



FINAL EVALUATION

Namibia

Thematic window
Gender Equality & Women's Empowerment

Programme Title:

Settings things right towards Gender Equality
and Equity

Prologue

This final evaluation report has been coordinated by the MDG Achievement Fund joint programme in an effort to assess results at the completion point of the programme. As stipulated in the monitoring and evaluation strategy of the Fund, all 130 programmes, in 8 thematic windows, are required to commission and finance an independent final evaluation, in addition to the programme's mid-term evaluation.

Each final evaluation has been commissioned by the UN Resident Coordinator's Office (RCO) in the respective programme country. The MDG-F Secretariat has provided guidance and quality assurance to the country team in the evaluation process, including through the review of the TORs and the evaluation reports. All final evaluations are expected to be conducted in line with the OECD Development Assistant Committee (DAC) Evaluation Network "Quality Standards for Development Evaluation", and the United Nations Evaluation Group (UNEG) "Standards for Evaluation in the UN System".

Final evaluations are summative in nature and seek to measure to what extent the joint programme has fully implemented its activities, delivered outputs and attained outcomes. They also generate substantive evidence-based knowledge on each of the MDG-F thematic windows by identifying best practices and lessons learned to be carried forward to other development interventions and policy-making at local, national, and global levels.

We thank the UN Resident Coordinator and their respective coordination office, as well as the joint programme team for their efforts in undertaking this final evaluation.

MDG-F Secretariat

The analysis and recommendations of this evaluation are those of the evaluator and do not necessarily reflect the views of the Joint Programme or MDG-F Secretariat.



Millennium Development Goal Achievement Fund

Final Report

FINAL EVALUATION OF THE GENDER JOINT PROGRAMME

Thematic Window: GENDER EQUALITY AND WOMEN'S EMPOWERMENT

Programme: Settings things right towards Gender Equality and Equity

Country: NAMIBIA (February 2009 – July 2012)

Region: AFRICA

Evaluators:

Team Leader: Chipso Mwetwa

Email: devaidsconsultant@gmail.com

Tel: +27 72 997 7490

Deputy Team Leader: Randolph Mouton

Email: randolphmouton@iway.com

Tel: +264 81 718 2966

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ACRONYMS

AECID	Spanish Agency for International Development Cooperation
AMICAALL	Alliance of Mayors Initiative for Community Action on AIDS at the Local Level
CACOC	Community AIDS Coordinating Committees
CCA	Common Country Assessment
CCE	Community Capacity Enhancement
DaO	Delivering as One
DHS	Demographic Health Survey
FACE	Funding Authorization and Certificate of Expenditure
FAO	Food and Agricultural Organization
FGD	Focus Group Discussion
GBV	Gender Based Violence
GRN	Government of the Republic of Namibia
HACT	Harmonized Approach to Cash Transfers
HIPO	Hizetjitwa Indigenous Peoples Organization
JP	Joint Programme
KII	Key Informant Interviews
KRA	Key Result Area
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
MOJ	Ministry of Justice
MoSS	Ministry of Safety and Security
MP	Member of Parliament
MRLGHRD	Ministry of Regional Local Government, and Housing and Rural Development
MYNSSC	Ministry of Youth National Service Sports and Culture
NAPPA	Namibia Planned Parenthood Association
NDP	National Development Plan
NGP	National Gender Policy
NPC	National Planning Commission
NPCS	National Planning Commission Secretariat
NSC	National Steering Committee
OPM	Office of the Prime Minister
OVC	Orphans and Vulnerable Children
PMC TL	Programme Management Committee, Technical Level
PMC SC	Programme Management Committee, Strategic Coordination
PMU	Programme Management Unit
PoA	Plan of Action (National Gender PoA, and GBV PoA)
PoN	Polytechnic of Namibia
RACOC	Regional AIDS Coordinating Committees
RC	Resident Coordinator
RCO	Resident Coordinator's Office
SRH	Sexual and Reproductive Health
TOT	Training of Trainers
TWG	Technical Working Group
UN	United Nations
UNESCO	United Nations Cultural Education Scientific Organization
UNDG	United Nations Development Group
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme

UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNODC	United Nations Office on Drugs and Crime
WACPU	Woman and Child Protection Units

GLOSSARY OF GENDER TERMS

The following definitions apply throughout the document:¹

- **Gender** is “the economic, social, political, and cultural attributes and opportunities associated with being male and female. The social definitions of what it means to be male or female vary among cultures and change over time”.
- **Gender Integration** means “taking into account both the differences and the inequalities between men and women in programme planning, implementation, and assessment.”
- **Gender Analysis** is the methodology applied to development problems to identify and understand the dimensions and relevance of gender issues and gender-based constraints. Analysis includes understanding the differences between men's and women's roles, rights and opportunities.
- **Mainstreaming gender** means analysing and integrating potential gender differences where appropriate throughout the planning, implementation, monitoring and evaluation of all programmes and activities. The consideration of gender issues results in more effective and efficient development. Gender mainstreaming includes a focus on analysis and content, as well as participation and benefits. For example, it is not only important that women and men participate in the economy, but also that policies benefit both women and men equally.
- **Gender Responsive Budgeting** is the process of developing methods and tools to facilitate the analysis and where necessary adjustment of a national state budget from a gender equality perspective. At a minimum, this exercise entails an analysis of public expenditure in a state budget by examining: (i) expenditure of special programmes for gender purposes; (ii) equal opportunity expenditure in the public sector employment; and (iii) budget expenditures by government, assessed for their gender impact. Gender budgeting is normally done by sector and encourages ministries to collect gender disaggregated data and to analyse their expenditure in terms of allocating benefits to men and women.

¹ Adopted from Somach et. al. 2004, Republic of Namibia, Country Gender Profile, African Development Bank/African Development Fund, Human Development Department (OSHD) July, 2006

PREAMBLE

“In the enactment of legislation and the application of any policies and practices contemplated by [the Constitution], it shall be permissible to have regard to the fact that women in Namibia have traditionally suffered special discrimination, and that they need to be encouraged and enabled to play a full, equal and effective role in the political, social, economic and cultural life of the nation.” Article 23(3) Namibian Constitution.

Women in Namibia have traditionally suffered discrimination and exclusion from full participation in the political, socio-economic and cultural life of the nation. The root cause for this gender inequality has been the low status of women and girls and negative cultural perceptions of gender roles. The Common Country Analysis (CCA) of 2004 cited inequitable access to resources, the low participation of women at all levels of decision making and lack of women’s socio-economic empowerment as some of the critical challenges in addressing poverty and ensuring civil and political rights of all Namibians. These issues are augmented by the impacts of HIV/AIDS and gender-based violence and the high levels of food insecurity and income poverty among females, especially in women-headed households. These problems were recognized as critical challenges to addressing poverty during the process of formulating Namibia’s Vision 2030 and the NDP3.

Responses to dealing with these inequalities have been education, particularly civic education and gender mainstreaming designed at changing the perception of men and women about gender roles and informing women and girls of their rights. The social and economic benefits of education are vast, education accords women economic opportunities and increased ability to make informed decisions about their sexual and reproductive health, including protection against HIV and AIDS. A woman’s ability to determine the number of children to have and when to have them and to negotiate safer sex is often relative to her socio-economic status. Thus young girls and women in impoverished conditions are significantly more vulnerable to unwanted teenage pregnancies and HIV due to sexual coercion, violence and abuse.

Encouraging women to participate fully and equally in the political, social, economic and cultural life of the nation by educating them and creating an enabling environment will contribute to the overall development of the country. This includes changing perceptions of cultural norms that support relationships of having multiple, concurrent sexual partners and relegating unpaid/undervalued domestic roles to women.

Various organizations in Namibia have been engaged in addressing gender inequality and fostering change in the status of women in the country but the Gender Joint Programme was the first coordinated effort at galvanizing these efforts and all key stakeholders in order to improve the welfare of women and children, youths and vulnerable groups in Namibia in a sustainable and meaningful way.

This report describes the results of the evaluation of this coordinated effort under the Namibia Gender Joint Programme (2009-2012). The evaluation was participatory and included representatives nominated by the Evaluation Reference Group, comprising Implementing Partners, direct beneficiaries and the Spanish Technical Cooperation Office in Namibia.

Box 1

MDGs & Gender Equality

The 2010 MDG Summit adopted a resolution calling for action to ensure gender parity in education and health, economic opportunities, and decision making through gender mainstreaming in development policy making. The resolution and the action plan reflect the belief of the international development community that gender equality and women’s empowerment are development objectives in their own right (MDG 3 and 5), as well as serving as critical channels for achieving the other MDGs and reducing income and non-income poverty.

Source: Gender Equality Report, 2012

EXECUTIVE SUMMARY

The Namibia Gender Joint Programme titled “*Setting Things Right towards Gender Equality and Equity*” was a US\$8 million MDG-F² funded programmes that was aimed at contributing towards the MDG Goal 3 “promote gender equality and empowerment of women” and MDG Goal 1 “eradication of extreme poverty and hunger.” The fund supported Namibia’s national priorities as stipulated in Vision 2030 and the National Development Plan (NDP3) and was implemented over a three year period from 19 February 2009 to 19 February 2012, with a four-month no cost extension to 12 July, 2012.

The aims of the Namibia Gender Joint Programme (JP) therefore was “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 sought to increase understanding, sensitivity and responsiveness to pressing gender issues in Namibia”. The programme had three Outcomes as follows:

JP Outcome 1: Increased awareness and capacity for protecting the rights of women and girls (including reproductive rights);

JP Outcome 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 and;

JP Outcome 3: Enhanced well-being of targeted women and girls through food security and livelihood improvement initiatives.

Effective programme implementation started in Feb/March, 2009 and the programme was expected to end on 21st February 2012. Management on behalf of the Government of the Republic of Namibia (GRN) was provided by the National Planning Commission (NPC) and the Office of the Resident Coordinator on behalf of the United Nations. On overall operational leadership and technical areas, the Ministry of Gender Equality and Child Welfare (MGE CW) is the lead Ministry. The Ministry’s counterpart lead UN agency was UNDP. The JP had five participating UN Agencies namely UNDP, UNICEF, UNFPA, FAO and UNESCO and approximately 15 Governmental and non-governmental Implementing Agencies.

At the closure of the programme, the United Nations Resident Coordinator (UNRC) commissioned the Final Evaluation to measure programmatic results and potential short-term impacts generated by the joint programme. The overall objective was to measure whether the JP had achieved its intended results. The focus of the evaluation was to make an assessment of programme practices and results with a forward looking focus. Programme outputs were analysed against the backdrop of a Joint Programme and the contribution thereof towards achieving the stated goals and objectives.

Data was collected from the four study regions of Caprivi, Karas, Kunene and Ohangwena and the national level institutions in Windhoek from both the Key Informant Interviews and the Focus Group Discussions. The evaluation found significant achievements were attained at output level under JP Outcomes 1 and 2 in terms of both programme delivery and implementation as a Joint programme, but achievements under JP Outcome 3 were limited by the design of the JP which did not integrate activities under JP Outcomes 1 and 2 in a more deliberate, consistent and comprehensive manner. The limitations in terms of design and implementation of activities therefore were the main contributions to the limitations in achievements overall of the JP.

Key Findings:

The Namibia JP delivered as a joint programme and made significant achievements as a whole and in particular at output level under JP Outcomes 1 and 2 but achievements under JP Outcome 3 were limited

² The MDG Achievement Fund (MDG-F) is an international cooperation mechanism whose aim is to accelerate progress on the [Millennium Development Goals \(MDGs\) worldwide](http://www.mdgfund.org). Established in December 2006 with a generous contribution of €528 million Euros (\$US710M) from the Spanish Government to the United Nations system, the MDG-F supports national governments, local authorities and citizen organizations in their efforts to tackle poverty and inequality. (For more information please refer to: <http://www.mdgfund.org>)

by the **design** of the JP which did not integrate **activities** under JP Outcomes 1 and 2 in a more deliberate, consistent and comprehensive manner:

- a) *The JP made significant contributions towards the long term sensitization and awareness raising of gender in the Namibian society by the development of gender syllabi in the country's main tertiary institutions, particularly for students of journalism. Significant contributions were also made through strengthening law enforcement in Namibia by operational support to the WAPCU and training in gender responsive laws to law enforcement officers.*
- b) *The JP significantly contributed towards the mainstreaming and integration of gender into national development frameworks through the development or finalization of key instruments and documents, in particular the finalization of the National Gender Policy, which is the guiding framework for gender in Namibia.*
- c) *The JP contributed significantly to the well-being and empowerment of poor Female Heads of Households and other vulnerable communities, through the provision of skills and knowledge to produce food and generate income and provision of productive assets to 107 women and girls. This was however limited by the lack of jointness of the JP in integrating some activities under JP Outcomes 1 and 2 that would have enhanced attainment of JP Outcome 3 objectives such as social mobilization activities of the Community Capacity Enhancement (CCE) programme.*

The limitations in terms of *design* and implementation of *activities* therefore were the main contributors to the limitations in achievements overall of the JP.

Key Achievements:

JP Outcome 1: Increased awareness and capacity for protecting the rights of women and girls, including reproductive rights)

Awareness raising is a long term process and the level of increased awareness could not be measured by this evaluation due to its short life span. But a number of interventions were undertaken during the project period which will contribute towards increasing awareness and capacity for protecting the rights of women and girls. These interventions were two-fold: a) *Development of the capacity for gender training* in the country through the development of gender syllabi for tertiary institutions (University of Namibia (UNAM), Polytechnic of Namibia (PON) and International University of Management (IUM), a gender toolkit and assessment of media houses and institutions, (including community media), training toolkits in gender based violence and male involvement manual and training of trainers; b) *Establishment of a platform for engagement in Gender Based Violence* through the development of the GBV Plan of Action and training of service providers. These interventions have established a base for long term continuous training in gender for approximately 2,612 PON and 13,000 UNAM students that are enrolled annually. 1,213 students graduated from IUM in 2011.

Secondly the capacity for protecting the rights of women and girls was considerably increased by the JP improving law enforcement in the country by: a) Increasing the capacity of the Ministry of Safety and Security (MoSS) to provide protection to women and children by *equipping the WACPU and providing paralegal training in gender responsive laws and data capturing* to WACPU officers; b) Increasing the capacity of MoSS to investigate sexual assault offenders by *revision of Rape Kits* for the Forensic Department and training health service providers in their use; c) Support to MoSS for the *review of the Police Curriculum*. The support to the WACPU also contributed in turn to increasing visibility of the police in communities and raising awareness of women and children's rights because the WACPU centres were made more user-friendly and accessible, two/three houses in a secured complex staffed by police officers and social welfare officers to provide counselling services to abuse survivors, and in regions like

Karas which has three house at each of its two centres, the third house is a house of safety for women and children needing emergency shelter from danger.

JP Outcome 2: Increased mainstreaming/integration of gender in national development policies and frameworks; and implementation of gender responsive KRA policies programmes and budgeting.

Major strides were made by the JP in increasing mainstreaming of gender in national development policies and framework through the development of key guiding instruments, gender responsiveness assessments of four sub sectors and gender budgeting analysis of a further five ministries. a) *Review/development of key national guiding instruments for mainstreaming.* The National Gender Policy (NGP) was reviewed and approved and the *National Gender Plan of Action* was developed and approved. The NGP will play a crucial role in enhancing the mainstreaming of gender in national development policies and frameworks. b) *Assessment of strategic sub sectors for gender responsiveness;* the Education, Health and Agriculture sectors. At the time of the Evaluation, the Assessment of the Education sector had been completed and 500 copies of the Gender Needs Assessment and Strategy had been printed. The Strategy identifies gaps in gender responsiveness which will provide evidence for planning and resource allocation budget requests for gender related programmes and activities in the ministry. c) *Gender budgeting analysis of select government ministries;* the Youth, Trade and Industry, Safety and Security, Justice and Lands ministries were reviewed for gaps in gender responsive budgeting. Forty government ministerial staff and 26 management staff from MoJ were trained in gender responsive budgeting and gender analysis respectively.

Secondly under JP Outcome 2 the availability of sex disaggregated data through the training of Central Bureau of Statistics CBS, WACPU and MGECW staff trained on GBV data capturing and analysis on sex disaggregated data was achieved. A total of 130 staff were trained in GBV data capturing and analysis. This and the printing of additional copies of the Gender Statistical profile will provide data for planning gender activities.

JP Outcome 3: Enhancing the well-being of targeted women and girls through food security and livelihood improvement initiatives

Poor Female Head Households (FHH) and other vulnerable communities were provided with *skills and knowledge of how to produce food and generate income* and provided with *productive assets*, although this success was limited by the lack of adequate preparatory activities and interventions to prepare the communities for the interventions and ensure they were receptive to the new concepts – for both the vegetable gardens and the livestock farming. There has however been continued support and follow up field training and extension service from the Ministry of Water and Forestry (MAWF) and regular monitoring by the Ministry of Gender Equality and Child Welfare (MGECW).

