender relations.

- 3) **Campaigns on GBV:** A key achievement of the Namibia Gender JP cited by people interviewed is the support to a Gender Based Violence (GBV) National Campaign, coordinated by MGECW. UNDP, UNICEF and UNFPA have all worked with various partners, especially the MGECW among others to run Public Campaigns on GBV and human trafficking, and baby dumping. A planned study on Human trafficking originally planned under the Gender JP was not commissioned. The study was done with support from USAID. The Gender JP supported the human trafficking campaign using the findings of the study. The JP has also supported development of IEC materials and Television and Radio programmes on issues of GBV. Billboards and materials have been produced on baby dumping and human trafficking. There was evidence of increased vigilance by law enforcement offices on the two issues. Police in Eehana Town Council and Oshikango Border Post (Namibia –Angola Border) in Ohangwena region expressed vigilance by the law enforcement officers and immigration department on matters of baby dumping and human trafficking. They said the practice was rampant on the Namibia-Angola boarder. A KAP study on GBV and discrimination was carried out in 7 regions and the findings shared. A para-legal training was also held for 59 participants, including the Regional gender liaison Officers of the MGECW, in gender related laws, and the Convention on the Elimination of All forms of Discrimination Against Women (CEDAW).



UNFPA Partner: NAPPA Youth Volunteers during the MTE focus group and Top, SRH & IEC Toolkit & Materials Launch. (Top), during Official Launch of "Its OK to say No" Campaign launch August 2010. MTE Photo.

- 4) **Working with the Youth and Adolescents:** A Sexual and Gender Based Violence (SGBV) campaign for the youth, has been launched by NAAPA, and training and information tool kits for outreach to communities developed in partnership with UNFPA. The campaign, named "Its OK to Say NO" has a toolkit which include fact sheets, Booklets, Posters, T-Shirts and Armed Bands. The campaign focuses on training health providers and community volunteers to mobilize communities for Sexual and Reproductive Services, with a focus on adolescent SRH and HIV and AIDS. The partnership offers the Gender JP an opportunity for replication of activities and results through NAAPA centers in 7 regions in the country.
- 5) **Participation of Service Providers:** The Police Women and Child Protection Unit (WCPU), under the Ministry of Safety and security (MOSS) started implementation of a capacity building programme for its staff on GBV, in all the 15 operational units in the country. The Gender JP support to WCPU builds on previous work done in collaboration with UNICEF since 2006, and supports implementation of outreach work plans of 8 WCPU, focused on prevention of violence and abuse. According to the WCPU Officials interviewed, the Gender JP support contributes to strengthening national and regional systems for combating GBV. The JP has supported the

National Coordination Committee and Regional Unit Management Committees. The Committees at all levels bring together service providers who include the police, social workers, and health providers such as nurses and doctors. A key function of the regional Unit management committees is to assess effectiveness of the services.

The positive progress is due to the fact that its foundation was already set by the Agencies by the time the Gender JP came in. For example, UNICEF is working in an area in which they have a comparative advantage. The JP has not set up a parallel structure but operates within already existing systems and policies of Police and works with the staff of Police. There is a clear strategy for outreach to all the operational units of police, and all activities are fully integrated in the regular work of the police. Specific Police Officers have been earmarked to handle GBV at all police centers. A system of “Police Activists” has been developed in the community. The Community Activists monitor GBV and cases of abuse in the communities and provide information to the WCPU. The results of the programme so far include increased documentation of GBV cases, increased investigation of new cases and increasing privacy of the victims. The programme has supported training and provided equipment for GBV, including a Rape Kit for police from UNFPA, and procurement of evidence gathering materials and equipment for MoHSS Forensics(supported by UNDP). The GBV programme demonstrates a positive example by the Participating UN Agencies to build synergy through joint support of activities in order to achieve positive results.



CCE Facilitators under AMICCALL, a UNDP Partner during a Focus Group Discussion for the Gender JP MTE in Katima Muliro, CAPRIVI. Region

- 6) Community level participation:** HIV and AIDS is prominently reflected among the activities under Outcome1 and almost all the outputs. All the UN Participating Agencies contributing to Outcome 1 outputs have innovatively integrated HIV and Aids messages in the GBV campaign activities. UNDP supports a Community Conversation Enhancement (CCE) Programme that stimulates community action on HIV and AIDS. The programme is implemented by the Alliance of Mayors and Municipal Leaders on HIV/AIDS in Africa (AMICALL), on behalf of the Ministry of Regional and Local Government, Housing and Rural Development (MRLGHRD). Like the WCPU programme, the CCE Programme was initiated before the Gender Joint Programme, and supports each facilitator to develop action plans and stimulate discussions on HIV and AIDs at community level in 9 regions. The CCE Facilitators met in Caprivi and Ohangwena regions said they held conversations with communities on matters such as GBV, Poverty, Multiple partners, Alcohol Abuse, lack of information on basics of HIV and AIDS and several other issues of concern for the communities. Results of the programme cited during the two focus group meetings with the CCE Facilitators include increased numbers of people going for Voluntary Counseling and Testing (VCT) Services, increased use of condoms and opening new ground for discussion of “taboo” subjects such as sex, child abuse, parents discussions with children, gender issues, early pregnancy and HIV and AIDS stigma. As intended by the programme, the CCE facilitators confirmed that the solutions lie with and are generated from the community. For example, one community had passed a Bye-Law to regulate hours of selling alcohol by all the business operators in the area. The Bye-Law is enforced by the community and the law enforcement officers in the community. The CCE Programme is recognized by all parties involved to be a

“powerful approach”, and highly empowering to the community. CCE has community, regional and national linkages and directly contributes to the National Strategy for HIV and AIDS. Furthermore, MRLGHRD has appreciated the approach and has plans to roll it out to the rest of the country. The programme has structural challenges that have sustainability and cost implications. CCE is a UNDP promoted programme for responding to HIV and AIDS, that used by the implementing partners. The programme also has a parallel structure within AMICAALL, a structure of community volunteers heavily financed by the Gender JP. Overall, the Gender JP programme through UNDP supports 138 CCE Facilitators and 9 UNVs, remunerated on regular basis. The UNVs coordinate the 9 regions and supervise the Facilitators’ work plans. Furthermore, by working with AMICAALL, the CCE programme can only operate within their area of mandate, which are the Municipalities and not the regions. Government partners mentioned that they would like to replicate the programme to Regional Local Government Authorities. However, the government roll-out cannot afford to meet the standards set by UNDP in terms of financial contributions to CCE facilitators and would not manage the current staff structure which is parallel to the government structure. They would like UNDP to integrate the structure to operate within the government system, terms and conditions.

3.3.2. Outcome 2: Increased mainstreaming,/Integration of gender in national development Policies and Frameworks and implementation of gender responsive KRA policies, programmes and budgeting. Outcome 2 has three outputs as follows:

- Output 2.1. Gender is Institutionalized and mainstreamed in 4 Key Result Areas (KRA) of the National Development Plan III.
- Output 2.2. Enhanced Human and Institutional Capacity to lead gender mainstreaming
- Output 2.3. Improved availability, accessibility and management of GBV sex disaggregated data, linked with the National Data system.

The Programme logic envisaged that the results from the three outputs above would arise out of working mainly with MGEW which has 13 activities with UNFPA and UNDP. National Planning Commission Secretariat (NPCS) has two

OHANGWENA Region: Community Gardens developed with support of FAO: MTE Photos



Above, San Community Children at the school and rain harvest tanks at houses with support of FAO. Below: Ouholamo San School Garden and planned household gardens.



Planned individual Household gardens



activities and MOSS and the parliament have one each. The key participating Agencies for the three Outputs above are mainly UNDP and UNFPA, and they collectively support the 16 activities, and UNICEF supports the one activity with MOSS. The Outputs are focused on building institutional capacity for mainstreaming gender through the MGECW. The key interventions are studies, training in gender mainstreaming and management of sex disaggregated data.

- 1. Studies and Analysis:** The MGECW in collaboration with UNDP commissioned a gender budget analysis of the sectors of Agriculture, Water and Forestry, Education, Health and Finance. A budget analysis of the National Planning Commission was also done. The exercise was completed and a draft report made available. UNFPA also worked with MGECW to support a review and update the national Gender Policy. A new 10 year National Gender Policy (2009-2018) has been approved by the cabinet and the parliament. Furthermore, in conjunction with UNFPA the MGECW carried out Gender Analysis of Education, Agriculture and Health Sectors, and Action Plans were developed. Gender Analysis of five sectors¹² is still in the pipeline. According to the MGECW, the JP has no funding support for implementation of the findings from the studies and analysis.
- 2. Training in Gender Mainstreaming:** Several trainings have been held by the MGECW to build capacity of service providers to mainstream gender in National Plans and policies. The trainings held include TOT training for government and CSO staff on gender analysis and gender mainstreaming, training of government staff from various ministries who would serve as gender focal persons. Training activities have been carried out in collaboration with UNFPA. Supported by the programme, MGECW organized trainings at regional level to raise awareness on gender related issues. Regional government staff of MGECW attended or facilitated some sensitization workshops on gender issues, including GBV. Community members visited during the MTE acknowledged that about 5 members from each group had participated in centrally organized trainings on gender. The Community members said the effectiveness of these trainings was undermined by lateness of facilitators and the long waiting hours of up to 6 hours, which resulted in high community drop out and reduced interest. The community members interviewed said some of the trainings were inadequate and too rushed, and in some respects, the facilitators only distributed training materials and went away. The training strategy on gender awareness used so far with the coordination of MGECW seems to be adhoc and rushed. Although there have been discussions of training of Trainers (TOT), there was no evidence to demonstrate that there is a well thought through training and outreach plan. It was not clear how the Trainers are organized to deliver the messages. The supervision and quality assurance for the training held in the areas visited is not evident. Furthermore, it is not clear whose role it is to ensure quality and accountability at activity level.
- 3. Sex Disaggregated Data for GBV:** Collection of sex disaggregated data on GBV from the regions has been completed. The researchers and service providers were trained, and the process of developing a database is ongoing. According to the records, staff of WCPU, MGECW and CBS were trained on how to capture and analyze GBV data. The database is expected to have data disaggregated by age and sex. The next stage will be the development of monograms and booklets.

¹² Youth, Trade and Industry, Safety and Security, Justice and Lands.

3.3.3. Outcome 3: Enhanced wellbeing of targeted women and girls through food security and livelihoods improvement initiatives. The

Outcome has two Outputs as follows:

- **Output 3.1:** Food Availability, Access and Utilization improved through appropriate agricultural practices.
- **Output 3.2:** Increased Incomes through diversified economic activities.

- 1. Vegetable gardens:** Substantial progress has been made towards implementation of activities under Output 3.1. The Output has 8 activities, with FAO as the only UN Participating Agency. The activities fall within the specific mandate and comparative advantage of FAO. The Ministry of Agriculture Water and Forestry (MAWF) is the exclusive implementing partner for FAO so far. One activity planned for implementation by MGECW has not yet been done.
- 2. Partnership with Communities:** FAO has accelerated the pace of the Gender JP activities under outcome 3. In a span of less than 1 year, the Project records¹³ indicate that between September 2009 – July 2010, FAO identified and opened up project sites in 39 villages spread over 23 constituencies in seven regions. The 7 regions¹⁴, include Oshana region, which is not listed as an area of focus in the Project document.
- 3. Size of land for project sites:** The Average field size is 3 hectares per project (Ibid). The average is however skewed by the size of Mabushe 2 field in Mashare Constituency in Kavango region, which has registered 40 hectares, and Leonardville village in Aminius Constituency in Omaheke region, which has 10 hectares. The average size of the remaining 37 sites is 1.5 hectares. The six groups¹⁵ visited during the MTE in Caprivi, Ohangwena and Oshikato regions had a membership ranging between 25 – 60

¹³ FAO Report, UN JP Target Horticulture Project Sites 2009/2010 (Excluding Karas Region).

¹⁴ FAO Report, UN JP Target Horticulture Project Sites 2009/2010 (Excluding Karas Region). The 7 regions listed Caprivi, Ohangwena, Omusati, Oshana, Omaheke, Kavango, and Kunene.

¹⁵ The MTE visited a total of 5 community projects which were on the schedule and 1 unscheduled project. The community projects visited are Mubiza, Caprivi, Hiyamasan, Katima Muliro, Singalamwe, Magano, Ohangwena, and Ouhalamo San. The sixth, Iyambo, Oshikato was unscheduled and the MTE team visited it for comparative purposes.

Community Gardens developed with support of FAO in CAPRIVI Region



Above, Mubiza Group members & garden, CAPRIVI (Rural). Below: Hiyamasan Community Project, Katima Muliro, (Urban). MTE Photos



members and an average size of 2 hectares. Most Groups visited were composed of women a small number of men in the membership.

4. **Baseline Study:** To start off the programme, FAO carried out a baseline study in 2009 which highlighted acute poverty among the San communities. The Baseline also pointed out historical marginalization of the San Community in Namibia, and the vulnerability of women and girls, “typified by limited access to land, food, social security, economic opportunities, health services, education and protection services”¹⁶. The baseline study suggests various areas of intervention for the communities studied, including enhanced food security, increasing income, increasing women’s knowledge etc.

5. Support to low income

Communities:

Through the Community Gardens, the Gender JP has been able to reach very low income communities and ethnic minorities. The projects target beneficiaries at household and community levels (see example of garden, Box 7). Most of the communities also made own contribution to the project, such as provision of fencing materials and labor for fencing. Group members also actively participate in the gardens by regular

watering of the plants. FAO has plans to provide small animals such as goats and hardened chickens as the next alternative to the gardening projects. Achievements under this output also include community mobilization and revitalizing group formation, and negotiations with community leaders leading to allocation of land to the groups, investment and installation of infrastructure and all required inputs, recruitment of community facilitators, and training of group members in improved agricultural practices for vegetable production. All groups visited

Box 7: Singalamwe Community Garden (Source & detail see Appendix 5)				
			May	June
1.	Total No of Group Members	31 (24f, 7m)		
2.	Land Size	3ha		
3.	Irrigable land size	0.44ha		
4	Crops		Maize, Beans	Carrot, Tomato, Sweet Potato
5.	Value of Harvest in Kgs		25.5 kgs	266.6 Kgs
6	Value of Consumption	2	312.5 kgs	N\$1,120.55 (US\$ 160.0)
7.	Cash Income in N\$ and (US\$ 1 Equiv N\$7)		224.50	N\$1,396.0 (US\$ 199.4)
8.	Accumulated Total Group Savings	N\$ 1680		N\$ 1,680 (US \$ 240)
9.	Cash Book Savings	N\$ 200		
10.	Unit Cost of Garden (US\$ 1 Equiv N\$7)	N\$ 95 593.33 (US\$13,6 56.19)		
11.	Investment	2 water tanks and accessories, double tank stands, 12 family drip irrigation systems, and 2 veggie tunnels.		

Source: Several: PMU/FAO Namibia, JP Documents, Submitted November 2010

¹⁶ FAO, Namibia Joint Programme. Setting things right –towards gender equality and equity. Enhancing the Well-being of women and girls in Ohangwena, Oshana and Caprivi regions through food security and livelihoods improvement initiatives. Baseline Study Report, July 2009.

during the MTE had started production and some of them were on their second and third harvest. The community members participate in all activities for planting, weeding and watering the gardens two times a day. The groups also had some income from the sale of the produce and had shared some harvest from the gardens at household level. The exception was the school garden which produces for children from the San Community.

6. **Investments & Expected Yield:** The investments include installation of water tanks, drip irrigation systems, water pumps and generator or solar powered pumps and may also include technology to access water sources. Pipes, tanks and stands are said to have a lifespan of 15 years and Veggie tunnels 5 years. FAO Calculations of Expectation of Yield for Caprivi Region indicate the following. A tomato may bear a minimum of 25 fruits over one growing period in Caprivi Region, for example for Singalamwe garden. Average fruit weight is 170g. 1 block is expected to hold up to 4013 tomato plants, and 2006 Cabbage plants. Using the tomato example, the implication is that each plant would produce 4.25 kg fruit, and with a total of 4013 plants, the garden would yield 17.05525 tons of fruit. This gives an indication for high productivity of the gardens if they were to achieve their targets. The current yield, using the Singalamwe example (box 7 above) and the community estimated from the 6 gardens (Box 8 below) indicates that the gardens have not yet produced to the expected levels.