Programme Limitations:

The overall success of the programme was limited by inadequacies in the Joint Programming in the design, and implementation of activities levels of the programme, particularly before the Mid-Term Evaluation. However some flaws in joint programming which were highlighted were subsequently addressed to some extent in the Improvement Plan implementation. Although there is merit in looking at the limitations of the JP if it is viewed entirely as an end in itself, given the short life span its success would be greatly limited – particularly under JP Outcomes 1 (JP Output 1.2 on raising the awareness of women and girls on their rights) and JP Outcome 3 (both JP Outputs on increasing food security and livelihoods and economic empowerment) because these interventions are of a long term nature and results cannot be effectively measured in a three-year project. But if the Namibia JP is viewed as having been a mechanism for increasing development effectiveness rather than as an end in itself, then the results of the programme are significant in that the programme established various platforms for building on an effective gender response in Namibia. There are various activities that were undertaken which contributed to setting a foundation for future gender programming and a number of lessons that can be drawn from that.

This report therefore views the Namibia Gender Joint Programme as having achieved a number of successes from the perspective of a mechanism for enhancing development and describes the design phase, the process and implementation - and interventions undertaken and the results therein from the perspective

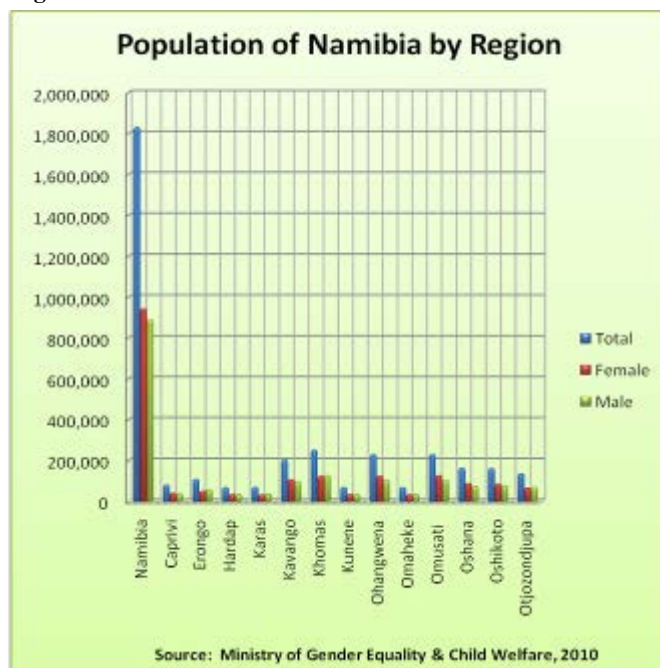
of their contribution to the development of this *enhanced development mechanism* but points out where successes could have been achieved but were not and the possible contributory factors. Chapter 1 of the report is the Introduction, which provides the background to Namibia and the Joint Programme, gives the Purpose of the Evaluation, Constraints and Limitations of the Study and Description of the Methodology. Chapter 2 gives a detailed Description of the Development Interventions Undertaken and Chapter 3 provides the Synthesis and Analysis of the Evaluation Findings. This section expands the discussion on the Findings of the Evaluation and makes the case for use of joint programmes as a tool for development, drawing on experiences and lessons learned from the field. The report concludes with Chapter 4, which sums the Conclusions from the Evaluation and the Lessons Learned. Chapter 5 provides Recommendations which are forward looking and geared towards supporting future development effectiveness.

Chapter 1 Introduction

1.1 Background

Namibia lies in Southern Africa, bordering the South Atlantic Ocean between Angola to the north and South Africa to the east and also shares a very narrow land boundary with Botswana, Zambia and Zimbabwe to the north east. It is 825,418 sq km with mostly high plateau terrain and with the Namib Desert along the coast and the Kalahari Desert to the east. Namibia has a hot, dry desert climate with very sparse and erratic rainfall. Namibia is one of the most sparsely populated countries in the world with a population of 2.32 million. The principal groups are the Ovambo, Kavango, Herero, Himba, Damara, Nama, Caprivian (Lozi), San, Tswana, mixed race, and white (Afrikaner, German and Portuguese).

Figure 1



(170,000) and children (19,000) living with HIV and AIDS (PLHIV) in

The Ovambo, Kavango and East Caprivian peoples, who constitute more than half of the total population, occupy the relatively well watered and wooded northern part of the country, and they are traditionally settled farmers and herders.³

This steady stream of new infections over a long period of time has resulted in an estimated 189,000 adults

Box 2 Namibia Key Statistics

Population, total (millions)
2.32 (2011)
GNI per capita, Atlas method
(current US\$) \$4,700 2011

Poverty headcount ratio of
\$1.25 a day (PPP) % of
population
31.9% 2004

HIV prevalence:
Overall adult 15.3%
Females aged 15-24 yrs
10.3%
Males aged 15-24 yrs 3.45%

Fertility rate, total (births per
woman)
3.2 (2010)

Share of women employed in
the non-agricultural sector
(% of total non-agricultural
employment)
41% 2004

Maternal mortality ratio
(modeled estimate, per
100,000 live births)
200 2010

Proportion of seats held by
women in national
parliaments (%)
24% (2011)
Source: Gender Statistics, World
Bank

Ethnic Groups:
Black 87.5%,
White 6%
Mixed race 6.5%

Tribes:
Ovambo: 50%
Kavangos: 9%
Herero 7%,
Damara 7%,
Nama 5%,
Caprivian 4%,
Bushmen 3%,
Baster 2%,
Tswana 0.5%
Source: CIA World Fact book

³ Baseline Study, FAO 2009

Namibia in 2010/1. HIV prevalence among pregnant women attending ANC in the country was determined to be 18.8% in 2010 compared to 17.8% in 2008⁴, among females aged 15 to 24 years it was 10.3%, more than three times the male prevalence for the same age group of 3.45%. An estimated 180,000 adults live with HIV – 110,000 of whom were women.

Poverty and the low status of women has been identified as the key determinants of Namibia's high HIV prevalence rates. Limited access to gainful employment and productive resources and economic dependency on men, transactional and trans-generational sex leaves women, especially young women unable to negotiate safer sex and vulnerable to HIV infection from their partners. UNAIDS identifies gender inequality, violence against women and girls, HIV-related abuses of human rights, stigma and discrimination as being social injustices discouraging people from seeking the information and services that will protect them from HIV infection, from adopting safe behaviour and accessing HIV treatment and care.⁵

Low income and poverty is more concentrated in the northern regions of Kavango, Ohangwena, Omusati, Oshikoto, Oshana and Caprivi, with Kavango and Ohangwena regions having the highest incidences of poverty at 56.5% and 44.7% respectively.

In Namibia poverty levels are higher for female-headed household – 30.45% FHH are poor compared to 25.8% male headed households. This is due to women's lower earnings and limited access to assets and resources. Incidence of poor households in rural areas is 38.2%, while in urban areas it is 12%. Rural women are therefore the most disadvantaged, with those in the north generally poorer than those from the central and southern parts of the country. The San have by far the highest incidence of poverty and lowest average income. These gender and income inequalities were identified in Namibia's development goal, Vision 2030, the Third National Development Plan⁶ and the United Nations Development Assistance Framework (UNDAF). The Namibia Gender Joint Programme (JP) addresses these gender and poverty-related challenges through interventions aimed at promoting women's rights awareness, institutional capacity and well being of targeted women and girls through food security and livelihood improvement initiatives.

1.2 Namibia Gender Joint Programme

In December 2006, the UNDP and the Government of Spain signed a major partnership agreement for the amount of €528 million with the aim of contributing to progress on the MDGs and other development goals through the United Nations System. In addition, on 24 September 2008 Spain pledged €90 million towards the launch of a thematic window on Childhood and Nutrition. The MDG-F supports joint programmes that seek replication of successful pilot experiences and impact in shaping public policies and improving peoples' life in 49 countries by accelerating progress towards the Millennium Development Goals and other key development goals. The MDG-F operates through the UN teams in each country,

Box 3 JP Implementing Partners

- * Ministry of Gender Equality and Child Welfare
- * Ministry of Agriculture, Water and Forestry
- * Ministry of Education
- * Ministry of Justice (PRONASCI)
- * Ministry of Home Affairs
- * Ministry of Regional Local Government and Housing and Rural Development
- * Ministry of Safety and Security
- * Ministry of Youth National Service Sports & Culture
- * Childline/Lifeline
- * Peace Centre
- * Legal Assistance Centre
- * Media Institute of Southern Africa
- * Namibia Planned Parenthood Association
- * National Planning Commission
- * Parliament
- * Polytechnic of Namibia
- * University of Namibia
- * White Ribbon

⁴ Republic of Namibia, Annual Implementation Progress National Strategic Framework 2010/11

⁵ UNAIDS, 2011-2015 Strategy, Getting to Zero, p.19

⁶ Republic of Namibia, Vision 2030, & Third National Development Plan

promoting increased coherence and effectiveness in development interventions through collaboration among UN agencies.

The Fund uses a joint programme mode of intervention and has currently approved 128 joint programmes in 49 countries. These reflect eight thematic windows that contribute in various ways towards progress on the MDGs, National Ownership and UN reform.

The aims of the Namibia Gender Joint Programme (JP) was 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 sought to raise the bar of understanding, sensitivity and responsiveness to pressing gender issues in Namibia. The programme had three Outcomes as follows:

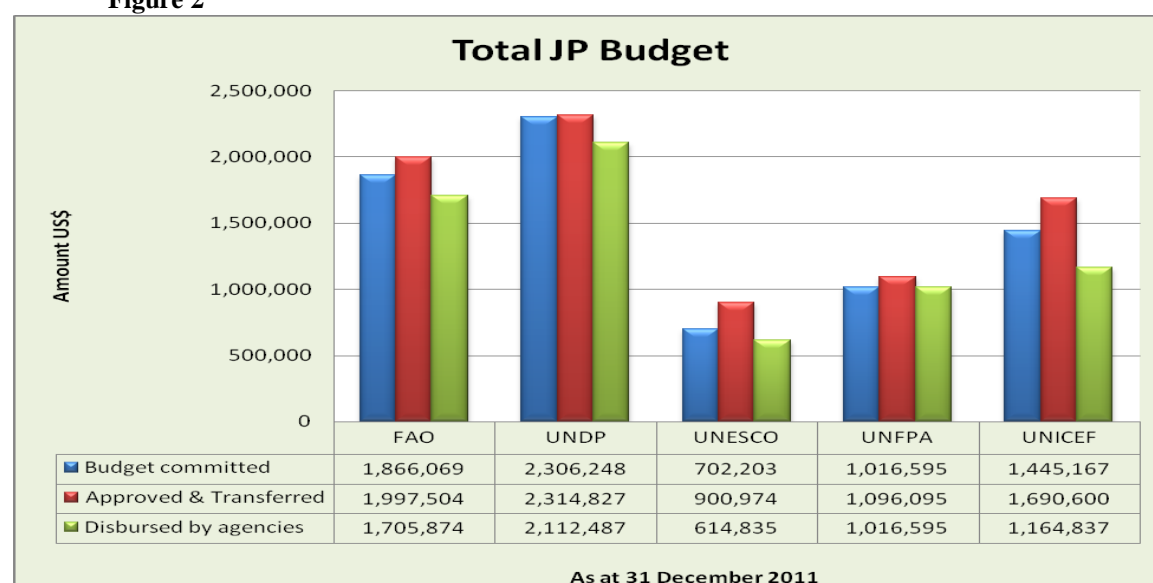
JP Outcome 1: *Increased awareness and capacity for protecting the rights of women and girls (including reproductive rights);* JP Outcome 1 was about improving the quality, quantity and usage of services - including GBV protection, reproductive health, HIV and AIDS prevention and treatment services - through raised awareness and understanding by leaders, the media and the general population on gender issues.

JP Outcome 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.* JP Outcome 2 activities focused on Government machinery to provide public services that are gender responsive by imbedding gender responsive planning, programming and budgeting into Government Ministries.

JP Outcome 3: *Enhanced well-being of targeted women and girls through food security and livelihood improvement initiatives;* JP Outcome 3 addressed food security and livelihood issues in targeted communities through interventions geared at improving agricultural practices and exploring income generating alternatives – including the provision of agricultural inputs, technical support and new technologies in the work lead by FAO.

The three JP Outcomes had 9 Outputs, with a total of 82 activities, 44% of which were implemented by the Ministry of Gender Equality and Child Welfare (MGECW), the lead government ministry on gender and the rest of the activities (66%) implemented by the other Implementing Partners of the JP comprising over 15 governmental and non-governmental partners (Box 2 above). The total JP budget is indicated in Figure 2 below.⁷

Figure 2



⁷ Source: Results Framework with Financial Information with Color Coded Status, report period July-Dec 2011

Effective programme implementation started in February, 2009 to February 2012 with a non-cost four month extension to 12 July, 2012. Oversight on behalf of the Government of the Republic of Namibia (GRN) was provided by the National Planning Commission (NPC) and the Office of the United Nations Resident Coordinator (UNRC) on behalf of the United Nations. On overall operational leadership and technical areas, the Ministry of Gender Equality and Child Welfare (MGECW) was the lead Ministry. The Ministry's counterpart lead UN agency was UNDP. The JP had five participating UN Agencies namely UNDP, UNICEF, UNFPA, FAO and UNESCO and approximately 15 Governmental and non-governmental Implementing Agencies.

The management structure that was proposed in the JP Project Document comprised a MDG-F National Steering Committee (NSC) with overall responsibility for programme activities and a Programme Management Committee responsible for operational implementation and coordination of the JP. The PMC was at two levels - Programme Management Committee - Strategic Coordination (PMC-SC) and the Programme Management Committee – Technical Coordination (PMC-TC). The NSC was co-chaired by the UN Resident Coordinator (UN RCO) and the Director General of the National Planning Commission and membership included the Spanish Embassy and the Minister of Gender Equality and Child Welfare.

The PMC membership consisted of relevant implementing parties including participating UN agencies, Government representatives and civil society representatives. It was managed at PMC-SC level by the Permanent Secretaries of Line Ministries, UN Heads of agencies and CSO directors. The PMC-TC comprised technical experts from the UN and Government line Ministries and relevant CSO representatives and was chaired by the Director, Department of Gender in the MGECW.⁸

A Project Management Unit [PMU] was established as the JP Secretariat reporting to the PMC. The signed Gender JP programme document stated that the Management and Coordination and Monitoring and Evaluation functions were to be executed by the United Nations Resident Coordinator's Office. However because the RC's offices globally were removed from the implementation function of the JP's, UNDP was assigned the role of executing the JP's management and coordination as well as monitoring and evaluation execution role, and thus UNDP become the lead UN agency. UNDP would also oversee the day-to-day functioning of the PMU, as the lead UN Agency, including the recruitment and selection of staff.

The Gender JP was implemented in 7 of the 13 regions in the country: (Caprivi, Karas, Kunene, Ohangwena, Omusati, Kavango and Omaheke). Selection of the regions was based on the proportion of female headed households, female headed households in poverty, HIV and AIDS, Gender Based Violence and the proportion of girl school dropouts. Omaheke and Karas were selected for reasons of political governance and geographical representation of the Southern and Eastern parts of the country. The JP sought to address the special discrimination of women in Namibia during the three-year life of the project by raising awareness of women and girls of their rights, empowering them with information, encouraging assertiveness, creating an enabling policy and legislative environment and providing tools and means for self-sustenance and economic well-being.

The JP sought to achieve its intended goals through collaboration, maximisation of resources, bringing different skills together, maximising on comparative advantages whilst reducing duplication and delivering as One. A snapshot of the targets achieved under each JP Outcome is provided in Table 1 below.