3.3.4. Challenges for Effectiveness

- 1) **Slow progress on Output 3.2:** Limited progress has been made towards implementation of Output 3.2, which relates to increased income and has 5 activities divided among UNDP, UNESCO and UNICEF. The main activity areas were to support Income Generating Activities(IGAs) and related training for the most vulnerable communities specifically the San Community and people living with HIV and AIDS. The activities, to be implemented with MRLGHRD, MYNSSC and MGECW have lagged behind. Apart from UNESCO whose activity is within their mandate area and comparative advantage in developing training materials, the proposed IGAs to be supported by UNICEF and UNDP seem to fall outside their areas of strength and comparative advantage. Furthermore, the strategy to involve MRLGHRD and MYNSSC in the SMEs for communities may not be effective, unless it is coupled with building partnership at a lower level, with non-state actors who have a comparative advantage in working with communities on SMEs. At the moment, it is difficult to see how the activities under output 3.2 will attain the desired results in the short time remaining for JP.
- 2) **Changes in Geographical focus:** The Programme has Seven focus regions agreed between the UN and the GRN. The regions do not include Oshana and Oshikato. FAO has set up projects in Oshikato (Iyambo Project) and Oshana region where records indicate two project sites in Onashiku village in Okatana constituency and Onakadhila village in Ondangwa constituency. Clarification from FAO indicated that the addition of the two regions was partly because the communities had been involved in the baseline survey and their expectations raised – which could be a justifiable move by FAO. However, the changes should be officially communicated to the PMC and NSC and due amendments of JP focus areas done.
- 3) **Achievement of JP Results:** All the activities for the two outputs are supposed to ensure improvement in access, utilization and availability of food through appropriate agricultural practices, and increase in income of women and girls. Key programme results are supposed to demonstrate that a proportion of female headed households targeted by the JP are not living in poverty and that women and girls have increased food production, and increased income and are able to access and control productive resources. The focus group meetings held with

community members discussed direct benefits, issues of adoption and replication of technologies, challenges and suggestions. The discussion mapped out the collective group income from sales of produce and food/harvest and benefits for the households.

- 4) Box 8 is a summary of the discussion of benefits with the group members met from communities met during the MTE and the group records.

- 5) **Benefits:** The Cash/income reflects the actual amount of money the groups said was from sales of the produce. Most groups have their money banked on group accounts and a few had it kept with a group member. The food benefit amounts were based on the group members computation of how much food members were able to share out for household consumption. The income (box 8) is supposed to be used or shared among groups. The community mentioned benefits which include training in horticulture. Many of the members in their suggestions still requested for support with income generating activities, which implies that the current projects are not seen as providing enough ground for them to address their income challenges. Adoption at household level was a challenge due to lack of water and resources by the household to invest in external inputs such as fertilizer and farm implements and simple irrigation technologies. The current savings from the groups range between US \$ 100 – US \$ 439 for the six groups above ranging from a membership of 20 members – 60 + members. The individual benefits, and household benefits from the gardens may be limited given the large numbers of members in a group.

- 6) **Cost of Investment per garden:** Information on the official unit cost of investment per garden was not provided to the MTR, except for Singalamwe garden ¹⁷. The total estimate per garden, includes fixed investment such as water tanks, solar panels (in some) mounting and piping for water tanks, and associated costs such as transport, fencing materials, payment of facilitator, purchase of farm implements and inputs such as fertilizers and seed. The available data and information reflects progress reports on individual gardens and data on aspects such as yields, sales,

*Box 8: Response of Community Members on Benefits+ from Vegetable Gardens(Information based on Average of 2 Seasons; Av. Size: 2 hectares; *** Average Cost of Investment per garden : Official figure for the gardens Provided.				
	Community Garden	Total No. of Members/group According to group members	Cash/Income savings/or in the Bank N\$ (US\$ Eqv)	+Food Benefit per household
1.	Mubiza, Caprivi	36 (32f, 5m)	2,930 (US\$ 419)	Cabbage;2heads 5 Tomatoes
2.	Hiyamasan, Katima	30(24f,6m)	705 (US \$ 100)	5 Tomatoes +,- 1 Cabbage
3.	Singalamwe	35(29f,5m)	1,500 (US \$ 214)	500g Beans 5kgs Sweet Potatoes
4.	Magano, Ohangwena	25(9f,1m), Only 10 Active	3,000 (US \$ 428)	Unspecified 1Kg of harvest
5.	Ouhalamo San	2 Left	School	Unspecified
6.	Iyambo, Oshikato	60+ (25 Active)	3,075 (US \$ 439)	Unspecified
<i>*Note: The Information on benefits, was by provided by the members of the groups visited during the MTE.</i> <i>+ FAO has contested the above information on benefits as misleading(See Box 8 computed from FAO) .</i> <i>**Estimated Unit Cost per garden not provided by FAO, except for</i>				

¹⁷ The Unit Cost of the overall Gardens under the Gender JP has not been availed to the MTR .

activities, achievements and challenges. The MTR did not find any evidence to reflect short and medium term benefits for the households. The Gender Joint Programme should reflect on the question: To what extent do the current household benefits facilitate delivery on the expected results of the JP under this output and overall contribution to the outcome?

3.4. Sustainability

- 3.4.1. **Integration in government system:** The discussion on progress of outputs (above) indicates that the programme has embarked on capacity building for national partners in different areas as elaborated. Sustainability of some elements of the results is likely where strategic interventions for strengthening mandates of implementing partners have been made. Approaches for institutionalized management of programme interventions as part of the Government processes may have lasting results. The examples include the work with WCPU, support to develop gender oriented government policies, and mainstreaming gender in the curriculum of media institutions have high potential for sustainability because the interventions have been fully owned and embedded in partner programmes. Government partners also appreciated the CCE programme as an approach that could be replicated.
- 3.4.2. **Resource allocation:** Sustainability challenges exist in the area of financing at the end of the 3 years. Three years is enough to implement most of the activities planned but a short period for achievement of lasting results set out in the JP. The NPC mentioned that since some of the interventions were already articulated in the NDP3, it would be possible for government to invest some resources in some components within the overall national plan. However, given the government priorities, it would not be possible for government to take the entire programme components at the end of three years.
- 3.4.3. **Parallel Structures:** Programme structures that are parallel to government structures will have challenges for sustainability. They have implications on the government budget and staffing plans. For example, the CCE facilitators have potential to become lasting change agents in the communities, due to the rigorous and empowering methodology used in their training. However, the CCE structure, which is directly paid by UNDP, is heavy in financing and according to the MRLGHRD, the government would not easily absorb it because of the associated costs. The Vegetable garden Community facilitators directly recruited and paid by FAO are parallel to the government extension system. FAO has plans to train government Agricultural extension staff in horticulture and other skills to be able to support the farmers.
- 3.4.4. **Low Adoption:** There are sustainability challenges relating to community adoption of the current agriculture methods used. The technology is not appropriate for the community due to the high costs of investment, and cannot be easily replicated at household level. The benefits so far are way below reasonable standards for creating meaningful change in the livelihood of the communities. There was no evidence in the discussion that MAWF would fully “inherit” the projects and project costs as well as responsibilities around them.
- 3.4.5. **National Ownership.** Programme ownership is an important ingredient for sustainability. The Gender Joint Programme was developed in collaboration with the GRN and the partnership agreement signed by the NPC on behalf of government. NPC has continued to co-chair the NSC meetings, while MGECW has the overall mandate for the JP. The GRN is supportive of the JP and through the MGECW, provided the physical space and office equipment for the Joint Programme Management Unit(PMU) of the Gender and Culture JPs. The government partners

raised concerns on issues of ownership (discussed) previously in this report. As long as the UN continues to have an upper hand in the decision making in programme implementation, challenges sustainability of programme results will remain.

- 3.4.6. **Capacity limitations:** Limitations of capacity and time still exist for MGECW to provide effective leadership of the programme. The MGECW has an overall responsibility to ensure implementation of its activities in the programme, as well as providing administrative oversight for all Gender JP processes, accountability and reporting by all actors. The view of the MTE is that this current role of the MGECW is quite overwhelming and puts a toll on their staff and energy and may therefore not be sustainable. Figure 5 illustrates the magnitude of engagement of each individual Participating UN Agency with MGECW. The engagement may be quite demanding if the agencies are not coordinated as is mostly the case, according to the MGECW Staff. The Participating UN Agencies should work towards a more coordinated and coherent strategy to ensure that the JP responsibilities do not burden the MGECW.

Chapter 4

Conclusions and Lessons

- 4.1. **Role of Government:** Government leadership of the JP is very important for ensuring smooth operation of the Joint programme and sustainability of results. At the same time, the GRN will need to **streamline its operations around issues of decentralization** such as poor communication and coordination between the center and the regions, as evidenced by the fact that decisions made and agreed with UN Agencies at Central level in some respects were not communicated to, and were unknown in the regions. The MGECW has overall mandate for ensuring gender equity in the entire country and needs to provide conceptual, strategic and implementation guidance to the Gender JP.
- 4.2. Furthermore, **structures for Aid Effectiveness and Coordination in Namibia are not yet strong**, therefore opportunities for drawing on the principles of the Accra Agenda and Paris Declaration have not been taken advantage of. Donors and UN Agencies tend to operate more bi-laterally with government counterparts and less involved with coordination of Aid, which also translates into challenges seen at the Gender JP level. Strengthening AID coordination in the Country would facilitate and strengthen mechanisms for effective coordination and ensuring ownership of the Gender JP by the Government partners.
- 4.3. **Coordination of Programme Interventions:** The UN Participating Agencies and Implementing Partners have the technical knowledge, skill and credibility to deliver the programme. Each of the parties are highly technical and professional in their different mandates. A key challenge is of the JP is the extent to which the UN Agencies are able to “practice jointness” by establishing a common vision and strategy for delivering as one. Lack of Coordination by the Agencies undermines effectiveness of implementation of the Gender JP. The agencies can do more on coordination, develop a common approach to implementation and working with government partners, especially the MGECW. As seen under effectiveness, there are already positive lessons of working with the government, by some of the Agencies, especially where joint activities have been implemented or where the implementation strategy is integrated in the government system. Clarification of roles also helps to facilitate coordination, efficiency and effectiveness. Unclear roles and responsibilities among actors in execution and operationalization of JP that need to be clarified are the following: i) Role of Lead Agency, ii) Role of PMU, iii) Role of RCO iv) Role of Government and relationships with each other under the Gender JP .

4.4. The Absence of effective JP leadership and management of creates gaps in effective delivery of a joint programme.

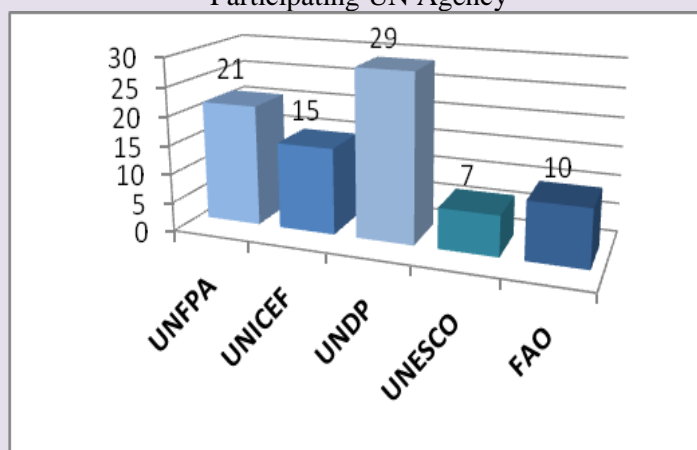
The “lead” agency function was not effectively executed to ensure proper coordination at operational level. The role of the Lead Agency was not written in the JP document, and hence was not understood by all. The JP management structure has several organs, with unclear linkages and relationships, and therefore creates confusion in lines of communication and accountability. The PMC Strategic, was not set up, hence, a lost opportunity for tapping on stronger leadership. It should be recognized that executing a Joint Programme by the UN Participating Agencies in Namibia is a new way of working and challenges of coordination would be inevitable. The Agencies have to be committed to accommodate change and different ways of working in order to deliver as one. The PMU was set up mid-way in the project cycle, hence opportunities for easing the coordination role was lost. Some UN staff argued that the PMU has come too late into the process to be effective, and therefore has no more relevance. Since the PMU is now fully established, it should be supported by both the Government and the UN to perform its functions. The PMU was set up to facilitate coordination, communication and become a “repository of knowledge” for the Joint Programme. The PMU has potential to support and strengthen the JP once the modalities for effective coordination are agreed with the key players, and the UN Participating Agencies are open and flexible to new ways of working.

4.5. A more decentralized approach to leadership on each outcome strengthens efficiency and effectiveness of the JP.

Box 9 illustrates the extent of involvement of the Participating UN Agencies in all the 82 Activities. The 82 activities are spread over 8 outputs and 3 outcomes. Participating Agencies should develop

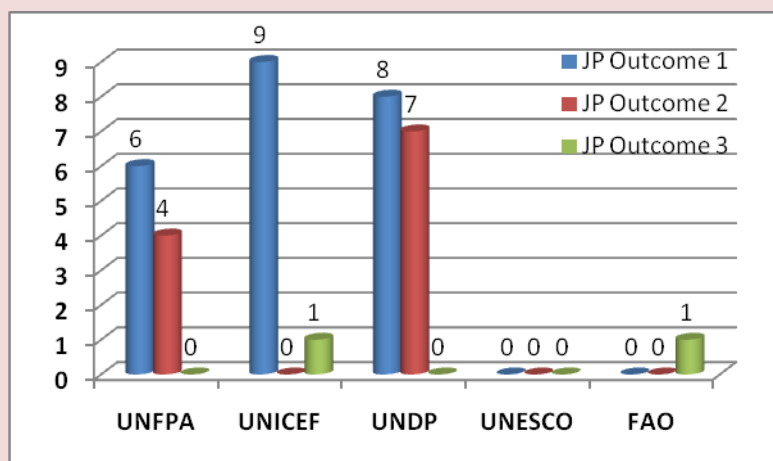
a more coordinated approach to share leadership responsibilities for each of the outcomes, based on comparative advantage and mandate of each Participating UN Agency. A more harmonized approach has a positive impact on time use, resources, and technical requirements and minimizes the human transaction cost. And, the MDGF supported Gender Joint Programme provides the right opportunity to strengthen the UN Reform process, to “practice” and “walk” through the realities of “delivering as one” in Namibia. The global UN reform process has already started, and the UN in Namibia is expected to fully be on board in 2012.

Box 9 :Namibia Gender JP. Share of Activities by Participating UN Agency



4.6. Working with MGEWCW: The Agencies also have to work out a methodology of working with MGEWCW in a joint manner. **Box 10** illustrates the extent of involvement of each agency with MGEWCW, per outcome and by the number of activities. For example, activities under outcome 2 are interrelated and are mainly about training, studies and GBV data base. Most of the JP activities are implemented with one implementing Partner, the MGEWCW. Several components of the GBV database and related training are divided among UNDP, UNFPA and one activity by UNICEF. The Gender studies and Analysis are also divided between UNDP and UNFPA. The activities under the outputs could be made more coherent through closer coordination and reallocation of responsibilities. This way, each of the agencies would handle one intervention area and reduce the human transaction costs both for themselves and for the MGEWCW. Within a single outcome responsibilities could also be reallocated to only two agencies. For example, UNDP could lead the Studies, UNFPA could lead on the Database and the Trainings, while UNICEF could have a supportive role on ensuring that its partner WCPU is available when needed.