⁸ Namibia Joint Programme: Setting things right – towards gender equality and equity – October 14, 2008, *Project Document*; page 38-42

Table 1 : Direct Beneficiaries (Feb 2009 – Dec 2011)

JP Outcomes	Type of Intervention	Overall JP Target	Achievement of Target
<i>JP Outcome 1 Protection of women & girls' rights including reproductive rights</i>			
	Parliamentarians engaged in information sessions on women & girls rights	76	17
	National Council Members engaged in information sessions on women & girls rights	26	17
	People trained in women's rights, SRH and HIV and AIDS	100,000	76,494
	Community groups (engaged in conversations on human rights, gender equality and HIV and AIDS)	30	31
	# of people trained on data capturing in the 7 targeted regions	65-70	56
	Community Volunteers (training on GBV, HIV/AIDS and SRH)	8 sessions/ region	6 sessions/ region 653 women
	Paralegals trained	175	63
	# Accessing WACPU services in all regions	-	2,233 –Women; 787 -girls ⁹
	Lay counselors trained	105	206
	NAPPA staff trained on GBV, SRH & HIV and AIDS (by Yr2)	35	35
<i>JP Outcome 2.0 Increased mainstreaming/integration of gender in national development policies & implementation of gender responsive KRA sector policies, programmes & budgeting</i>			
	Ministerial staff trained on gender budgeting	40	40
	Management level staff trained on gender analysis and training	40	103
	# of CBS, WCPUs and MGECW staff trained on GBV data capturing and analysis on sex disaggregated data	130	130
<i>JP Outcome 3.0 Enhancing the well-being of targeted women and girls through food security and livelihood improvement initiatives</i>			
	# of Female Headed Households involved in food security and livelihood initiatives	136	374
	# of people trained in food security and livelihood initiatives in the 7 target regions (Agricultural Extension officers and community leaders trained in Horticulture)	75	64
	women & girls trained in IGAs/SME management	40	57
	women & girls trained in financial management	40	50

1.3 Purpose of the Evaluation

This final evaluation focused on programmatic results and potential short-term impacts generated by the joint programme against the backdrop of joint implementation. The overall objective was to measure whether the JP has achieved its intended results. The specific objectives of the evaluation were as follows:

1. Assess to what extent the joint programme has contributed to solve the needs and problems as identified in the design and implementation phase; and to what extent the joint programme has contributed to the implementation of national priorities.
2. Assess joint programme's degree of implementation, efficiency and quality delivered on Outputs and Outcomes, against what was originally planned or subsequently officially revised.
3. Assess to what extent the joint programme has attained the desired results to the targeted beneficiaries.
4. Assess the joint programme contribution to the objectives set in their respective specific thematic windows as well as the overall MDG fund objectives at local and national level. (MDGs, Paris Declaration and Accra Principles, and UN reform).
5. Identify and document best practices and lessons learned on programmatic Outputs and processes with the aim to support the sustainability of the joint programme or some of its components.

⁹ Data from Lifeline/Childline

This evaluation covered the implementation period from 19th of February 2009 to 12th July 2012 (three years and four months).

1.4 Constraints and limitations of the Study

Aggregated data

There was generally limited aggregated data of direct and indirect targets. After the MTE data aggregation improved greatly but there remained some inconsistencies and inaccuracy of the information and sex disaggregated data was not uniformly provided.

Timeframe

The reduction of the evaluation timeframe from four months to 6 weeks affected all aspects of the evaluation from *literature review, tools development, data collection, data analysis and report writing*. Field work had to be rescheduled and occur concurrently instead of consecutively, limiting quality assurance. Securing *appointments* with some respondents particularly direct beneficiaries for focus group discussions was extremely difficult due to the short time. Securing interviews that represented adult females (heads of households), adult males and male and female youth in all the selected study sites was not possible in all the regions, resulting in inadequate samples of FHH and female youth target beneficiaries thereby limiting analysis and determination of Outcomes and short term impacts, especially on rural women. The report makes reference to anecdotal evidence in some cases and makes note of areas that will require further investigation.

Evaluation Budget allocation

The total budget allocated to the evaluation as contained in the Evaluation Terms of Reference was inadequate and resulted in cutting back on aspects of the study that would have ensured better quality: *new quantitative data* was not possible, the *sample size* was based on accessibility and affordability due to the vastness of the country; for instance the team could not reach respondents in the more remote rural locations. The *training of the field team* prior to undertaking the assignment had to be budgeted for 1 day due to the limited resources; which was inadequate and affected quality assurance.

Compensation for Limitations:

- a) Additional desk research was undertaken to provide evidence and use estimations where possible in order to address the *lack of adequate time* to conduct more in-depth investigations;
- b) Parts of the interviews for the Karas Region were conducted telephonically after the scheduled period, from Windhoek to make up for the *unavailability of key respondents*. In both Ohangwena and Caprivi Regions, the study teams remained and continued to mobilize respondents for two and three days beyond the time provided for in the workplan respectively, delaying the production of field reports/transcripts for report writing.

The Study Team was however unable to adequately compensate for the uneven data sets due to the non-availability of some respondents across the regions and the limited time and financial resources allocated for the evaluation, in respect of short term impacts on beneficiaries. But a more exhaustive desk review into project documents during final report writing was undertaken to obtain more evidence.

1.5 Description of the Methodology

The overall approach of the external final evaluation was primarily qualitative in nature, complemented by an extensive literature review of national, regional and project related documentation. However, quantitative data from existing literature was studied and reported upon, but due to time constraints was limited.

1.5.1 Timeframe

The evaluation was carried out over a 6 week period between May 2012 and July 2012 and covered the project implementation period from February 2009 to July 2012 (3 years and 4 months). The overall

approach was consultative and participatory in nature; ensuring that NSC and PMCs commented on and approved sections of the evaluation design; while project beneficiaries provided their inputs via participatory research data collection (focus group discussions and key informant interviews).

1.5.2 Data Collection Formats

Key Informant Interviews

Although the programme was implemented in 7 regions, the field work for this evaluation was limited to four regions: Caprivi, Karas, Kunene and Ohangwena. Key Informant Interviews (KIIs) were conducted with regional and national level actors from the Government of Namibia in the following:

Table 2: List of Institutions Interviewed for Key Informant Interviews

Government Ministries/Institutions	UN Agencies	Academia/NGOs/Dev Partner
Ministry of Gender Equality & Child Welfare Ministry of Safety & Security Ministry of Agriculture, Water & Forestry Ministry of Information, Technology & Communication Ministry of Regional and Local Government, Housing and Rural Development Ministry of Education Ministry of Justice Ministry of Youth, National Service, Sport & Culture Parliament Regional Councils, Local Authorities	UNDP UNICEF FAO UNESCO UNFPA	University of Namibia Polytechnic of Namibia Himba Indigenous Peoples Org Media Institute of Southern Africa Lifeline/Childline Namibia Association for Planned Parenthood Spanish Technical Cooperation Office in Namibia * The Peace Centre was not available to participate in the evaluation

Focus Group Discussions

Focus Group Discussions were conducted in the sites in the table below:

Table 3: List of Institutions Interviewed for Focus Group Discussions

<u>Caprivi Region</u>	<u>Karas Region</u>
a. Macaravani – Hiyamasan Community Garden, Katima Mulilo b. Mubiza Community Garden c. Katima Mulilo - Male youth trained in GBV, d. Community Capacity Enhancement Facilitators	a. Community Capacity Enhancement Facilitators, Keetmanshoop b. Young women trained in GBV, Keetmanshoop
<u>Kunene Region</u>	<u>Ohangwena Region</u>
a. Community Capacity Enhancement Facilitators b. Otjomuru Ovatue Settlement c. Otjihandjasemo Settlement	a. Ongha IGAs b. Okongo SMEs

The following thematic areas as contained in the National Gender Policy, Third National Development Plan and Millennium Development Goals guided the data collection in the 4 study sites:

- Poverty and Rural Development (with a focus on food security and livelihoods)
- Gender, Health, Reproductive Health and HIV and AIDS
- Gender Based Violence
- Gender, Media, Research, Information and Communication
- Gender, legal Affairs, Human and Child Rights
- Gender Equality in the family Context

The evaluation approach and questions were guided by evaluation criteria as laid out in the Terms of Reference against the backdrop of the guidance on Joint Programming by the UNDG:

- **Relevance:** extent to which the objectives of a development intervention are consistent with the needs and interest of the people, the needs of the country and the Millennium Development Goals.

- **Efficiency:** extent to which resources/inputs (funds, time, human resources, etc.) have been turned into results
- **Ownership:** effective exercise of leadership by the country's national/local partners in development interventions
- **Effectiveness:** extent to which the objectives of the development intervention have been achieved.
- **Sustainability:** probability of the benefits of the intervention continuing in the long term.

The above evaluation criteria were assessed at the input, Output and Outcome levels. However, a detailed assessment of JP Outcomes was not made at this point. A more structured quantitative evaluation would have been required for an Outcome evaluation to measure a much longer project life cycle. Outcomes have therefore been qualitatively assessed to the extent that this is actually possible, with findings only relevant to those beneficiaries who participated in the evaluation, and not the entire project beneficiary population.

The approach used ensured that the views and opinions of a sample of beneficiaries, stakeholders and role players were taken into consideration in an environment where active participation was encouraged and promoted, with the exception of some of the interviews for Karas region which were done telephonically.

Feedback meetings to verify information from the field with UN agencies, government and other key role players were not conducted before report writing commenced due to lack of time (see Limitations of Study above), however the draft report was presented to a meeting of the PMC-Strategic, PMC-Technical, Evaluation Reference Group, representatives from CSO, Regional Councils, the Spanish Technical Cooperation Office and other groups that participated in the Final Evaluation. Thereafter consultations were conducted with some sections of the ERG to provide clarifications.

Chapter 2.0 Description of the Development Interventions Undertaken

The JP was designed to focus the collective efforts of the UN System in Namibia, through the UNDAF, to promote gender equality and empower women and girls in Namibia. The JP was built on the gender programme of the Government of Namibia and was firmly rooted in the national development frameworks of the country, primarily the Vision 2030, which is the overarching development framework in Namibia, and the National Development Plan 3 (NDP3) 2008-2012, in both of which the Millennium Development Goals have been firmly imbedded.

The programme had three Outcomes with four Outputs under the first Outcome, three under the second and two under the third. The following tables provide a description of interventions undertaken under each of the JP Outcomes and JP Outputs and lists key activities undertaken and some targets reached:

2.1 JP Outcome 1: Increased awareness and capacity for protecting the rights of women and girls (including reproductive rights)

Table 4: JP Interventions and Activities

Agency/IPs	JP Output	Key Interventions	Key Activities
UN Agencies/IPs: UNDP, UNICEF, UNFPA, UNESCO, MGECW, MRLGHRD,			
JP Output 1.1	<i>The rights of women & girls are protected nationally through enactment & enforcement of existing laws.</i>		
		Strengthening capacity of law enforcement (MoSS) in enforcement of existing laws	▪ Reviewing Rape Kits for Forensic Unit & training of Forensic & health personnel
		Increasing gender awareness amongst law	▪ Gender and GRB training for 34 parliamentarians and National Council Members

Agency/IPs	JP Output	Key Interventions	Key Activities
		makers	<ul style="list-style-type: none"> Advocacy package developed for MPs
		Increasing knowledge of gender responsive laws	<ul style="list-style-type: none"> Training of 25 paralegals on CEDAW and national legal frameworks promoting gender equality
			<ul style="list-style-type: none">
<i>JP Output 1.2</i>	<i>Women and girls are aware, understand and assert their rights including reproductive rights and how to access services available.</i>		
		Increasing awareness of women and girls rights through gender training; in tertiary institutions, various gender training workshops	<ul style="list-style-type: none"> Dev of modules for UNAM, PON, IUM Dev of Male Involvement Manual and TOT training Dev of gender Toolkit for media houses and institutions Women's rights workshops for various target groups - 76,494 reached KPA study on GBV
		Media campaigns Capacity building of media institutions, including Community Media	<ul style="list-style-type: none"> Zero Tolerance GBV Media Campaign on all media; national campaign focused on all gender issues (specific emerging issues included in campaign, passion killing, baby dumping, human trafficking); Training of media personnel on sensitive reporting SMS campaign on causes of baby dumping Assessment of status of existing media houses in 7 regions undertaken; Development of training modules on management of community media centres Establishment of some new community media centres
			<ul style="list-style-type: none"> Development of NPA for GBV
<i>JP Output 1.3</i>	<i>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.</i>		
		Strengthening capacity of law enforcement (MoSS) to intervene in GBV	<ul style="list-style-type: none"> Equipping & furnishing of WACPU and shelters Support to establishment of community support groups as inter-linkages between community and WACPU, Training of community support groups on alternative violence Mapping of women and child protection services in Okavango, Omaheke, Omusati, Khomas and Karas Training conducted to prevent, detect and respond to human trafficking cases Training of WACPU officers in gender & gender responsive laws
		Increasing access to SRH services	<ul style="list-style-type: none"> Creating woman and youth friendly environments and services at NAPPA centres Training of 35 NAPPA/ volunteers staff on GBV, SRH & HIV and AIDS and the trained staff/ volunteers further sensitization of 940 community members including rural women and 479 youth on GBV and SRH
		Support to response systems and referral systems	<ul style="list-style-type: none"> Support to help line and 116 toll free number for abused children and young adults; referral system linked to toll free numbers; 454 children received counselling services

Agency/IPs	JP Output	Key Interventions	Key Activities
			<ul style="list-style-type: none"> Integrate GBV module into Police curriculum
JP Output 1.4	<i>Strengthened national response on access and availability of prevention and treatment services for HIV/AIDS among women & girls.</i>		
		Support to CCE Coordinators (National UNVs) in all 7 JP regional councils and CCE facilitators to facilitate community dialogues	<ul style="list-style-type: none"> 31 Community dialogues on variety of developmental issues, including HIV prevention and gender issues TOT conducted on life skills programme for girls in 7 focus regions

2.2 JP Outcome 2: Increased mainstreaming/integration of gender in national development & national policy frameworks (National Gender Policy); and implementation of gender responsive KRA policies, programmes and budgeting

Agency/IPs	JP Output	Interventions	Key Activities
UN agencies/IPs: UNFPA, UNDP, MGECW, MoSS, MoHSS, NPC			
JP Output 2.1	<i>Gender is institutionalized and mainstreamed in 4 Key Results Areas of the National Development Plan III.</i>		
		Development of supportive frameworks	<ul style="list-style-type: none"> Development of guidelines, protocols and policies Review of government policies and adaptation of other international instruments which included a gender mainstreaming toolkit, adapted from SADC Gender Mainstreaming Toolkit Revision of National Gender Policy and revision of national plan of action Preparation of Gender Statistical Profiles
		Mainstreaming of key instruments	<ul style="list-style-type: none"> Contribution to mainstreaming gender into national HIV/AIDS Strategic Framework TA to government in the mainstreaming of gender into the National Development Plan 3 and 4
JP Output 2.2	<i>Enhanced human and institutional capacity to lead gender mainstreaming</i>		
		Gender training Production, dissemination of gender information	<ul style="list-style-type: none"> Gender budgeting training for 40 ministry staff Gender analysis and mainstreaming training for 26 management level staff from MoJ Gender and HIV briefing sessions for 17 Parliamentarians; including production of fact sheets on HIV, gender and other social issues
		Curriculum development	<ul style="list-style-type: none"> Conducting of curriculum audit for UNAM and PON to determine gender gaps within journalism training curriculum Support to Namibian Police in mainstreaming gender in curriculum for the Police Training College
		Gender assessments	<ul style="list-style-type: none"> Assessment of 4 sub-Sector policies for gender responsiveness and 5 ministries for GRB ; education, health, agriculture and finance
JP Output 2.3	<i>Improved availability, accessibility & management of GBV data, linked with the national data system</i>		
		Improving the M&E capacities for GBV data capturing	<ul style="list-style-type: none"> Training of 56 data capturers, including Police, Social Workers, Central Bureau Statistics staff, registration officials, health care and law enforcement officers

2.3 JP Outcome 3: Enhanced well-being of targeted women and girls through food security and livelihood improvement initiatives

Agency/IPs	JP Output	Key Interventions	Key Activities
UN Agencies/IPs: FAO, UNESCO, UNFPA, UNICEF, MAWF, MGECW,			
JP Output 3.1	<i>Food availability, access and utilization improved through appropriate farming systems</i>		
		Introduction to and provision of appropriate technologies	<ul style="list-style-type: none"> Provision of appropriate agricultural technologies: rainwater harvesting systems, drilling of boreholes and water provision, use of solar powered water pumps, drip irrigation systems – in Ohangwena, Omusati, Caprivi, Kavango
		Training in agricultural activities	<ul style="list-style-type: none"> Training in food security and livelihood initiatives for 374 female heads of households Training of 64 Agricultural Extension officers and community leaders in horticulture
		Provision of agro inputs	<ul style="list-style-type: none"> Provision of variety of adapted breeds of livestock: goats, chickens and gardening implements, tools, and inputs
JP Output 3.2	<i>Increased incomes through diversified economic activities</i>		
		TA for agro research	<ul style="list-style-type: none"> Assessment of and provision of Technical Assistant (TA) in silk production
		Development of training toolkits/provision of training	<ul style="list-style-type: none"> Development of 4 toolkits for women in IGAs and SMEs Training of 57 women and girls in IGAs/SMEs management and 50 women and girls in financial management
		Development of training toolkits	<ul style="list-style-type: none"> Development of training toolkits in different areas for IGAs and SMEs. These included the following Business Management, Work Ethics, Literacy, Tailoring and dress making, Building Construction and Carpentry, Agriculture, craft and jewellery making.
		Training and capacity building in management of economic activities	<ul style="list-style-type: none"> Training of Trainers on toolkits developed for IGAs and SMEs mainly the youth officers from the Ministry of Youth National Service Sports and Culture. Training in basic business management (small-medium enterprise management – book keeping,
		Provision of productive assets for IGAs	<ul style="list-style-type: none"> Support to existing IGA's (4 in the four study regions identified), provision of training and equipment purchased based on needs assessment conducted. This comprised a Hammermill project in Bukalo in Caprivi, a livestock project in Kunene,

Chapter 3 Synthesis and Analysis

3.1 Relevance

Relevance of Joint Programme Design

Consistency of objectives of interventions with needs and interest of the people, country and Millennium Development Goals.

a) Contribution to solving socio economical needs and problems of the people of Namibia

i) Alignment to key national priorities and development frameworks: The Gender JP contributed directly to solving the socio economical needs of the people of Namibia because activities were aligned to the key national socio economic frameworks, in which the MDGs are also embedded :

- The Vision 2030, states that the overall aim for Namibia's economic development is to transform the country from a developing, lower-middle income to a developed, high income country by the year 2030 – and the GRN has tasked itself with reducing poverty through agricultural development, non-agricultural growth such as encouraging Small and Medium Enterprises (SMES)¹⁰.
- The Third National Development Plan, 2007/2008 – 2011/2012,¹¹ (NDP3) whose theme is, “Accelerating economic growth through deepening rural development” during 2008-2012.