Box 10 : Namibia Gender JP. UN Agency Activities with MGEWCW as the Implementing Partner, by Outcome



4.7. Replication of tested Strategies and approaches: The Gender JP offers a platform for development of coherent approaches and models that can be scaled up and replicated by government and other actors. For example, the programme has contributed to the creation of “change agents” in the community, under the CCE. The FAO supported projects exhibit a high level of Community mobilization and outreach to the poor at the grassroots level. There is conscious institutionalization of JP strategies and activities in government Ministries for example where the JP has contributed to institutionalization of GBV issues in the WCPU routine operations. Partnerships have been developed with academic institutions to integrate gender in the teaching curriculum, which has potential for wider societal outreach and impact. The Participating UN Agencies can further harmonize strategies and approaches in few areas and replicate them to different regions.

4.8. Performance Monitoring and mutual accountability. Implementation of a Joint programme by implication requires a joint reporting mechanism for reporting Joint programme results. The current reporting on the Gender JP does not capture results of the programme. More rigorous reporting of results of the Gender JP was not an expectation from the MDGF Secretariat right from the start. The reporting requirement was for financial reports, which are an obligation of the Participating UN Agencies before the funds are released. The Participating UN Agencies were not hard pressed to report the results and therefore have not developed a common system for

reporting joint results. While some Agencies submit individual reports to the collective report, some still report generally and in a more adhoc manner to the collective report. To ensure that the JP is on track, they need to ensure mutual accountability not only amongst themselves, but also to their partners. The RCO, PMC and PMU have a collective responsibility to ensure reporting of results. A good accountability and quality assurance system must be supported by effective reporting mechanisms and commitment. As a JP structure, the PMU has a substantive function for execution of the M&E, and the lead Agency has the budget for it. Some UN Agencies have substantive M&E Staff who could also work with the PMU to monitor the programme performance, and provide guidance to the JP actors.

- 4.9. Some JP strategies may not necessarily be appropriate for the intended beneficiaries.** For example, there is no evidence of a market analysis or value chain assessment to determine whether the Vegetable gardens would have socio-economic benefits for the communities. It is also not clear whether the interventions will serve benefits for improved nutrition. Questions still remain: What are the viable benefits for communities? Are the current interventions appropriate for the expected outcome results for increased food security and income? What is the value for money on investments?

Key Recommendations

5. The GRN should strengthen its leadership role in the Joint Programme:

- 5.1.1. The communication and coordination between the central government Ministries and the regions should be strengthened to facilitate JP operations between the Center and the Regions.
- 5.1.2. The MGECW has the overall mandate for ensuring gender equity in the entire country and GRN should strengthen its capacity to provide conceptual, strategic and implementation guidance to the Gender JP.
- 5.1.3. Strengthening AID coordination would facilitate and strengthen mechanisms for effective coordination and ensuring ownership of the Gender JP by the Government partners.

5.2. The Heads of the UN Participating Agencies together with PMC should urgently establish a Coordination plan and mechanism in the Gender Joint Programme

- 5.2.1. Develop a plan to guide how to work in coordinated manner with MGECW and other Implementing Agencies.
- 5.2.2. Integrate the JP strategies in the government system.
- 5.2.3. Clarify the roles and relationships among all JPP actors within the management structure, including simplifying the relationships. The following roles and relationships should be defined for all involved: i) Role of Lead Agency, ii) Role of PMU, iii) Role of ORC iv) Role of Government and relationships with each other under the Gender JP
- 5.2.4. The RCO should develop a well defined plan for its role in the Gender JP, outlining what is entailed in the oversight function, and attach to it a small budget and resources to cover its functions.

5.3. The PMC should work out a Leadership and Management plan of the Joint Programme and recommend the plan to NSC for discussion and approval.

- 5.3.1. Orient the UN Agency staff on various requirements for executing a Joint programme, important among them, i) implications for Joint execution of the programmes, ii) orientation on working with government, iv) The Accra Agenda and Paris Declaration and indicators for aid effectiveness
- 5.3.2. Decentralize leadership by each agency at the Outcome level, based on comparative advantage and mandate of each Participating UN Agency.
- 5.3.3. Support and provide operational guidance to the PMU
- 5.3.4. Provide a forum (mechanism) for the Country Representatives/Directors or Heads of Programmes to provide strategic input into the leadership of the Gender Joint Programme, and recommend strategic issues to NSC for discussion and approval..

5.4. The PMC should identify prioritize tested Strategies and approaches that deliver results quickly, work with a few and replicate them to increase the programme effectiveness and implementation pace.

5.4.1. Based on the current good JP practices (Section 3.3), prioritize approaches and models that can be scaled up quickly in all the regions, and if necessary, reduce the geographical areas of cover to concentrate on a few in the remaining short term.

5.4.2. Develop a common strategy for working with MGEW, and redistribute responsibilities to reduce the number of Agencies working with a single Implementing Partner.

5.4.3. Assess viability and socioeconomic benefits of the vegetable gardens in relation to the intended outcomes. As the technical team, the PMC should discuss the strategies for outcome 3 and if necessary, scale up other alternatives for improving incomes at household level during the remaining period of the programme.

5.5. The NSC in collaboration with PMC and PMU should establish a common performance monitoring mechanism and ensure mutual accountability within the programme.

5.4.4. The PMC should put in place an accountability and quality assurance system for the Joint Programme, which the individual agencies and partners would adhere to.

5.4.5. The PMU should finalize the M&E Strategy, and work with the UN Agencies to ensure its operationalization.

5.4.6. Strengthen the M&E function of the JP, by drawing on the in house capacities of the M&E staff of Participating UN Agencies to support the PMU.

5.4.7. The M&E Staff of the agencies should work jointly with the PMU to monitor the programme performance.

5.4.8. Collectively through the NSC, the PMC should set standards for mutual accountability and support each other to adhere to them.

1. Annexes

Annex 1

NAMIBIA GENDER JOINT EPROGRAMME, MID TERM EVALUATION (MTE), LIST OF PEOPLE MET

National Planning Commission (NPC)

1. Hon. Tom Alweendo, Director General
2. Susan Lewis, Director, Development Cooperation (DDC),
3. Mary Tuyeni Hangula, Deputy Director, Multi-Lateral Programmes, DDC
4. Nandiasora Mazeingo, Chief Economist, UN Desk
5. Felix Amporo, Economist, UN Desk
6. Ipumbu Sukoria, Personal Assistant to DG

Embassy of Spain, Namibia

7. Ambassador Alfonso Barnuevo, Ambassador of Spain
8. Carmen Sendino, Head, Spanish Cooperation Office
9. Asier Seguro, Project Officer, Spanish Cooperation
10. Elena Snero, Project Officer, Spanish Cooperation Office

Ministry of Gender Equality and Child Welfare

11. Sirkka Ausiku, Permanent Secretary
12. Victor Shipoh, Director, Gender Equality and International Affairs
13. Mabakeng Rosina, Deputy Director, Gender Equality
14. Benson Matali, Development Planner
15. Jaffi Nathing, Administrative Assistant to Permanent Secretary

Office of the United Nations Resident Coordinator

16. Kari Egge, UN Resident Coordinator
17. Celia Stephanus, Coordination Specialist

United Nations Agencies

18. Ian D. MacLeod, Representative, UNICEF
19. Monalisa Zatjirua, UNICEF
20. Admir P. M. Bay (PhD), FAO Representative
21. Uparura Kuvare, Assistant FAOR-Programme
22. Prof. E. Alaphia Wright (PhD), UNESCO Director, Windhoek Office, Representative, Angola, Lesotho, Namibia, South Africa and Swaziland
23. Obert Lubasi Mutumba, National Programme Officer, Social and Human Sciences Sector
24. Fabian K. Byomuhaangi, UNFPA Representative
25. Letisia Alfeus, UNFPA
26. Sara Mwilima, UNDP
27. Cloudina Ngavetene, UNDP

Programme Management Unit MDGF

- 28. Jabulani Ncube, Programme Coordinator,
- 29. Jacinta M. Hofnie, Programme Manager: UN Joint Programme – Gender
- 30. Godfrey Tubaundile, Monitoring & Evaluation Expert
- 31. Lind Fillemon, Programme Assistant

Ministry of Agriculture, Water and Forestry

- 32. Sophia Kasheeta, Director: Directorate of Extension & Engineering Services
- 33. Johanna Andowa, Deputy Director Training

Ministry of Safety and Security

- 34. Rosalia Nailongah Shatilweh, Deputy Commissioner, Police WCCPU

Ministry of Regional Local Government, and Housing and Rural Development

- 35. Constancia Podewitz,

National Assembly

- 36. Cornelius V. Kangucetjivi, Senior Parliamentarry Clerk
- 37. Agnes Mukono, Senior Parliamentary Clerk
- 38. Chippa I. Tjirera, Principal Parliamentary Clerk: Committee Services

Civil Society Organizations

- 39. Sam Ntelamo, Country Director, NAPPA/IPPF
- 40. Denise Moongo, Programme Manager, NAPPA/IPPF
- 41. Diana Hubbard, Gender Research & Advocacy Project, Legal Assistance Center (LAC)
- 42. Jane Shityuwete, National Director, Lifeline Child Line
- 43. Bernadette Harasese, Director of Operations, Lifeline Childline
- 44. Flavian Rhode, Male Engagement Project
- 45. Immanuel Mwilima, Programme Manager, AMICCALL
- 46. Maria Atejiage, Programme Assistant, AMICCALL

Civil Society Organizations: NAPPA Volunteers (Focus Group Meeting)

- 47. Hilya Fredrick
- 48. Hilya Shivute
- 49. Eva-Jessery Shahaalela
- 50. Ndapewashali Kamati
- 51. Taanyanda Aina N.
- 52. Mirjam Hangula
- 53. Kufuna Rossa
- 54. Kashera Magreth
- 55. Penehafo Jonas
- 56. Likuwa Elisabeth
- 57. Eunice P, Kashimba
- 58. Nakubiana Mumbuna
- 59. Prescilla Mbaire
- 60. Shaanika Maria

Academic

61. Robin Tyson, Lecturer, Media Studies, Department of Information and Communication, Faculty of Humanities and Social Sciences, University of Namibia
62. Emily M. Brown, Polytechnic of Namibia

CAPRIVI REGION

Regional Governor's Office, Katima Muliro

63. Robert N Mapenzi, Acting Chief Regional Office, Director General of Services
64. C. S. Sipandela, Personal Assistant to the Governor
65. Nafele, Deputy Director , Ag Director, Planning and Development

Ministry of Agriculture, Water and Forestry Regional Staff

66. Mary M Kabulau, SAET-DEES – Caprivi
67. M.M Mushabati, SAET-DEES – Caprivi

Ministry of Gender Equality and Child Welfare

68. Muchila Ellif, CCLO-MGECW
69. Mahoto Margaret, CLO-MGECW
70. Matomola Dewnis, Principal Social Worker (PSW)- MGECW

Namibia Redcross, Katima Muliro

71. Mayamba Valks, Namibia Red Cross

NAMIIBIA GENDER JP MTE: FOCUS GROUP MEETING WITH CCE FACILITATORS, KATIMA MULIRO, CAPRIVI REGION: ATTENDANCE LIST

72. Mbuche Joseph, Coordinator
73. Richard Lyamiise, Coordinator
74. Nguliwe Mazinza, Facilitator, Bukalo
75. Simasiku Regina, Facilitator, Bukalo
76. Imebo Stenley, Facilitator, Bukalo
77. Sibiho Josty, Facilitator, Sangwali
78. Maswalo Waltem, Facilitator, Sangwali
79. Kenneth Matora, Facilitator, Sangwali
80. Murakari Esnaty, Facilitator, Facilitator Kongola
81. Talibonwa Sunnety, Facilitator Kongola
82. Munyano Metrudah, Facilitator Kongola
83. Chikalila, Beauty, Facilitator, Kongola
84. Kambwene Borniface, Facilitator, Kongola
85. Mubu Aldrian, Facilitator, Mahohoma
86. Kamewngo Reagan Kaeawenyo, Facilitator, Cowboy
87. Judith K. Ndana, Facilitator, Cowboy
88. Martin K. Mubembe, Facilitator, Cowboy/Dairy
89. Christine Mujutu, Facilitator, Cowboy/Dairy

90. Sikosi Lascan, Facilitator, Cowboy/Dairy

Mubiza Community Project, Members CAPRIVI Region

- 91. Likando Acbius, Former Chairperson
- 92. Muhamubi Albertinah, Treasurer
- 93. Kubengwa Agatha, Vice-chair lady
- 94. Salubono Mwale, Member
- 95. Mutau Josephine , Member
- 96. Mbeha sabberia, Member
- 97. Katema Melody , Member
- 98. Sinvula Alice, Member
- 99. Likando Hosephine, Member
- 100. Mbeha Christine, Member
- 101. Muiwelo Serina, Member
- 102. Milomo Doricah, Member
- 103. Lubinda Grace, Member
- 104. Sabuta Manga, Member
- 105. Lubasi Masake, Member
- 106. Lutibezi Sanica, Member
- 107. Sanandwa Susan, Member
- 108. Kashala Fridah, Member
- 109. Zita, Member

Singalamwe Community Project /Focus Group.

- 110. Tespiso Analee
- 111. Ndidani Julia
- 112. Alice
- 113. Dorothy
- 114. Pakwanga Mebisi
- 115. Alice Lukopani

OHANGWENA REGION

Eenhana Town Council

- 116. Ndawedua K. Muandingi, Head: Local Economic Development & Tourism

Eenhana Regional Council

- 117. Mwandiwa NPK, ETC
- 118. Medsalem Nandjebo, Regional M&E Officer

Ministry of Gender Equality and Child Welfare/Regional

- 119. Sadrack Nghiyekwa, Gender Liaison Officer

Ministry of Agriculture, Water and Forestry

- 120. Joshua Ndilimeke, Ag Chief, Agricultural Officer, Snr Agricultural Extension Officer

121. Solomon Uusiku, Agriculture

Ministry of Safety and Security /Regional

122. Agnas Abner, Ag. Chief Inspector, Regional Crime Investigation Coordinator
123. Sibolile, Sergeant Unit Commander of Police WCPU
124. Kamadi, Warrant Officer Police Oshikango Boarder Post
125. E. Kamati, Warrant Officer, Police, Oshikango Boarder Post

CCE, Ohangwena:

126. Rauna Pohamba, CCE Coordinator
127. Helena Nelenge, CCE Facilitator
128. Olivia Ndmotiva, CCE Facilitator
129. Augustus Walter, CCE Facilitator
130. Andrias Mbaba, CCE Facilitator
131. Leefa Kamati, Community member
132. Markus Niiho, Community Member
133. Lea Nikodemus, Community Member
134. Etuhole Haimbili Planner

Magano Project

135. Hilaria Ndjiuluka MCP – Treasurer
136. Diina Sheehama MCP – Member
137. Mika Muhongo MCP – Chairperson

FAO Facilitators

138. Kaarina Amutenga, FAO Facilitator s, Oulamosan Community Project
139. Mariana A. Ntinda, FAO Facilitator, Iyambo Community Project, Oshana
140. Loide Hekandjo, FAO Facilitator, Magano Community Project

Community Groups Visited:

CAPRIVI

Singalamwe Community Project

Mubiza Community Project

Hiyamasan Community Project

OHANGWENA

Ouholamo San Community Project/School & Community

Magano Community Project

OSHIKOTO

Iyambo Community Project, Onakathila Villlage

ATTENDANCE: NAMIBIA GENDER JP. MID TERM EVALUATION DEBRIEFING SESSION



Gender JP Mid Term Evaluation: Debriefing 19 August 2010, UN Video Conference Room							
#	Title	First Name	Surname	Position	Organisation	Tel	E-mail
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Annex 2: MTE Specific Objectives against key issues of focus per objective