The Vision 2030 prioritizes poverty as the most critical socio-economical factor affecting Namibian society and the intricate role pervasive gender inequality, sexual and gender based violence and HIV and AIDS play in perpetuating it. The (NDP3) defines poverty in Namibia as being mainly a rural phenomenon, where wages in cash and subsistence farming were the main sources of income (44 percent for wages in cash and 35 percent for subsistence farming in 1993/94 and 46.3 percent for wages in cash or salaries and wages and 28.9 percent for farming in 2003/04.¹²

Under the Second National Development Plan (NDP2), the main causes of poverty were identified as HIV/AIDS, unemployment, lack of or inadequate access to social services and their poor quality, lack of or inadequate assets such as livestock and land (including poor soils) and poor road infrastructure were the major problems experienced in the regions.¹³

ii) Alignment to MDGs: The JP had its basis in MDG3, Promote Gender Equality and Empower Women, whilst the specific JP Outcomes of the programme were aligned to other MDGs: JP Outcome 1 was aligned to MDG 5 Improve Maternal Health and MDG 6 Combat HIV and AIDS, Malaria and other Diseases, through JP Outputs 1.2, 1.3 and 1.4 which speak increasing and improving access to SRH, HIV and AIDS and other health services. While JP Outputs 2.1 to 2.2 are directly related to MDG3 as the focus is on gender equality and empowerment of women through strengthening strategic frameworks, JP Output 3.2 focuses on the empowerment of women economically through food security, livelihoods and economic activities. JP

Box 4: Key JP Documents produced

Gender training:

1. Gender Curriculum
University of Namibia & Polytechnic of Namibia
2. Toolkit for Media Institutions
3. Gender Toolkit for Educators
4. Gender Toolkit for media houses and institutions

Media training:

1. Manual for management of community multimedia centres and community radio stations in Namibia
2. Training manual for establishing and maintaining Community Media Centre

IGA/SME:

1. 4 toolkits (Business Management, Work Ethics, Literacy, Tailoring and dress making, Building Construction and Carpentry, Agriculture, craft and jewellery making.)

GBV/Life Skills

1. Male Involvement Manual and TOT training
2. TOT training manual on life skills programme for girls

¹⁰ Beyond Inequalities 2005, Women in Namibia, University of Namibia p18

¹² Republic of Namibia, Third National Development Plan (NDP 3), 2007/2008 – 2011/12, Vol 1, p 20

¹³ Non-monetary dimensions of poverty and its causes, Participatory Poverty Assessments (PPAs), 2003-2006.

Output 3.1 is directly aligned to MDG 1 Eradicating Poverty and Hunger, and is an underlying theme in the NDP3 and Vision 2030 as well.

The Gender JP addressed poverty as a central socio-economic issue in Namibia and in particular poverty amongst female headed households and vulnerable communities like the San. The Gender JP sought to address rural poverty by addressing 'pervasive gender inequality, sexual and gender based violence and HIV and AIDS, which taken together perpetuate poverty through generations.'¹⁴

iii) *JP Poverty Alleviation Interventions:*

The JP sought to address the underlying causes of poverty in Namibia, as identified in the NDP2 (cited above) through awareness raising of women and girls rights and to create demand for and increase access to HIV and AID prevention and treatment services and inadequate assets such as livestock and land in JP Outcome 1. 76,494 targets were reached with the trainings in SRH and HIV and AIDS and rights awareness.

JP Outcome 3, specifically addressed poverty alleviation through economic empowerment of rural women, with a focus on the San and youth. Under this Outcome the JP was designed to increase food security through the introduction of appropriate technology, provision of training and agricultural inputs. According to the NDP3, as a middle income country, food security in Namibia is primarily at the household level. Household food security, in turn, depends on direct increases in production of food for self consumption and the availability of cash income to buy food.¹⁵

JP Outcome 3 was responsive to the needs of the country in reducing poverty and increasing food security, and providing for availability of cash income to buy food through the livelihoods interventions through which 374 Female-Headed Households were reached with food security and livelihood initiatives, which included gardening and rearing of small stocks of chickens, goats and cattle. In Kunene Region the JP supported three Ovaherero communities under the Office of the Prime Ministers (OPM) social development programme for Indigenous groups, Otjomuru, Ohaihuua and Otjikoko and supported 52 households with 154 goats, 1000 indigenous chicken, 20 Bahree date palm trees and cactus cuttings. The GRN contributed 38 cows and 1 bull through the OPM. MGECEW distributed 3 goats and two chickens per household. The Evaluators visited Otjomuru Settlement and found the 71 goats distributed there had multiplied three-fold to 215 and community members were now getting milk from them and one of the Bahree date palm trees was flourishing and fruiting soon in an elderly community members farming unit (see Success Stories in Annex 1). Both communities at Otjomuru Settlement and Otjihandjesemo in Kunene reported improved health in their children since they consuming milk from the goats. At Ongha in Ohangwena, the female heads of households at the Community Garden reported having more frequent meals and adding fruits and vegetables to their diet as a result of the project. FAO estimates that equalizing access to productive resources between female and male farmers could increase agricultural output in developing countries by as much as 2.5 to 4 percent.¹⁶

JP Outcome 3 also contributed to increasing incomes of 107 women and girls who were provided basic training in the management of Income Generating Activities (IGAs) and Small and Medium Enterprises (SMEs) and financial management. MGECEW supported four IGAs in Ohangwena, Kavanago, Omaheke and Omusati regions. The Evaluators visited an SME group at Okongo, Ohangwena that had received

Box 5: JP Outcome 3 Key FAO Inputs

Garden inputs:

- a) Irrigation equipment
- Water tanks, water tank stands, Watering cans, Drip irrigation system,
- b) Variety of fruit and vegetable seedlings
- c) Agricultural Chemicals
- d) Agricultural Tools & Equipment

Livestock:

- a) Stock - Boer breeding goats, indigenous chickens
- b) Equipment - incubators, and cages.
- c) Animal feeds and drugs,

Capital items: Vehicles, motorbikes

Training: MAWF agricultural extension officers

¹⁴ Baseline Study Report (FAO), 2009.

¹⁵ Republic of Namibia, Third National Development Plan, p22

¹⁶ Excerpt from 'Gender Equality World Report, 2012

support from MGEWCW of sewing machines, furniture and training. At Okonga also in Ohangwena the women running the SMEs reported having more money after JP support for other household needs. The group which was started in 2008 by 7 women reported increasing their income and quality of life substantially since receiving the support.

The Gender JP design therefore was responsive to the socio economic needs of the country as articulated in the two major policy documents of the Republic of Namibia guiding social and economic policy, Vision 2030 and the NDP3 and to MDG goals 1, 3, 4, 5 and 6.

b) Value added by IPs

In the design of the JP, the selection of interventions prioritized existing interventions within the national gender programme and the national development programme. This therefore led to focusing efforts towards adding value to existing interventions by both UN agencies and IPS.

i) Upgrading of existing WACPU centres

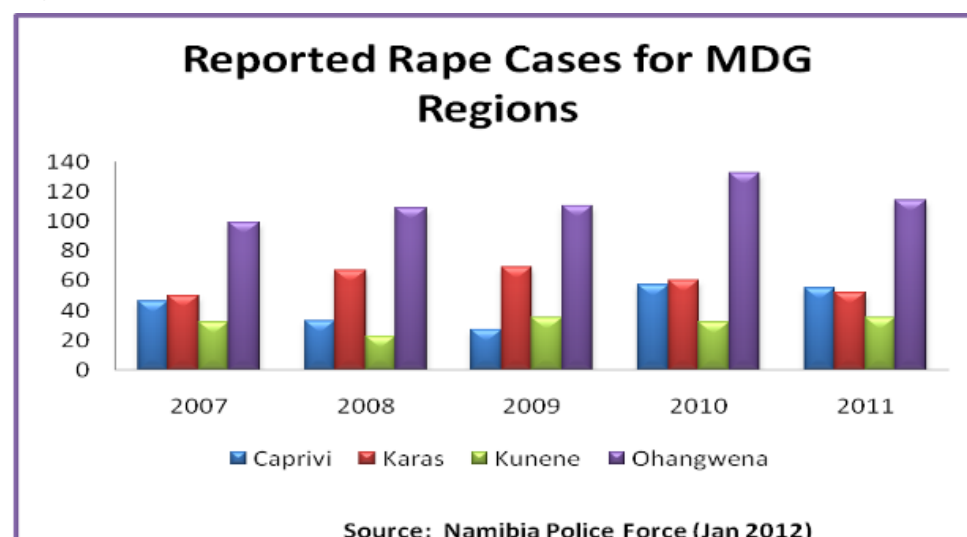
Use of MGEWCW Shelters

The 8 WACPU centres in the 7 JP sites were part of the 13 existing centres under the MoSS. The MGEWCW purchased 2/3 houses in residential areas as shelters which later housed WACPU staff,. They were furnished and equipped by UNICEF to make them user-friendly and operational. The use of the centres in residential areas in secured complexes of 2/3 houses increased police visibility in communities, awareness of services for GBV survivors and reporting of GBV cases.

Social Workers in WACPU Centres: The use of the social workers in each of the 8 WACPU centres to provide counseling services by MGEWCW added more value and strengthened referrals and linkages.

Provision of Places of Safety: MGEWCW in some of the sites also provided a third house as a place of safety for GBV survivors under immediate threat or danger. The Evaluation visited the WACPU Centres in Karas, which have a place of safety designed to also accommodate young children and is equipped with appropriate toys and reading materials. MGEWCW long term plans are to introduce One-Stop GBV centres which provide all services for GBV survivors in the same space, including medical and forensic services.

Figure 3



Box 6 Key GRN Contribution

JP Outcome 1

MGEW, MRLGHRD MoJ, NPC, MoHSS, MoSS

- a) Use of 8 shelters as WACPU offices (MGEWCW)
- b) Staff time
- c) Vehicles, running costs

JP Outcome 2

MGEW, NPC

- d) Staff time
- e) Vehicles, running costs

JP Outcome 3

MAWF, MoL

- f) Breeding Boer goats
- g) Staff time
- h) Vehicles, running costs
- i) Land
- j) Infrastructure
- k) Facilities – 2 research stations for breeding goats and chickens
- l) Extension services to beneficiaries (extending beyond JP)
- m) Technical support to communities (extending beyond JP)
- n) Practice Oriented training in horticulture (extending beyond JP)

OPM

- o) Cattle, goats chickens
- p) Vehicles, running costs

Other:

MGEWCW housed PMU, provided vehicles, running costs

ii) MAWF Agricultural Extension services & trainings

The MAWF added value to the FAO led JP Outcome 3 on improving food security and livelihoods projects by providing land, infrastructure, staff and inputs in breeding goats and chickens on 2 research stations. The MAWF also offered practice oriented training in horticulture principles and practices to beneficiaries in all project sites, reaching 374 female-headed households involved in food security and livelihood initiatives. This was followed by regular extension service to the beneficiaries. MAWF has committed to continue technical support to these communities. MGECW also regularly visits the 2 community gardens in Omusati Region. MGECW and Ministry of Health undertook community sensitization training in partnership with MAWF to beneficiaries in gender, GBV, RH and HIV issues for women and girls in all the JP sites. The services MAWF provided during the JP were already part of its mandate but with the synergistic relationship shared with FAO during the implementation of the JP and the training provided to 64 agricultural extension officers in horticulture by FAO, MAWF capacity was strengthened and will be able to provide better services to communities.

iii) Greater involvement of Civil Society in GBV campaign

The MGECW added value to the on-going campaign against GBV with greater involvement of civil society during the 16 days of Activism against GBV during the third quarter of 2011 under the theme 'Peace in home to peace in Namibia; Unite to end Violence against Women and Children'. About 250 community members, government & NGOs representatives and Youth were involved.

During the campaign materials for the Zero Tolerance Campaign on human trafficking, passion killing and baby dumping were re-disseminated through the local print media to heighten awareness of GBV. MGECW has continued with the GBV electronic media campaign with government funds after the end of the JP. Greater involvement of civil society scaled up the campaign. The Legal Assistance Centre (LAC), which was a Civil Society Implementing Partner under JP Output 1.3, in the training of 63 paralegals has conducted various training workshops for communities in GBV. The LAC outside of the JP had been conducted various workshops and trainings on GBV at community level and produced a publication called 'Addressing Gender Based Violence Through Community Empowerment'.¹⁷

Box: 7

**Community involvement
in Addressing Gender
Based Violence**

"Never doubt that a small group of thoughtful citizens can change the world. Indeed it is the only thing that has." *Margaret Mead*

Source: Legal Assistance Centre, 2008

Involvement of civil society however needs to be done more strategically in the implementation of the National Plan of Action on Gender Based Violence 2012-2016 in the mobilization of grassroots communities. Implementation Framework of the NPA on GBV proposes direct entry into communities through establishment of core regional constituency teams¹⁸ but makes no mention of the CCE programme which was already part of the JP or of mapping and using existing NGOs or CBOs and empowering them to reach the communities.

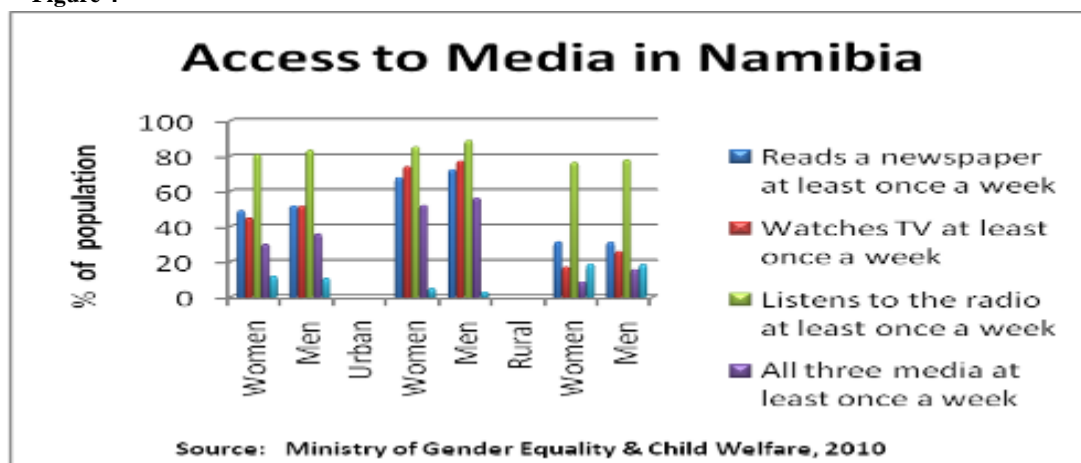
iv) Local Radio GBV Programme Production

Media houses translated the Gender Toolkit which was developed into radio programmes which were aired on local radio stations countrywide. Namibia has a fairly well developed telecommunications infrastructure and radio is accessible from most parts of the country and is the most effective media tool.

¹⁷ *Addressing Gender Based Violence Through Community Empowerment*, is a publication documenting the outcomes from the series of workshops across the 13 regions of Namibia by the Gender Research and Advocacy Project of LAC in 2008, in an attempt to identify the root causes of gender based violence.