MTE Specific objective	Key issues of focus per Objective
<p>Specific Objective 1. To discover the programme's design quality and internal coherence (needs and problems it seeks to solve) and its external coherence with the UNDAF, the National Development Strategies and the Millennium Development Goals, and find out the degree of national ownership as defined by the Paris Declaration and the Accra Agenda for Action.</p>	<p>5) Programme coherence and its relevance for NDP</p> <p>6) Programme Relevance for the UNDAF,</p> <p>7) Programme Relevance for MDGs</p> <p>8) Extent of National Ownership within the principles of the overall funding framework for Aid Effectiveness.</p>
<p>Specific Objective 2. To understand how the joint programme operates and assess the efficiency of its management model in planning, coordinating, managing and executing resources allocated for its implementation, through an analysis of its procedures and institutional mechanisms. This analysis will seek to uncover the factors for success and limitations in inter-agency tasks within the One UN framework.</p>	<p>9) Efficiency and effectiveness of programme operation and management.</p> <p>10) Analysis of procedures and institutional mechanisms.</p> <p>11) Analysis of interagency coordination mechanism and relationships</p> <p>Op</p>
<p>Specific Objective 3. To identify the programme's degree of effectiveness among its participants, its contribution to the objectives of the Gender and Women Empowerment Window, and the Millennium Development Goals at the local and/or country level.</p>	<p>12) Effectiveness of programmes implemented by participating agencies</p> <p>13) Extent to which the partner programmes contribute to the objectives of the MDGF Gender and Women Empowerment Window and the MDGs.</p>

Annex 3: List of Documents and References

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Annex 4: Singalamwe Commercial garden, Yields

Singalamwe Garden Yield Harvest (Visited During the MTE)

28 June 2010

Yield Harvest -Singalamwe Commercial Garden

Income From		No:blocks	Kgs	Price/bundle/kg	Value for Consumption N\$	Total Sales N\$
Crops	Others					
Cabbage		3	-	N\$5.00-10.00/head	N\$235.00	N\$68.00
Carrot		9	50,3	N\$3.50/kg	N\$169.05	N\$7.00
	Wall plate	-	-	-	-	N\$170.00
	Accommodation	-	-	N\$50.00/night	-	N\$50.00
Spinach		2&11	-	N\$1.00/bundle	N\$71.00	N\$87.00
Tomato		5&6	110,6	N\$10.00/Kg	N\$196.00	N\$910.00
Sweet potato		1&10	105,7	N\$5.00/kg	N\$449.50	N\$79.00
	Membership fee	-	-	N\$5.00/Person		N\$25.00
TOTALS		8	266,6	-	N\$1120.55	N\$1396.00

Source: Above & Below FAO Records , N \$ 1 = US \$ 7

SINGALAMWE COMMERCIAL GARDEN

27 May 2010

Yield harvest

CROP TYPE	NO:BLOCK	KGS	VALUE FOR CONSUMPTION	TOTAL SALES \$
Maize	-20*20 M plot	14kgs	Number not counted	N\$10.00
Beans	-Block7 -10*20 meter plot (200m ²)	2kgs 9.5kgs	N\$76.00	Nil
Spinach	-Block2 -Block11	-	N\$24.00 N\$50.00	N\$46.00 N\$48.00
Tomato	-Block5 -Block6 -Sandbags	-	N\$12.00 N\$16.00 N\$25.50	N\$33.00 N\$21.50 N\$22.00
Cabbage	-Block3	-	N\$109.00	N\$44.00
Totals	9	25.5	N\$312.50	N\$224.50

Yield harvest is normally shared between members and only sell the surplus. Beans were shared 500g for each house hold, 19 members received the share and 12 will receive later. Vegetables harvested are for consumption only a few is sold, mostly for relish as it gives them vitamins. Maize is not shared but reserved for maize meal, for making pup during meetings/training.

Annex 5: Data from FAO on Singalamwe Commercial Garden

Singalamwe Community Project (Babalela)

Members ¹		Savings (N\$) ²	Monthly Harvest ³										Garden	
M	F		Jan 2010	Feb 2010	Mar 2010	Apr 2010	May 2010	Jun 2010	Jul 2010	Aug 2010	Sep 2010	Size (ha) ⁴	Cost (N\$) ⁵	
7	24	1680.00 (bank); 200.00 (cash book)	None	None	Beans = 2 wheel barrows; Spinach = 94 bundles; Cabbage 19 heads; Lettuce 8 heads	Beans = 6 wheel barrows; Spinach = 94 bundles; Cabbage 152 heads; Lettuce 17 heads	Beans = 11.5kg; Maize 14kg; Spinach = 168 bundles; Tomato = 13kg; Cabbage = 27 heads	Carrot 50.3kg; Spinach 158 bundles; Tomato 110.6kg; Sweet potato = 105.7kg; Cabbage = 48 heads	Tomato = 78.9kg; Carrot 6.6kg	Tomato = 96.2kg; Carrot = 10.8kg; Onion = 1.1kg	Onion = 56.9kg	0.44	95,593.33	

NOTES:

1. Correct as at 30 June 2010 when MTE conducted. Participation of members vary greatly due to personal commitments and availability e.g. funerals, migration, seasonal jobs, etc. See attached cover pages of project monthly monitoring reports denoting participating number of male and female members.
2. Savings (denoted as at 30 June 2010 in bank account and cash book) are accumulated principally from external donations, beneficiary contributions, accommodation/lodging and as of recent times vegetable surplus sales (see records attached). The intent is to use the funds in acquiring production inputs after end of JP, e.g. through regular Government input subsidy programme for which the group qualify. Please note at no instance was it proposed/agreed to share the savings among beneficiaries at this stage, and this is stipulated in the respective Project Constitution developed and endorsed by beneficiaries themselves. US\$1 = N\$7.
3. Direct sowing and transplanting of a variety of high value crops was initiated immediately after completion of drip irrigation system installation by supplier and payment thereof on 28 Jan 2010 (see invoices and proof of payment attached). Preparation of seedlings, and training of beneficiaries in nursery management was initiated 4-5 weeks earlier than the actual transplanting /sowing dates. Harvest records from which data derived attached, showing numbers of fruits harvested equivalent to the weight denoted.
4. During the 1st season of production (2010/11), and as per design and actual drip system installed, the total drip irrigable area is 0.44ha, comprising of 12 blocks of 364m² and dimensions as per design attached. Plant population will vary depending on species cultivated and planting method employed, e.g. 1 block holds up to 4013 tomato plants, 2006 cabbage plants, 668 cucurbit plants, etc. (be aware of fruit bearing capacity of each species plant and cultivar e.g. 1 intermediate tomato plant will bear minimum 25 fruits over 1 growing period in Caprivi Region at an average fruit weight of 170g)
5. The total infrastructure investment cost indicated comprise of 12 Family Drip Irrigation systems (N\$48,393.33), 2 water tanks and accessories (N\$16,000.00) and 1 double-tank stand (N\$22,000.00), 2 veggie tunnels (N\$9,200.00), and it includes installation and transportation costs as per invoices attached. US\$1 = N\$7. Except for veggie tunnels with a lifespan of 5 years, all other investments (drippers, tanks and stands) have minimum 15 years guarantee. Water drawn to tanks serve both for irrigation system and hand watering at project, as well as human and animal consumption for the entire village. FAO and MAWF never bought solar pump, generator, and/or fence for Singalamwe project in the past or under the MDG-Funds as claimed in MTE report.

Annex 6:

MTE Case Study: Singalamwe: Caprivi Region (Date: 10 August 2010)

Background of the project:

The Singalamwe community project initially started in 2005 and it was sponsored by GEF. The project focussed on Poetry and growing of vegetables. But due to problems such as lack of training, the project could not continue and it came to an end in 2008. During this project, GEF also donated one (1) 10 000 litres green water tank, water pipes as well as the fence for the 3 hector garden.

In November 2009, FAO introduced a new project for the community of Singalamwe. The members of the group was made up of single women and men. This was based on the advice given to the community by FAO at the beginning of the project. Other materials donated by FAO included seeds of vegetables.

Solar Panels:

- The Group members said that in 2005, 8 solar panels were donated to the Community Project during GEF Programme.
- However, these panels were all stolen before the beginning of the current project in 2009.
- In 2009, FAO donated 2 solar panels to be used for the MDG-F project and these panels are still in good condition. These panels are being used to generate energy to pump water from the river into the two tanks (10,000 Litres each) which are being used to water the crops for the project.

Yield Harvest is normally shared between members of the project and the surplus are for sale. Beans shared 500g for each household, 19 members received the share and 12 received during the second harvest. Vegetable harvested were for consumption only and only few were sold. The maize was not shared and it was reserved for meetings' meals for the project members.

Current membership of the Community project:

- The Singalamwe community project is made up of 31 members (35 females and 6 males).
- The community project members selected a committee to oversee the operations of the project. This committee is made up of 5 members (2 females and 3 males).
- These committee members were selected by the project members
- The chairperson of the committee is Mr. F. Mate, a member of the project.

Types of Vegetables produced by the Singalamwe Garden Project

- Sweet Potatoes, Carrots, Cabbage, Onions and Spinach

Training for project members

- The community members were trained in 2010 on how to manage their project.
- Training on cash book
- Training on planting vegetables in the garden

- The facilitator did not receive any training and he is contracted by FAO for the period of 2 months renewable contract.

May Harvest and Sales		
Crop Type	KGs	Sales
Maize	14KG	N\$ 10.00
Beans	11.9 KG	N\$ 0
Spinach	-	N\$ 94.00
Tomato	-	N\$ 76.00
Cabbage	-	N\$ 44.00
Total	25 KGs	N\$ 224.50

June 2010 Harvest and sale		
Crop	KGs	Sales
Cabbage	-	N\$ 68.00
Carrot	50.3	N\$ 227.00
Spinach	-	N\$87.00
Tomato	110.6	N\$ 910.00
Sweet Potato	105.7	N\$79.00
TOTAL	266.6	N\$ 1,371.00

Harvests:

- The first harvest was made in May 2010 and the second one was made in June 2010.
- The first plantation of adapting vegetables took place in January 2010

Yield Harvest

Sharing of harvested crops:

According to the members, after harvest, the first priority is consumption or sharing of harvested crops among the members and then the surplus is sold. Usually, members share their harvest based on whose block was harvested. The owner of the block receives a maximum of 5kg while others receive a minimum of 2 kg. The harvests are shared according to household members. They are 12 blocks, and each block is made up of 2 or 3 members. Sweet potatoes were harvested and each household member received 5kg.

Project Account:

The project members agreed to open an account for their project for safekeeping of their money. The account was opened and an amount of N\$ 1, 500.00 is currently in the account.

An amount of N\$ 120.50 was used for transport for the members who went to open an account in Katime Mulilo town. Two people are responsible for managing the account, one male and one female.

The Total harvest for 2010 so far is: N\$ 1, 620.50

(N\$ 224.50 phase 1 + N\$ 1,371.00 phase 2 + N\$ 25.00 (Membership fee)

The membership fee is a contribution from member of the project

Facilitator:

The facilitator was appointed by FAO on a 2 month renewable contract. Since his appointment in November 2009, he has not received any training.

Future needs:

- Seeds to be provided on time
- More training needed by the project members
- The MoAWF to be requested to provide trainings to the project members
- Need other things such as Orchard, and poetry

- Each project member need to contribute an amount of N\$ 5.00 for them to find a security guard to be watching the garden at night
- The Chief Agricultural Extension Officer visited the project on 5th August and requested the members to remove the grass in the garden in order to avoid insects.
- Need for exposure (exchange visits)
- Need to do conservation agriculture
- The MoAWF will conduct a training on conservation agriculture from the 16 -20 August 2010 at Sibbinda and 2 members of the project will participate in the training

Challenges

- The 2 solar panels did not have sufficient capacity to fill the 20 000 litres tanks of water in 2 days. It takes 3 days for them to be full. The capacity for the solar panels is very low.
- Lack of skills for the project members
- Lack of training for the members and the facilitator
- Some members are not really committed
- Some of the members abscond from watering the crops
- Getting the materials such as seeds usually take longer than expected.
-

Trainings offered:

- Training by the facilitator on planting
- Training on White Ribbon Campaign Namibia on Gender, HIV and GBV. The trainer did not conduct the training in 5 days as the community had been informed. He did it in 3 days. Project members did not gain the knowledge they expected. He came late and said he had transport problems that did not allow him to come on time. Only 5 members of the project attended the training.

What is going well:

- The cabbage is adapting well to the environment

Agencies that have so far visited the site: FAO, UNICEF, MGECW and MoAWF

Annex 7

Case study: Mubiza Community Project: Groups Visited 9th August 2010

Background

Mubiza Community Project is situated about 20km east of Katima Mulilo, the administrative center of Caprivi region.

Prior to the current project there was another community project which started in 2005 implemented under the Junior Field Farmers Life Skills (JFFLS) initiative. The JFFLS initiative was an after-school program aimed at feeding Orphans and Vulnerable school children of the Mubiza Combined School. With support from the World Food Program (WFP), selected community members prepared food rations which were fed to the OVC. Alongside the JFFLS project was another community project. Championed by the headman of Mubiza community after attending a meeting at Bukalo Traditional Authority, this project implemented several small-scale farming initiatives such as horticulture, poultry, fish pond, bee keeping and mushroom cultivation. One of the main aims of this project was to serve as a food supplement of what OVC were receiving from the WFP school feeding program. This small-scale farming program and the housing for volunteers was supported by FAO.

In April, 2008 when WFP and FAO support stopped both programs came to a halt. Later that year a meeting was held between Namibia Nature Foundation, the Ministries of Gender and Child Welfare and Agriculture, Water and Forestry and the Mubiza community to discuss the future of the two programs. During that meeting the Mubiza community was requested to write a project proposal for financial assistance, which yielded mixed results. One, the Caprivi Regional Council donated N\$11000, which was used to build a poultry house, drainage system and for the payment of builders' salaries.

Current project

Based on FAO baseline study a new Gardening Community project was conceptualized in September 2009. Community mobilization and registration lasted for a month upon which 36 (5 males, 31 females) members from the old and new groups were registered. Each of the members contributed N\$10 (N\$10 x 36 = N\$360) to this community initiative. It was later decided that members would contribute N\$10/month, but this decision was never implemented. At the moment there are 29 (2 males, 27 females) members registered.

Since the project inception FAO has provided both physical facilities (seeds, water tanks, irrigation system, etc) and technical support (advice, training, project facilitator, etc). The project is aimed at meeting community food security and women empowerment.

Project members have organized themselves into groups and work on the garden on a rotational basis weekly, e.g. one group in the morning and the other in the afternoon.

Collaboration with and support from other partners

The Government of Namibia through the regional Ministry of Agriculture, Water and Forestry belatedly got involved in the project through its extension and rural water supply advisory services. However, the Ministry of Gender Equality and Child Welfare has not been fully involved in the implementation of this project. Towards the end of July 2010 community members reported that the MGECW conducted training on GBV and SRH but none of the group members present in the meeting had been involved in the training.

Also community members reported though some UN Agencies (UNDP, UNICEF, UNESCO) were involved in the project, community members were not clear on the type of support from such agencies. No other NGOs are currently supporting this community project.

Achievements

A FAO appointed facilitator has been working with the community since the inception of the project. There is noticeable collaboration between the MAWF and the community project. Project members shared cabbages and tomatoes, which were harvested at the beginning of May 2010 and collected N\$2900 in sales. It was reported that every after 21 days each project member receives a share of the produce. The N\$2900 is kept by the sub-traditional authority and will be shared among project members once it is “enough”.

Challenges

- There has been no water for the garden since September 2009.
- Seeds from FAO come late and wrong types of seeds are sometimes sent and those that are not suitable to local conditions (according to the members).
- The group is under pressure from the school to move and relocate the project.
- Some beneficiaries are not happy that N\$800 of the N\$2900 will be used to de-bush the new area where the project will be relocated.

Things to do

A bank account will be opened during the week of 20 August, 2010

FAO will support sinking of a borehole at the new project premises.