¹⁸ National Plan of Action on Gender Based Violence 2012-2016, p24

Figure 4



Karas Region Community Capacity Enhancement (CCE) programme effectively used a local community radio, Karas FM, to communicate to the public about JP activities being implemented through the CCE. UNESCO trained CCE facilitators worked with radio station in the production of programmes on SRH, GBV and HIV and AIDS, and used the radio to mobilize community action around issues and draw community members to CCE forums.

v) *Gender training for tertiary institutions*

The University of Namibia (UNAM) and Polytechnic of Namibia (PoN) were supported by UNESCO to develop core courses on gender sensitivity for journalism students, which was validated during the 3rd quarter of 2011. This will increase gender-sensitive reporting and awareness of gender issues in the society and in the long term change perceptions positively. A module to combat GBV was developed for all 1st year students at University of Namibia and 451 (281 female and 170 male) students were reached during 2011. There is a potential to reach many more students in tertiary institutions with gender training. UNAM has an annual enrolment of over 13,000 from eight faculties and two schools and the total annual Output of the PoN is around 2,612 graduates. (Source: NDP3). Police curriculum were also reviewed and modules on domestic violence, sexual violence, child protection and human rights handbook were included after the reform.

vi) *Regional Councils* provided support to the CCE conversations. The CCE programme was started by UNDP prior to the JP and was located in the Regional Councils in nine regions and in each of the regions the CCE was present in three local authorities (town councils, local authorities, local village councils). Each region had a CCE Coordinator, that UNDP placed as UN Volunteers (UNV) and 7 facilitators. The CCE Coordinator was housed by the Regional Councils, who paid for the accommodation and overhead costs and in the case of Karas and Kunene, the Regional Councils were fully engaged with JP activities, in Karas the Regional Council supported 80% of the training and field visits undertaken by the Coordinator to various parts of the region.

vi) *Central GRN staff time & resources*

All the five key government ministries provided staff time, vehicles and running costs. MGECSW also housed the PMU and provided vehicles, running costs and other overheads. These are not easy to quantify

Box 8

Training Tools Developed by UNESCO

- Curriculum
 - University of Namibia & Polytechnic of Namibia
- Toolkit for Media Institutions
- Gender Toolkit for Educators
- Manual for
 - Community multimedia centres and community radio stations in Namibia
- Training manual for establishing and maintaining Community Media Centre in Namibia
- Trainings kits in IGAs/SMEs

but were a significant contribution. The Regional Councils provided direct staff supervisory support to the work of the CCEs.

f) Joint programming: Partnerships and Collaboration

i) Joint programming was the best option to respond to the development challenges stated in the project document because of the multi-faceted nature of gender programming. Government, development partners and civil society organizations tend to be specialized and build focus areas in delivery of services to intended beneficiaries. Bringing different players under a joint programme maximizes on the different skills sets and optimizes synergies. An example in the JP was the implementation of JP Output 3.1 on increasing food security, access and utilization through appropriate farming systems; entry into some communities to assess community needs was done by MGEWCW, UNDP, through the CCEs under the MRLGHRD, and the provision of agricultural assets and training by FAO and MAWF. In the collaborative relationship between FAO and MAWF, FAO introduced appropriate agricultural technologies to communities and provided agricultural infrastructure, equipment, inputs and other supplies and MAWF provided the support services to the community. UNFPA, UNICEF targeted the same communities with training in women's rights and reproductive health. Together the four UN agencies and two government ministries delivered more effectively than one agency would have despite the challenges faced and shortfalls in the Namibia JP.

Box 9

Joint Programme

A joint programme is a set of activities contained in a common work plan and related budget, involving two or more UN organizations and (sub) national partners. **No one agency has a broad enough reach to enable it to resolve development challenges single-handedly.** Joint programming is a way for agencies to mesh their individual expertise, strengthen their work, and enhance sustainability.

(Joint Programmes Overview - UNDG)

The Namibia Gender Policy, advocates for coherent partnerships;¹⁹ and the UNDG Guidance states that “agencies at the country level are expected to systematically undertake programming in a **collaborative** way, in order to enhance the coherence of the UN system as a whole, benefit from synergies and heighten the effectiveness of individual contributions.”²⁰

ii) Extent Namibia JP programme design, implementation, monitored and evaluated jointly

Joint design: JP Programme Design included two baselines; Prior to commencement of implementation FAO conducted a Household Survey in ten communities across Ohangwena, Oshana and Caprivi. The FAO baseline study was intended to augment available qualitative and quantitative information required to measure progress against achieved results and ensure the JP interventions introduced to communities match the needs and interests of the target populations. The FAO baseline was conducted in collaboration with MGEWCW, MAWF, UNICEF, UNDP and UNFPA and informed programming of the JP not only on JP Outcome 3 on which FAO was the lead agency but in focusing the JP on the central theme of poverty and the attendant themes of HIV and AIDS and gender inequality, sexual and gender-based violence. A KAP study to determine the understanding of the rights of women and girls was undertaken under JP Output 1.2 in Year One; However because it was recommended that activities should be based on existing programmes, these programmes were not designed as a joint programme, even though there was some level of jointness at UNDAF preparation between some agencies.

iii) Joint implementation: The programme was implemented jointly to a great extent with regards to having a joint approach to financial arrangements through the Harmonised Approach to Cash Transfers (HACT). The Draft HACT Assurance Plan was prepared in 2009 and the Approval Letter signed by Government. HACT Funding Authorization and Certificate of Expenditure (FACE)²¹ forms were signed by the IPs for all cash transfers. In the pre-programme inception component the aforementioned baseline

¹⁹ A key guiding principle of the NGP is ‘the promotion of partnerships and collaborations in order to achieve gender equality. Republic of Namibia, Namibia National Gender Policy (2010-2020)

²⁰ United Nations Development Group, Guidance Note on Joint Programming, p2

²¹ Further elaboration on HACT and FACE is given under 4.2 g

and KAP study was done jointly. Although the intention was for close integration in the technical and programmatic components there were a lot of shortfalls in joint implementation of activities at grassroots level, particularly in Outcome 3 with the food security, livelihood and economic empowerment activities where they were not introduced to communities with integration of components like the CCE (this was only done in some sites). MGEWCW should have also been supported to do the mobilization of the communities where these food security and livelihoods projects were being undertaken. Specialized agencies like FAO do not often have the expertise in social mobilization. There was greater integration and jointness in the implementation of national level activities – in Outcome 1 and 2, in the development of supportive policy framework, development of gender-responsive curricula. There were however some impediments; differing priorities and internal requirements when working on activities like the development of the National Gender Plan of Action which presented coordination challenges.

Monitoring and evaluation in the design phase did not establish baselines for many of the activities undertaken, except for the FAO baseline and the KAP survey, and baselines are not readily available in Namibia. However, where possible baseline data was obtained from various existing local sources. The joint M&E Framework was designed for joint programming but was initially very weak but after the MTE recommendations, steps were taken to strengthen the joint M&E system and changes were made to the Results Framework.²² The programme had no M&E staff for a significant period of time during the JP; an M&E Officer was only recruited towards the end of the first year of the programme and during most of the final year of implementation there was no M&E staff after the incumbents contract was not renewed for non-performance. Reporting from implementing agencies and partners was not standardized and data was therefore not comparable. Measuring impact is difficult to do in the absence of a baseline, even for short term impacts for this evaluation.

Parallel programming versus Joint Programme

The UNDG description of parallel programming is: “*Programming process through which two or more UN entities design separate programmes, but these contribute to the achievement of a common objective identified through a collaborative assessment process, within a concerted timeframe,*”²³ and a Joint Programme as “*a set of activities contained in a common work plan and budget that is implemented by government and/or other partner with the support of two or more UN agencies.*”²⁴ Whilst the Namibia JP had a common workplan and budget the actual implementation of the Namibia JP was more of parallel programming rather than a joint programme in the *design and activities*. This was in part due to the focus on ongoing programmes in the inception of the JP where agencies implemented activities that had been designed as parallel programming and not as a joint programme, even while contributing to the achievement of a common objective which had been identified during the previous UNDAF process. It was also in part due to the selection of too many implementation sites and agencies not all being in the same sites and providing the required services of the gender programme to the same communities. In Epupa Constituency in Kunene Region for instance the only agencies present were FAO and MGEWCW (in the OPM projects), there were no SRH activities or service provision, access to information on the rights of women and girls or community media, which impacted women’s access to productive assets in communities already lacking such information. The lack of other gender focused activities limited the success of Outcome 3 activities, which in a more cohesive Joint Programme would have been present.

The programming matrix in the UNDG guidelines for Joint Programming²⁵, describes the programming aspects - *problem assessment, objective, timeframe, programme design, activities, reporting, M&E programme document* as being common in a joint programme and the budget as a combination of agency specific and common. In parallel programming from problem assessment to programme design everything

²² Namibia Improvement Plan, p3

²³ UNDG Joint Programming Guidance Note, p2

²⁴ UNDG Joint Programmes Frequently Asked Questions

²⁵ United Nations Development Group, Guidance Note on Joint Programming, p4

is common but the activities to budget are agency specific only or both. The programme design and activities of the JP lacked consistent and comprehensive jointness particularly in Outcome 3. The MTE also identified a number of issues around joint programming. Almost all of the issues in the Improvement Plan related to making the programme more of a Joint Programme.

3.2 Efficiency

Turning resources and inputs into results

a) Efficiency: Joint Programme versus Single Agency intervention

The JP was more efficient in turning resources into results with the agencies and IPs working together than single agency intervention would have been, despite the challenges in implementing as a Joint Programme. JP Outcome 3, FAO provided productive assets and training in farming methods reaching 374 Female Headed Households by the 2nd Semester of 2011²⁶ whilst UNESCO developed 4 toolkits and trained 57 women and girls in IGAs /SME management and 40 in financial management. In the four sites where the MGECW selected IGAs agricultural expertise was provided by MAWF/FAO but mobilization and organization was done by MGECW /UNDP, through the CCE facilitators identifying the needs and gender issues amongst communities. The JP target of 136 FHH was exceeded nearly three-fold whilst the targets for UNESCO trainings were 40 women for each area of training.

Of the 6 community projects visited in the study regions doing Community Gardens and livestock projects, (and one IGA), 4 were running successfully (1 Community Garden in Ohangwena, 2 Livestock projects in Kunene and 1 IGA in Ohangwena) reported being consulted by the CCEs or other entry methodologies used by FAO and MGECW and received appropriate support responsive to their expressed need and ongoing regular agricultural training and extension support from the FAO contractor (Ohangwena), livestock management extension services from MAWF and supervision by MGECW (Kunene). The shortfall was in some of these as mentioned above the absence of gender and SRH training and services.



Photos Clockwise: Ohangwena; (Top) Water tanks, manure, Water harvesting (bottom) Theory session, Practical Session, cabbage crop

²⁶ JP M&E Framework, Revised, Feb 2012

Examples where single agencies did not achieve the results within the JP were the livelihoods projects in which FAO worked alone in Caprivi with the Macaravani San at the Hiyamasan Community Garden, which was also affected by group dynamics and the Ovatie with the Community Garden. The Ovatie Community MGEW/OPM collaborative livestock project was successful but not the community vegetable garden because MGEW continuously monitored and supervised the livestock project but community members reported that neither MGEW nor MAWF had continued to engage or support them with the vegetable garden. The UNDP supported CCEs were also not engaged with these two communities.



Photos: Otjomuru, overgrown abandoned Community garden, neglected Date palm tree and Ovatie Community members

Complex ethno-cultural and sociological backgrounds of mostly indigenous groups that had been resettled and recently introduced to farming like the San and Ovatie played in role in the failure of their projects²⁷. UNESCO's ethno-cultural, educational and scientific advantage could have been utilized to identify ethno-cultural issues that would influence implementation. Working together to provide continued technical support, monitoring, supervision and mobilization FAO, UNDP and their Government counterpart IPs could perhaps have produced different results in the Vegetable Garden projects in Caprivi and Kunene with the indigenous groups as they did in Ohangwena which also had a San Community Garden that was well supported and successful. Ohangwena is also a relatively well wooded and watered area than Kunene, and that could have been a success factor.

b) JP contribution to UN Reform in Namibia

Delivering as One

One of the key objectives of the UN Reform of "Delivering as One" (DaO) approach is to increase the impact of the UN systems support to national priorities. Through the JP, efforts were made to contribute towards the UN reform in Namibia:

- i. *Increasing national ownership of UN activities*; In all the eight Programme Pilot Countries where the DaO UN Reform approach was piloted the *Delivering as One programmes are more consistently driven by national priorities*.²⁸ This was evidenced in the Namibia JP. Although there were challenges in increasing national ownership at the start, following MTE recommendations efforts were made to increase and support GRN ownership of the JP through strengthening of the MGEW.²⁹
- ii. *Harnessing comparative advantage and synergies of different agencies*; although there remained challenges towards meeting this objective, the JP enabled agencies to work together in a more coordinated manner than previously done. In each of the 9 JP Outputs of the Implementation framework, activities were carried out jointly by more than one agency, with each focusing on a

²⁷ "Practices and processes of inhabitation are rooted in local knowledge, accumulated over time, including practices, knowledge and technology of farming, nutrition, health, and environmental management. " Aspects of Culture, The Power of Culture for Development, UNESCO, 2009

²⁸ How Delivering as One Adds value, Stories and Testimonies from Eight Programme Pilot countries, UN Development Operations Coordination Office, www.undg.org/hanoi2010

²⁹ Namibia Gender Joint Programme Improvement Plan on Mid Term Evaluation, *Recommendation 1: the GRN should strengthen its leadership role in the Joint Programme*, 15 February 2011, p.1

specific area. (see 4.1 (b) above. Collaboration between MAWF/FAO and MGECW /Office of the Prime Minister, in Kunene has resulted in successful goat rearing projects at the two target settlements, with goat stocks increasing an average three-fold in both communities over two years.

The use of the CCE methodology in the introduction of new agricultural technologies and projects was successful in stimulating dialogue and engaging communities on development issues, and were used in some MDG sites as entry points to communities prior to introduction of interventions but this was not consistent as the CCEs were not in every community the JP entered into.

Thus the lack of proper sequencing of activities, and the thin spread of activities over too many regions resulted in a significant reduction in results. A few target communities would have been selected as pilots after the FAO baseline, which informed the selection of the FAO sites in Caprivi, Oshana and Ohangwenya, and all agencies would have worked with those same communities. UNFPA, UNICEF and UNDP were all involved in the mobilization efforts in the communities for the baseline.³⁰ Secondly after being used at entry, the CCEs did not appear to continue mobilizing those communities, apart from the communities in which they were part of and were themselves beneficiaries of IGAs and SMEs, such as in Kunene.

iii. *Reducing transaction costs for government generated by UN organizations;* implementing JP activities through the HACT assisted in reducing transactional costs, although not all agencies disbursed funding this way. A measurement of the actual reduction of transaction costs was however not done by the evaluation.

iv. *Encouraging donors to pool funds for more strategic delivery and impact;* The JP didn't engage other donors much in the implementation of programmes. The JP however worked with the United States Agency for International Development (USAID) and PACT on a number of activities, for example the development of the NPA for GBV and WACPU support. USAID financed the research into Human Trafficking during the GBV Zero Tolerance Campaign. The Exit and Sustainability Plan included plans to increase collaboration with other donors..

v. *Increasing UN's efficiency and effectiveness;* the JP was an opportunity to increase UN efficiency and effectiveness in Namibia and efforts were made to do so with measured success. As Joint Programming became more clarified after the MTE and a distinction between parallel programming of pre-existing programmes using JP funding during the first year and a half of the programme was made, agencies efficiency and effectiveness increased, particularly at the level of implementation of activities. Limitations to this were intra agency individual administrative and financial arrangements which could not be changed by agencies independently of their organizations. Issues of accountabilities and processes were also not well understood.

But whilst there was a platform for delivering as One on a technical level through the PMC-Technical, a strategic framework for delivering as One at operational level or measurement of the rationalization and optimization of financial and operational resources was not evident in the JP. Some strategic decisions were made by the PMC-SC around funding mechanisms through use of the HACT but this did not extend to other operational areas.

c) *Efficiency and cost effectiveness of JP management Model*

The structure of the JP management model was bureaucratic with too many layers. The MDG-F Guidelines³¹ propose three levels: National Steering Committee (oversight), Programme Management Committee (Management) and Programme Management Team (Implementation) with a small secretariat (PMU) to support the PMT. The guidelines also propose locating the PMT within government. The JP had two PMCs (one at strategic level and the other at technical level. The Project Management Unit (PMU)

³⁰ Baseline Report, FAO, 2009 p.iii (acknowledgements)

³¹ Implementation Guidelines for MDG Achievement Fund Joint Programmes, February, 2011 p.9

was a separate entity contracted by UNDP though housed at MGECW, with unclear reporting lines – in principal to the PMC (but not clear which one) – in practice reported more to UNDP where their contracts lay before the MTE and with another direct reporting line after the MTE to the PS MGECW, which was complex.

The MDG guidelines recommend the PMU Manager report to the PMT, which should be located in Government. There were perceptions of the PMU being UNDP staff and not answerable to the PMT (PMC) before the MTE. After the MTE there was increased responsibility to Government, following the recommendations that all correspondence and documentation be shared with MGECW and be informed of all activities of the PMU to strengthen Government leadership of the programme. Greater efficiencies could have been achieved with the PMU being structured following MDG-F guidelines and as funded positions within the MGECW, which would have also added capacity to the ministry.

The Namibia JP management and coordination structure therefore was too complicated and not efficient. A review of 21 joint programmes across 14 countries initiated between 1997-2005 recommended that “*Joint programmes should avoid setting up complex administrative decision-making structures that cannot be sustained past the life of the programme.*”³²

d) *Delivery of JP Outputs, Attainment of JP Outcomes*

The Joint Programme did increase efficiencies where proper collaboration and “jointness” occurred and agencies drew on comparative advantages in technical skills and resources as noted in the collaboration on the GBV Zero Tolerance Campaign. Evidence of maximization of financial and material resources was not catalogued within either the agencies nor the IPs or between the agencies and the IPs and could therefore not be assessed. There was only reference made to joint monitoring visits. The PMU was a shared resource, serving as a repository of information and a secretariat for all participating agencies and IPs.

e) *Implementing Partner work methodologies efficiency*

Establishing referral systems by implementing partners with other service providers increased efficiency. GBV and rape survivors are often attended to by more than one service provider; doctors/medical personnel, social workers/counselors and the police. These service providers have formal referral systems, and in the case of WACPU centres, survivors are tracked and followed up. The Childline/Lifeline had a referral system to ensure an abused child gets the full range of services available. During the second semester of 2011 a total of 454 children received counselling support and information and were linked to critical protection services through the 116 toll free helpline facilitated by Lifeline/Child line.

Another efficient work methodology was the approach MGECW used in Kunene with the Ovatie community in allotting livestock to individual households but holding the livestock at a central point, a communal kraal, employ a herdsman and appointed informers within the community to alert the MGECW Community Liaison Officer who is responsible for the project, and the local police whenever any members attempted to sell their livestock or any livestock was being stolen by neighbouring communities. Arrests were made by police when there were attempts to steal or sell livestock and now the 71 goats that were contributed by the JP have multiplied three-fold, providing milk for the community and improved lives.

f) *Administrative, financial and managerial obstacles*

The use of different financial software across UN agencies was flagged by some of the IPs as an impediment to timely fund transfer. Funds were disbursed by the donor to the headquarters of the different agencies and then to Namibia, most IPs reported that there were delays in receipt of funds. At project inception in Year 1 there was a nine month delay in disbursement of funding and in Year 3, resulting in low implementation by some agencies, particularly FAO because of the cyclical and seasonal nature of agricultural activities.

Some of the delays in receipt of funds were attributed to delays in reporting on activities done and accounting for previous disbursements by the respective implementing partners (if IPs didn’t report and

³² Enhancing the Effectiveness and Efficiency of Joint Programmes, Lessons Learned from a UNDG Review, p.xvi

account for disbursements then agencies couldn't do the same. The delay in reporting on activities could be due to the limited staff and competing demands. Although the issue of delays in funding could not be verified by the evaluators, low staffing levels amongst IPs already implementing other programmes was noted by the evaluation.

There was reported technical capacity challenges in some instance in preparing reports to the required standard by IPs. Some respondents during the evaluation reported difficulties in understanding reporting requirements and in some instances receiving support from the agencies – confirming the technical capacity gaps.

The PMU reported challenges with receiving programmatic and financial performance data both in terms of timely receipt and accuracy of information received. There was a turnover in leadership at the NSC, PMC-SC and PMC –TC, which hampered understanding of the project, decisive action and progress as individuals with the institutional memory had left. The complexity of the structure and poor understanding of roles in the initial phases of the JP affected proper functioning and implementation. Coordination was also a major issue reported to be affecting the JP implementation right through to the last semester of the programme. MGEWC's capacity as a coordinating body for gender in the country still requires strengthening, not only or necessarily increasing staff levels at regional level, as has been proposed by MGEWC but in creating other effective modalities for delivery, including improved and clarified collaboration with the Regional Councils and other regional structures and partners, including CSOs.³³

g) *Fund governance*

The GRN finalised a HACT assessment of four ministries in 2009 and the system was used in the JP, although not by all. Disquiet was raised both in the MTE and this evaluation about funds not being channeled through the Government of Namibia. One comment from a government official which was repeated almost per verbatim in both evaluations was, *"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?"*³⁴ The Consolidated JP review of 26 JPs recommended that *"Development aid should flow through national budget and procurement systems in countries that have demonstrated adequate public expenditure management."*³⁵ This may also entail building the capacity of Government. Where the IP was one of the NGO's identified in the project document direct payment was implemented. However as noted above some IPs had difficulty in reporting and liquidating their allocations and a different funding mechanism was required.

The Spanish Technical Cooperation Office in Namibia (AECID) expressed some reservations on the total funds disbursed compared with the level of results achieved. They also highlighted that due to the constraints listed in the report concerning the timing, resources, sample size, etc it was not possible to measure the impact of the project on the ultimate beneficiaries. They also expressed a desire to have seen greater clarity with respect to funds spent on the field (this was shared with the UN in a few meetings), since the data reported on is in terms of funds committed and disbursed, in order to have deeper information on the level of execution of activities on the field, especially when the extension of the project was requested. Due to the time constraints and other limitations of the study aforementioned this evaluation could not obtain actual funding spent. The evaluation noted that the vegetable garden projects visited were very small in size in comparison to the number of beneficiaries. The IGAs were also very low level investments. The statistics reflected therefore in the Financial section below only cover amounts committed, received and disbursed.

³³ The Paris Declaration on maximization of AID encourage "Partner countries to commit to encourage broad participation of a range of national actors in setting development priorities (p7). Priority setting should be a bottom up approach engaging partners from village level up to national level. MGEWC engagement with structures close to grassroots is therefore imperative if meaningful impact at local level is to be achieved.

³⁴ MTE, p 23

³⁵ Enhancing the Effectiveness and Efficiency of Joint Programmes, Lessons learned from a UNDG Review. P. xvi

h) *Monitoring and Evaluation*

Monitoring and Evaluation (M&E) was in the early part of the implementation phase one of the weakest areas of the JP, but following the MTE the M&E Framework was reviewed in February 2011 and was used as the new framework to report back on the implementation period of July –December 2010. Indicators were reduced from 61 to 31 to ensure they were measurable and demonstrated the desired results. This improved quality assurance and reporting. The Evaluation however noted persistent inaccuracies, inconsistencies and gaps in data capturing during literature review and report writing. Data was not always disaggregated by gender and the gender dimension was of cardinal importance in this programme. Data for targets reached was not always aggregated making it difficult to get the full picture of accomplishments. The last M&E Framework (Revised February 2011) does not provide the aggregated data on all achievements to date under the JP, which makes an analysis of the progression of the programme difficult without having to refer to all the other reports.

IPs raised a concern about time and effort wastage in complying with the different reporting requirements of agencies especially those receiving funds from more than one agency under the JP for the same activity but having to prepare separate reports. Agencies have different reporting requirements which each one complies by. This overburdened IPs and was inefficient way of reporting.

i) *Communication and Advocacy Strategy*

The C&A activities were quite comprehensive, there was however not enough focus on rural women communities. The activities reported in monitoring reports under the C&A strategy were also all related to interventions with a large advocacy and publicity component in the JP, such as the campaign against GBV, HIV and AIDS awareness, but there is no description of what was actually done on areas like poverty for instance in the C&A, which is addressed by more targeted approaches like the economic empowerment activities than through change in public perception – even though there is a linkage. So whilst a number of activities were undertaken in line with MDG guidelines, the Evaluation could not fully assess the C&A strategy to determine whether what was being referred to as implementation of the strategy was not only the publicity and advocacy components of interventions due to the lack of time to verify results from the field with key respondents.

j) *Mid Term Evaluation & Corrective Action*

A key recommendation of the MTE was the need for strengthening the MGECW leadership of the JP and capacity to provide conceptual, strategic and implementation guidance. (MTE Report 23 (II) p 11.) This was addressed in the Improvement Plan, the MGECW led meetings of the JP, increased visits to project, access to all information going through the PMU, which was to become the repository of all information. Respondents reported that the PMU was still perceived as a part of UNDP and not the Secretariat for the JP. The PMU staff were recruited by and reported to UNDP.

The MTE identified technical capacity challenges within MGECW. A Gender Advisor was engaged for MGECW by UNDP and has been providing valuable strategic visioning and technical guidance to the ministry, and trainings in gender to MGECW staff, including the Gender Liaison Officers in the regions. Secondly, MGECW is trying to further strengthen its role at regional level and has submitted a revised organizational structure to the Office of the Prime Minister for consideration, which recommends decentralizing the ministry and placing senior gender personnel at regional level to provide stronger leadership and more effective coordination to other ministries.

The MTE recommended the JP establish a Coordination Plan and mechanism in order to strengthen the programme as a joint effort. (MTE 25. p.11). The Improvement Plan outlined various steps towards improving coordination, however coordination was amongst the main concerns of respondents in the study, between UN agencies and IPs and within UN agencies. Coordination should not be confused with communication as there were platforms at which the partners interacted. This is consistent with the challenges with operating as a Joint Programme indicated in previous sections (4.1 a and 4.1b).

The MTE recommended that the JP identify and prioritize a few tested approaches and models and scale them up to other regions. This did not happen as the programme continued to operate several activities in

different areas. There have been a number of successes from the JP which can be used as learning cases and replicated to other regions. Under JP Outcome 1 the MoSS in Karas Region is cascading the UNICEF training in gender responsive laws to charge officers and investigations officers throughout the region, using the trained WACPU officers as resource persons. MoSS has approached the Department of Justice to train prosecutors and magistrates in gender responsive laws to ensure higher conviction rates for perpetrators of gender based violence. Under JP Outcome 3, the gardening projects, IGAs and SMEs in Ongha and Okongo in Ohangwena and livestock projects in Otjomuru and Otjiahandjasemo in Kunene have been successful.

Monitoring and Evaluation was identified as an issue (MTE 27. p.12). The Improvement Plan outlined steps for improving the system and quality assurance reporting improved, revision of the M&E system, reporting framework, was made but the lack of adequately skilled personnel continued to affect functions. There is a general lack of adequately skilled and senior M&E experts in Namibia and the JP being such a complex programme required one. Collecting and collating reports from agencies and IPs continued to be a challenge for the PMU.

3.3 Ownership

Ownership in the process:

Ownership by target communities

At community level leadership was identified and the project was administered through the leadership. When local leadership was sensitized they mobilized the other members of the community around the projects and contributed to their success. At the goat farming projects visited in Kunene members have desisted from selling the livestock since the headmen started cooperating with MGE CW and the police to arrest any attempting to sell the herds.

At Regional level some Regional Councils took ownership, the CCE programmes were first implemented in July 2007 by UNDP before the JP, and were located in the Regional Councils. All the Regional Councils in the study regions have now engaged the CCE Coordinators and absorbed the positions within their structures and taken over payment of the Coordinators salaries.

At national level MGE CW has taken a much firmer leadership role of the interventions, building their own internal capacity and moving towards strengthening their role at the provincial level. There are still a lot of challenges and capacity gaps however which will require long term capacity building interventions to resolve. Capacity building of the MGE CW is ongoing. A Reference Group has been established by Namibian Police to review the curriculum and to ensure they learn from the process.

Effect of lack of ownership on efficiency and effectiveness

Due to MGE CW taking the leadership of the PMC-SC from NPC late, and some agency members still not fully engaged with the UN Reform which emphasizes national ownership, and to an extent the modus operandi in some instances of UN agencies, there are some perceptions of the JP being a 'donor programme' as opposed to being a 'donor funded GRN programme', and concerns about UN agencies going into communities and 'implementing programmes' instead of supporting government to do the implementation. This has led to periodic lapses in ownership or leadership of activities. The same concerns around ownership was also previously raised in the MTE. There are certainly some real concerns that should continue to be further addressed around ownership and

Box 10

CCE Making a Difference

"The Ovahimba tradition dictates that a man cannot die without being married, which forces women to marry men even though this person might be on his death bed, which might place them at danger as they know nothing about the man's health status. Through this programme (CCE) women have been educated of their rights and about HIV and AIDS and they now understand and appreciate this. We now talk about these things in our Ovahimba community."

*Rituapi Ruhozu,
Himba CCE Facilitator, Kunene*

mutual understanding and respect of roles and responsibilities between GRN and the UN, mostly around funds governance and involvement in implementation by UN agencies.

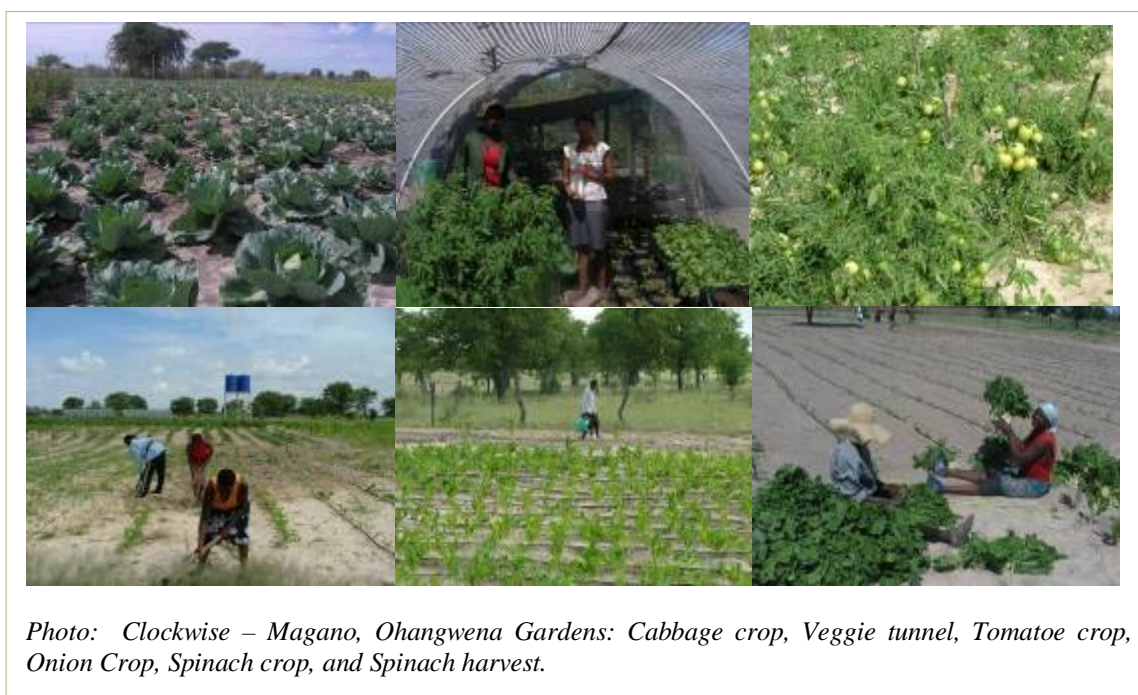
3.4 Effectiveness

a) *Extent to which the objectives of the development intervention have been achieved*

Extent of JP attainment of MDGs at local and national levels

The JP was responsive to MDG 1,3,4, 5 and 6. An introduction to this is made in 4.1 (a) above. Achievements that were made with respect to *Goal 1: Eradicate extreme Poverty and Hunger* were the improved livelihoods of communities that had successfully implemented the food security and livelihoods projects. In Ongha, Ohangwena and members of the Community Garden reported increase in the number of meals they were having from 1/2 meals a day to 3 meals a day as a result of the fruit and vegetable gardens and the Ovatu community in Otjomuru and the community in Otjiahandjesemo, Kunene reported improved health and diet from goat milk.

The IGAs beneficiaries interviewed also reported improvement in quality of life from increased incomes. From the six projects visited, half were performing well. The other MGEWC projects in Kunene which were not visited at Ohaihuua and Otjikojo had a similar management model to the ones visited and were reportedly performing well. From project reports the success rate of the projects is between 60 to 70%, the most success being recorded in Ohangwena.



This most likely due to the factors mentioned above of continuous support, mobilization and supervision and most probably the existing practices of livestock and agricultural practices of the people of the area.³⁶

MDG Goal 3: Promote Gender Equality and Empowerment: Various activities were undertaken in JP Outcome 1 towards this goal (3.0 above). Notable results have been seen in the increase in reporting of GBV cases through the WACPU centres which is a result of the combined activities on GBV and the location of new user friendly structures and accessibility of the WACPU services to communities.

³⁶ Baseline Report, FAO 2009.

Although information regarding increase in conviction rates could not be verified during the evaluation it can be assumed the improved Rape Test Kits will contribute significantly to this.

MDG 5 Improve Maternal Health and MDG 6 Combat HIV and AIDS, Malaria and other Diseases, was done through the increase and improvement of access to SRH, HIV and AIDS and other health services with NAPPA at women friendly centres. The education trainings that reached 76,494 people during the JP contributed significantly to increasing knowledge about SRH and HIV and AIDS issues, including access to prevention and treatment. Interventions addressing Goals 4, 5 and 6 were inter –related and addressed through JP Outputs 1.2, 1.3 and 1.4. Child Mortality was dealt in conjunction with Improving Maternal Health and Combating HIV and AIDS by integrating SRH and HIV and AIDS education. Integrating SRH with HIV and AIDS is a more cost effective and efficient approach and also effective in behavior change when family planning is used as an entry point to HIV and AIDS prevention, and condom use is promoted as a family planning method.

Accra Agenda for Action the gender policy framework was strengthened with the finalization of strategic documents like the National Gender Policy, National GBV Action Plan and various other strategic documents. Although there has been political engagement with the participation of Members of Parliament in gender training and orientation, positive outcomes are yet to be measured in terms of what proportion of the issues being raised in the outreach programmes and being tabled in Parliament are gender-related and how much of those issues are addressed by the relevant government ministries or non-government entity responsible. Secondly, the absence of gender advocacy civil society players in the JP made it difficult to see the impact of advocacy on Parliament to act on gender issues raised from community interface between MPs and CCE facilitators.

Mainstreaming gender into training curricula for key tertiary institutions under JP Outcome 2 will continually produce graduates with an understanding of gender. How much will translate into behavior change with ripple effects into society will depend on the gender agenda retaining a high profile on the development agenda of the country.

b) *Project Design and Effectiveness*

Ethno-cultural issues, mentioned above, affected access to implements and inputs by single Ovaherero women of Otjomurru settlement. Women reported being discriminated against by the community leadership and the men who dominated use of the implements. Entry into cultural groups with barriers to access to means of production by women such as in the Otjomurru settlement need to be addressed when undertaking projects otherwise will exclude the very intended target – women. Rural women in many instances have limited resources to economic means compared to their urban counterparts; programmes targeted at rural women should



Photo: Clockwise: Kunene Regional Council livestock project, Otjomurru successful Bahree date palm tree, Chicken project in Magano, , successful garden, Otjomurru

consider the constraints in the design. The JP highlighted the need to integrate key strategic frameworks in programming for gender as it is multi dimensional and cross cutting through different sectors.

c) Short Term Impacts

The examples that were provided in 4.4 (a) above can be referred to as short term impacts which were immediately visible. It was not possible to measure real long term impacts from this short 3-year project.

3.5 Sustainability

Sustainability: Probability of the benefits of the intervention continuing in the long term.

a) Support of local and national level institutions:

The CCE has been supported by many regional councils, and in all the four study regions of Caprivi, Karas, Kunene and Ohangwena the CCE Coordinators have been absorbed into the Regional Council structures. In the Karas Region CCE has been scaled up throughout the region already at the cost of the regional government. Karas Region is the first region to scale up CCE to all the local authorities in the region. It has been a very successful CCE region, due to the full engagement of the Regional Government that supported 80% of the 14 training and field visit activities the CCE were engaged in between 2009-2012.³⁷ In Ohangwena, CCE is also being scaled up to constituencies and training for Chief Clerks to facilitate the expansion of

the programme is on-going.



Photo: CCE conversation in Opuwo

The WACPU's are part of the MoSS, and the staff are police officers on MoSS payroll, therefore the WACPU's will continue beyond the JP; albeit with reduced resources.

This will also potentially affect GBV cases currently before the courts because the investigations have been, Kunene until now undertaken with support from the JP. Social workers are part of the MGECW establishment.

MoSS has allocated a budget for the training of police officers in gender responsive laws, following on curriculum reform and training provided by UNICEF; this will include the training of police officers and emergency room healthcare workers in hospitals in the use of the reviewed Rape Kits and other Forensic equipment obtained with UNDP support, to enhance forensics around rape and sexual assault cases.

The OPM/MGECW in Kunene is continuing with the Otjiahandjasemo and Otjomuru Settlement projects and others like them. However MAWF needs to step in and continue with the provision of extension services, which community members in the latter settlement said had been stopped. MAWF is also already involved in Mubiza Community in Caprivi and the Ongha vegetable garden in Ohangwena with the provision of regular extension services and training. MAWF however needs to also support the communities in Mubiza and Singalamwe replace solar panels for the borehole to continue with the gardens. The infrastructure that was provided by the JP is a productive asset to the community.

MoSS is extending training in gender responsive laws offered through UNICEF support to WACPU officers to all other officers and charge desks and investigations wing in all police stations in Karas and elsewhere. MoSS has already budgeted for cascading training to other officers besides WACPU officers. MoSS has taken leadership in all the areas that they received UNICEF support in and have allocated resources from the police budget and police programmes.

³⁷ Information obtained from CCE Coordinator, Menesia Keister's report to UNDP at close out of the JP

d) **Creation of Capacity in national IPs**

Trainings: Capacity has been created and reinforced in national partners through the various *trainings* under the JP: FAO trained 64 MAWF agricultural extension officers in horticulture and provided; 186 Central Bureau of Statistics, MoSS, and MGEWCW staff were trained in GBV data capturing and analysis, 40 government mid-level MGEWCW staff and 26 management MoJ staff were trained in gender mainstreaming, 35 NAPPA staff were trained on GBV, SRH and HIV and AIDS and 17 Parliamentarians received training in Gender Responsive Budgeting. These various trainings will all increase technical capacities in various aspects of gender in the national IPs.

Gender Analysis Exercises: The *gender analyses* done of 4 government ministries and gender responsive budgeting of 5 other will provide the evidence for addressing gaps in budget submissions to Parliament for funding of gender activities and strengthening capacities further of government IPs to implement gender programmes.

Technical support: MGEWCW has a gender adviser that was provided through the JP, who is training and mentoring ministry staff. UNFPA provided an accountant to MGEWCW prior to the JP to enhance financial management and this support is ongoing; other partners have government accountants in place managing large budgets. The toolkits, guidelines, curricula, mainstreaming toolkits, revised National Gender Policy, GBV Plan of Action will all provide the base for future work.

e) **IP financial capacity for sustenance**

In some instances the partners have had sufficient financial capacity to maintain some of the benefits produced by the programme, such as MoSS, which developed an Annual Work Plan and Action Plan for 2012 which included scale up work on the WACPU, which includes extending gender responsive training to all WACPU officers and other investigations wings. MGEWCW has continued with most of the programmes implemented under the JP – most of them like the GBV campaign were already ministry programmes. MITC Kunene Region reported that they were looking into charging nominal fees for services at Community Media Centres in order to be able to sustain them. The financial capacities of the above mentioned should be viewed from the perspective that most of them were already existing government programmes as JP priority was to build on these. There will be scaling down without the additional resources however.

3.6 JP Financial Progress

The following Financial Progress overview of the JP is a summary of funds that were committed by the MDG-F; funds that were approved and transferred to agencies and funds that were disbursed by agencies to Implementing Partners.³⁸

It also shows the performance of the JP in financial terms for funds received and disbursed for the programme. The overview concludes with a brief on the delivery rate of the JP.

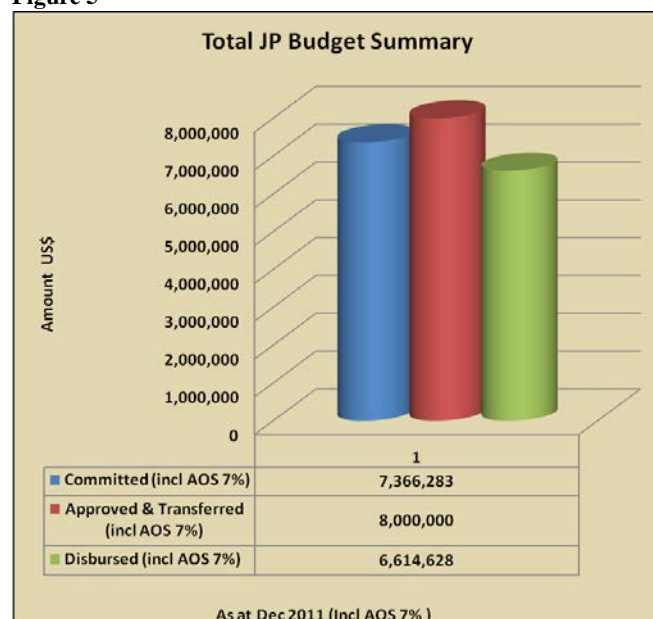
Accountability in the JP lay with each participating UN agency.

Box 11 JP budget concepts

- Total committed to date should be understood as: “legally binding contracts signed, including multi-year commitments which may be disbursed in future years”
- Total disbursed to date: this category includes only funds disbursed, that have been spent to date
- % Delivery Rate = (Budget Committed / Budget transferred to date) *100.

³⁸ All financial information in this section is obtained from the *JP Results Framework with Color Coded Status*, for the Reporting period July-December, 2011 and all budget items include AOS at 7%. All summary data is at 31 December, 2011

Figure 5



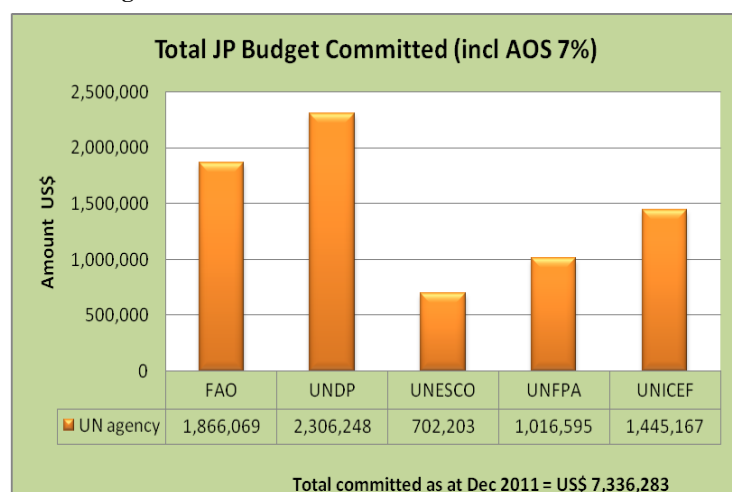
Each agency assumed complete programmatic and financial responsibility for funds disbursed to it by the Administrative Agent (AA) and decided on the execution process with its IPs and counterparts following its own applicable regulations. Agencies were entitled to deduct their indirect costs on contributions received not exceeding 7% of the JP budget in accordance with the provisions of the MDG-F MOU signed between the AA and the agencies. All statistics contained herein therefore include AOS at 7%. The overview is broken down by agency.

Agencies were also required to meet a minimum commitment threshold of 70% of the previous fund release to the participating agencies combined in order to have funds released irrespective of any individual organizations performance. Once combined commitment against current advance exceeded 70% of the

work plan requirements then the following years advance could be requested. This overview therefore shows funds committed in year three, indicating completion of work plan requirements.

The total Approved Budget by MDG-F to the Namibia JP was US\$8,000,000 for the three year project. A total of US\$7,336,283 (including AOS 7%) had been committed as at 31 December, 2011. The total committed budget for FAO was US\$1,866,069, UNDP US\$2,306,248, UNESCO US\$702,203, UNFPA US\$1,016,595 and UNICEF US\$1,445,167. (See Figure 6 below)

Figure 6



In the allocation of funding to the agencies, UNDP the lead agency had the largest budgetary allocation of US\$ 2,314,827 comprising 29% of the total Approved JP budget. FAO had an allocation of US\$1,997,504 comprising 25% of the total Approved JP Budget. UNICEF had an allocation of US\$1,690,600 comprising 21%, UNFPA had US\$1,096,095 which was 14% of the budget and UNESCO had the lowest allocation at US\$900,974 comprising 11% of the total budget.

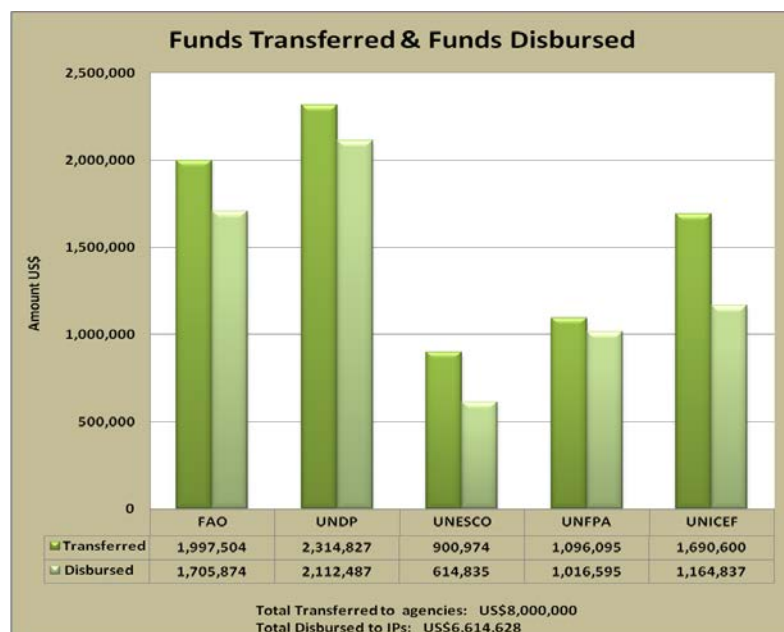
UNDP received 100% of its allocation and disbursed a total of US\$2,112,487 towards the implementation of JP Outputs 1.1 through to 1.4; and JP Outputs 2.1 and 2. FAO received a total of US\$1,997,504 of its allocation and disbursed US\$1,705,874 for the implementation of all of the activities under JP Outcome 3 (Enhanced well-being of targeted women and girls through food security and livelihood improvement initiatives).

Of the US\$1,690,600 approved and transferred, UNICEF disbursed US\$1,164,837 for activities under JP Outputs 1.1 through to 1.4. The approved budget for UNFPA was US\$1,096,095, which comprised 14% of the total allocated budget. A total of US\$1,016,595 was transferred to of which UNFPA disbursed US\$1,016,595 for activities under JP Outputs 1.1 through to 1.4. The approved budget for UNESCO was US\$900,974 comprising 11% of the total allocated budget for the JP. UNESCO disbursed US\$614,835

for activities under JP Outputs 1.1 through to 1.4 and JP Output 3.2. UNESCO's allocation was the lowest among the agencies, less than 50% of the allocation for UNDP.

There were varying levels of associated costs of implementing some of the activities. UNDP was the lead agency and carried associated costs. FAO had a large investment cost in the procurement of infrastructural materials like the water tanks, water harvesting materials and irrigation equipment. UNICEF also invested in capital items in strengthening WACPU's – motor vehicles, computers and office equipment.

Figure 7



UNESCO implemented activities mainly in the development of curriculum, training manuals, toolkits etc, which has a low associated cost. The investment in media equipment at the media centres is also relatively low as this is basic communication equipment appropriate for the community media settings and not the high level communications equipment and technology for large scale broadcasting establishments. That therefore could account for the relatively lower allocation to UNESCO. UNFPA's activities were mainly at the national level in developing policy frameworks, mainstreaming tools, gender assessments and studies and capacity

development on gender. The variance in levels of funding could therefore have been partly due to the nature of activities being implemented.

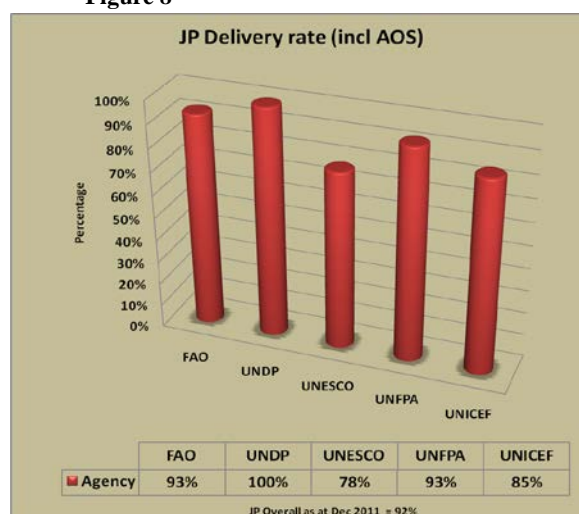
According to the Results Framework (July-December, 2011) the estimated delivery rates³⁹ of budget by JP Output as of December 2011 were as follows: JP Outcome 1: JP Output 1.1 (92%); JP Output 1.2 (106%); JP Output 1.3 (93%); JP Output 1.4 (101%).

JP Outcome 2: JP Output 2.1 (75%), JP Output 2.2 (104%). JP Outcome 3: JP Output 3.1 (86%), JP Output 3.2 (73%).

The estimated JP overall delivery rate was 92%.

Some changes were made to the work plan. The MGECW for instance requested for some planned activities earlier deemed necessary to achieve the output to be revised or cancelled or implemented through MGECW GRN budget. For example an activity under JP Output 1.2 for the development of documentaries on GBV was cancelled and funds were moved to another activity, the planned activity under JP Output 2.2 to develop a gender mainstreaming toolkit was changed and instead the SADC gender mainstreaming toolkit was adapted.

Figure 8



³⁹ % Delivery Rate = (Budget Committed /Budget transferred to date) *100.

Chapter 4: Conclusions and Lessons Learned

Conclusions

The Namibia JP could not be assessed as a programme and an end in itself due to the short life span but the outputs thereof were analysed against the backdrop of joint programming. Interventions that were undertaken are yet to fully evolve in many instances and are part of a process towards longer term goals of the gender response in Namibia. The contribution to these long term goals formed the core of the analysis.

Therefore the main conclusion that can be drawn from the Namibia Gender Joint Programme is that significant achievements were made as a result of joint programming and aspects that reduced the programmes performance lay mainly in the design phase of the programme and lack of jointness in the execution of some activities. A good understanding and base for effective future gender programming in Namibia was laid through the support the JP made in the establishment or strengthening of the core areas that are key to successful joint programming and establishing some of the pre-requisites for a well organized JP such as: a) *Strong national ownership*, the MGECW was strengthened to play the lead role b) *Cost effective and efficient Fund governance*, the establishment of HACT and support to financial management systems of IPs (MGECW) – though still requiring strengthening c) *An effective M&E system*, the JP M&E system was reviewed with the result of improved reporting which continued to inform JP programming and establish evidence for future planning – although it requires further refinement d) *Strong coordination*, much was done to strengthen MGECWs coordination role through support in establishing networks with other stakeholders in gender, inter-linkages with UN agencies (although a lot more work remains to be done) and e) *Technical capacity*, MGECWs technical capacity issues were identified (and are continuing to be addressed with the engagement of a Gender Technical Advisor).

The Namibia JP was also successful in establishing itself as an effective Enhanced Tool for Development; the JP stimulated action on the empowerment of women and girls on their rights by establishing a firm policy framework and implementation processes through the review and finalization of the National Gender Policy and accompanying National Plan of Action, establishing a foundation for intervening in the policy making arena through the activities with Parliament and changing attitudes and perceptions through a robust campaign in SRH, HIV and AIDS (the Zero Tolerance Against GBV and training programmes on health-related issues), continuous gender training in tertiary institutions and development of gender training toolkits for on-going training of journalists, involvement of males and gender responsive laws for key targets.

The JP also established a resource base for economic empowerment of women, particularly rural women heads of households, through the provision of productive assets and training in food production, IGAs and SMEs. This intervention also established capacity for continued support to these efforts by GRN.

JP was however not fully successful in operating as a ‘Joint Programme’ for a variety of reasons which are discussed in Chapter 3 of the report. These are also summarized as Lessons Learned below. The JP established a learning process for future joint programmes and gender programming in Namibia.

Lessons Learned

What worked well?

a) Livelihoods

Livelihoods and other economic empowerment projects worked well, despite also having a 30/40% failure rate. They made a direct difference in the lives of communities, and with very little investment in comparison to that put in mass media advocacy and awareness creation and other activities in JP Outcome

1. The livelihoods, worked better in previously mobilized communities than in those that were not; and also performed better when they continued to be mobilized, and remain engaged with the development process with continued technical support like the agricultural projects in Ohangwena. They also worked better when other ethno-sociological factors were considered, like the Ovatu Community in Otjomuru in the choice and management of project. The agro projects further worked well when MAWF established longer-term relationship through the rural development centres which are manned by dedicated extension workers providing farmer training and advisory services, and practical demonstration in the field using the farmer –to-farmer extension approach.

b) CCE Methodology

The CCE facilitators were very successful in engaging communities, raising social development issues and taking them up to the municipalities and regional councils for intervention. Increasingly, these have been including gender and HIV issues. The CCE methodology was potentially very useful in entry into communities, particularly when introducing projects relatively new to the people, like agro projects for San communities and continual mobilization of community members around community projects. However it was not used in all the FAO projects and it was noted that the projects mobilized by CCE facilitators performed better than those that were not, especially those where the CCE facilitators were also involved. The Opuwo, Kunene Project was noted as performing well. Currently a total of 6 projects including those in Caprivi, Kunene, Karas and Ohangwena, are under implementation with support from the Regional Councils and Local Authorities. CCE facilitators in all the four study regions were strong resource to keep community members active.

c) Woman and Child Protection Units

By strengthening and equipping the WACPU the JP made a significant contribution to the provision of protection to women and children. Creating user friendly spaces for women and children, in residential communities with easier access to communities and higher visibility makes it easier for abuse survivors to report cases. Ordinary police stations are often not conducive to a traumatized victim. MoSS has classified the WACPU as specialised divisions and officers manning them as specially trained personnel. MGEW contributed the use of the houses they purchased for use as shelters in residential areas, for use as offices for the WACPU, social workers and shelters for survivors of abuse whilst UNICEF provided training to officers in WACPU in women's rights and gender responsive laws, and UNDP supported the review of Rape Kits and training for medical personnel in their use. All this has been valuable for dealing effectively with domestic violence cases and ensuring conviction of perpetrators.

d) MGEW in leadership role

When the MGEW took a firm lead and the UN agencies implemented on their mandate through that ministry, strengthening it where capacity building was required, providing material support where required and fitting into a national programme, better results were achieved with greater chances of sustainability than otherwise. There were a lot of challenges and there continue to be with MGEW, but addressing this challenges as was done in response to capacity challenges with the provision of a Gender Advisor to support the ministry build capacity in gender of its staff is more strategic.

e) UNESCO Community Radio interventions – case of Karas FM

UNESCO assessment of community radio stations and provision of training and basic equipment, in Karas provided a powerful media platform for disseminating information on gender and gender based violence. With the toolkit developed by UNESCO for community media, the 7 staff of Karas FM working with the UNESCO trained CCE facilitator⁴⁰ and the CCE Coordinator produced regular programmes addressing key issues in GBV, SRH and HIV and AIDS. They also used the radio to mobilize communities around topics

⁴⁰ UNESCO and MoE a toolkit (IEC) materials for media institutions on gender sensitive information and direction; UNESCO and MISA assessed the status of community based (grass roots) media and produced a community media strategy and trained community media to implement it; UNICEF and MGEW delivered training sessions for national mainstream media on reporting sensitively and regularly on gender issues and GBV in JP Output 1.1. and conducted trainings on how to produce health related media programmes - JP Output 1.1.

from CCE conversations. The station is relatively small with 3 working rooms (one editing room, one computer room and one broadcasting room) and a reception area and equipped with only two computers and two voice recorders, but still able to reach a large section of Karas's population of 69,329.⁴¹ Karas FM station however faced operational challenges, particularly funding and mobilized its own resources from local businesses. The station needed support on how to sustain itself from advertising and sponsorships.

Replicability & Scale Up

i) CCE programme: The CCE methodology was a very effective entry point into communities.

Opuwo, Kunene has IGA/SME projects (livestock) which have been successful so far. The project was started with an investment of N\$45,000 (about US\$5,500) from FAO for community projects. The CCE facilitators were used to establish community priorities but more importantly they are part of the communities where these projects are on-going and are direct beneficiaries. They have been directly monitoring the projects and reporting back to the Regional Council (CCE coordinator).

ii) Karas CCE programme - relationship with the local community radio, Karas FM should be replicated. Karas utilized UNESCO community media toolkit and trainings to effectively establish a relationship with the local radio as content providers supporting the station with production of the gender sensitive broadcasts.

iii) Karas WACPU approach should also be replicated. The Namibia Police Force in Karas is using the WACPU officers trained by UNICEF in gender responsive laws as resource persons to roll out the training to all other stations in Karas. The WACPU are an essential resource in the fight against GBV and provision of support and care of survivors. The units augment law enforcement in a targeted manner. The evidence of increased reporting on GBV through the WACPU centres as captured by the Namibia Police Force justifies the need to *replicate and scale up the units in other regions in the country*.

iv) Otjomuru Livestock projects, in Epupa constituency. MGEWCW has established a workable monitoring system with the Ovaherero Community in Otjomuru to manage and monitor the livestock in the project by employing shepherds, involving the Police and village leadership. This model can be replicated to *remote hard to reach locations* for programme sites where MGEWCW and other major partners do not reach.

iv) Ohangwena FAO agricultural projects, FAO contracted a technical expert to work with the communities and support them with continuous technical advice and training. The Ohangwena projects were found by the Evaluation to be the most successful of the projects visited. Developing agricultural practices is long term and long term support and advice and monitoring are essential.

What didn't work well?

a) *Lack of ethno-cultural considerations*

Communal projects which didn't consider ethno-sociological dimensions of communities or assign direct responsibility to any single individual didn't work well, they had a very high failure rate. Beneficiaries were motivated when there was potential individual gain attached to projects, for example in projects where members had individual farming units within the larger communal garden. The garden belonging to the elderly farmer in Otjomuru, lying side by side with the overgrown communal garden which no one took responsibility for is an illustration of this.

New concepts alien to communities didn't work well when they were introduced without sufficient sensitization and buy in and continued support and mobilization – the San communities in Macaravani,

⁴¹ Statistical Profile on Women & Men in Namibia, MGEW, 2010

Katima Mulilo in Caprivi sold or ate the poultry and livestock provided to them; the other communities in the same regions that were historically cultivators and not hunter-gatherers like the San were able to stay with the project and rear the animals. The San community in Ohangwena is better organized as is the Ovaherero settlement in Otjomurru that have kept their goats due to stricter supervision and oversight by MGECHW and the OPM who engaged shepherds and whistle blowers to ensure livestock was not sold or eaten. Over time communities such as these have learnt to rear the animals and keep them.

b) Lack of strong grassroots CSO participation

There was a stark absence of local NGO, engagement with the JP at PMC Strategic and PMC Technical level, CSOs were only engaged with at implementation level such as the LAC in paralegal training and the CBOs at community implementation level. CSOs can be very effective in mobilizing communities, galvanising community efforts and providing supportive advocacy. Targeted and their capacity in gender built, CSOs would have supported FAO and MAWF interventions to ensure higher community engagement and ownership of projects in tandem with the CCE methodology. Grassroots communities were largely recipients in the development interventions and not participants.

c) UN agencies implementing programmes

UN agencies or civil society going into communities and implementing programmes; taking the lead on nation-wide programmes and implementing activities without considering planned national programmes do not work. They result in low levels of political commitment and national ownership. Reference was made to FAO delivery of inputs instead of providing the same to MAWF to deliver, monitor and continue to provide training and technical support in their use. Procurement was also an issue raised with respect to FAO, maintenance of equipment and machinery purchase externally was reported as a challenge by MAWF and the communities because Government procurement procedures require procurement from local sources before external sources.

d) Parallel Programming vs Joint programme

The JP operated like joint programming rather than a joint programme, particularly in the initial stages of the programme. The MTE made this observation and made two key recommendations to strengthen joint programming: strengthening GRN leadership and coordination. A number of steps towards this were taken, including MGECHW playing a firmer leading role on the PMC strategic and technical and a coordination plan developed which sought to clarify roles and responsibilities of the various levels – PMC strategic and PMC- technical.

Chapter 5: Key Recommendations

Recommendation 1: The RCO in Namibia should undertake increased education on the identification and design of joint programmes through enhanced UNDG guidance for the UNCT.

- i) The guidance should elaborate on developing joint programmes and address jointness at the levels of Problem assessment; Objective setting, Programme design, Implementation of Activities, Reporting and Monitoring and Evaluation, including adequate allocation of resources for design and implementation of monitoring, reporting and independent evaluation.
- ii) The guidance should expound UNDG guidance on joint programmes, include administrative, decision-making structures and financial arrangements; and consider structures that are uncomplicated and can be sustained by government past the project life with funded positions within government to build capacity
- iii) The guidance will support future programming to ensure optimum results

Recommendation 2: The UNCT in Namibia should consider incorporating interventions in future UNDAF preparations that will support capacity building of Government in order to enhance the flow of development aid through national budget and procurement systems.

- i) The interventions can include the provision of technical support to government for financial management and fund governance
- ii) The intervention will also provide direct oversight of funds being used by government by a dedicated official thereby continually building the capacity within government for managing project funding and development aid

Recommendation 3: The MGECW should prioritize ongoing interventions from the JP which it will continue with and mobilize required internal (GRN) and external resources (financial, material and technical). These interventions should include the following:

- i) Continued operationalisation of the National Plan of Action on Gender Based Violence
- ii) Together with the MoSS, continue the upgrading of the WACPU centres to all regions not covered by the MDG and continue reform of WACPU curriculum training at Police Colleges
- iii) With MAWF, FAO identify best practices from the community gardens that were supported during the JP, and support scale up and replication of interventions to other sites. MGECW should also support mobilization of communities to the projects.
- iv) Undertake a review of all the trainings undertaken during the JP in GBV and assess the short term gains made and reinforce and support any promising practices, including: COCAD, an organization conducting training in GBV in Caprivi, Men with a Vision, a male GBV-focussed community based organization based in Keetmanshoop both of which were initiated by past participants of the MGECW trainings
- v) Undertake a mapping of gender focused NGOs and CBOs and establish a database and network of partners to collaborate with, particularly rural based organizations

Recommendation 4: The MAWF with FAO should conduct a review of the entire vegetable garden and livestock farming projects supported under the JP, establish success and failure factors.

- i) MAWF should follow up failing projects and address issues affecting them; Mubiza, Macaravani and Singalamwe Horticultural projects in Caprivi and Otjomoru in Kunene. The former had issues with stolen solar panels and damaged fencing whilst in Kunene the community needs further mobilization and education
- ii) FAO should collaborate with UNESCO to undertake ethno-cultural studies on gender and establish factors impacting programmes for women in the country in food security, livelihoods and health. The studies will provide an understanding of communities, lifestyles, beliefs and inform programming; particularly in societies seemingly excluding women from participating in economic and social life of the communities to inform future UNDAF preparation and support government programmes.

Recommendation 5: UNESCO with MITC should undertake a review of the Community Media Centres established during the JP, assess their performance and document benefits to communities, particularly rural women.

- i)

MITC should build on what has been done with the Community Media Centres and equip them with internet facilities and operate them on a semi-commercial basis like it currently does with the other state owned facilities whilst maintaining a community service, particularly for extremely poor communities by supporting MGECW and Regional Councils in mobilization and sensitization for gender activities.
- ii)

MITC with UNCT support should ensure engendered content is available through community media centres and make the services offered gender responsive.

Recommendation 6: UNDP should undertake an analysis of the interventions with MPs, determine how much of the issues from familiarization tours and community visits translated into positive action after they were tabled in parliament and a modality for a continuous analysis process.

Recommendation 7: The UNCT and MGECW should critically assess the impact of the GBV campaign and conduct a cost-benefit analysis of the approaches used, choice of media and establish the cost effectiveness of the same against the use of alternative media in the long term.

Recommendation 8: UNCT with MGECW should undertake a mapping of NGOs and CBOs in the country working in gender and establish modalities for collaboration and capacity development. Special focus should be put on civil society organizations working in rural areas.

Recommendation 9: MGECW and UNCT should work on a modality for engaging the Regional and local councils more in executing gender activities. CCE respondents in the field reported not receiving any or inadequate training in gender. Two gender training workshops were reported to have been conducted for CCEs. Where the CCEs reported receiving the training gender issues were also reported as being addressed as key issues in the focus group discussions, whilst where CCEs were not trained these were not highlighted as key issues.

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August, 2012

Annex 1 Success Stories

Story 1: Ongha Income Generation Project, Ohangwena

FAO has 18 agriculture projects in the country growing various types of fresh produce with 6 in the Ohangwena region. In Ohangwena, unlike the other regions, all six projects are active but at different stages. The project in Ongha is 1 hectare big and benefits 7 females from the surrounding villages and their families/households. There are 480 blocks on the 1 hectare plot. FAO is working with the Ministry of Agriculture, Water and Forestry in all of these projects.

This group of 7 Female Headed Households started their gardening project initially in 2007 after one of them, Meme Olivia, the Team Leader, heard about a similar project in a nearby village. With nothing else to depend on the seven women dedicated themselves to the project despite the heavy work involved in clearing the land of trees to create the garden.

They later received support from FAO and MAWF of a bore hole and solar panels to power the pump, fencing, seeds and gardening implements and expanded the scale of their garden, with the knowledge and training received. The group now grows spinach, carrots tomatoes, and other vegetables. Each household has a 250 sq metre farming unit. During the rainy season from December to June, the women grow food crops like maize, groundnuts, beans, pumpkins and between June and December they work on their gardens. FAO/MAWF encouraged the group to work the garden around the major food crop cycles.



The project has increased the standard of living of the households participating on the project through economic growth and increase in nutritional uptake. The participating community members are trained in vegetable and fruit production and sell the produce at the available markets for financial gain. The income realised is deposited in a group bank account and used to purchase spare parts such as spares and other equipment needing replacement. Some of this money is also distributed equally among the participating members and sometimes contributed towards the community development projects. Surplus food is distributed among participating members and other community members with needs, such as a community members on ART treatment, for their own consumption.

The project produces two cycles annually and generates about 15 to 20 thousand Namibian dollars (about US\$1,8300- US\$ 2,500). The biggest challenge the group has is salty water from the borehole, which is not good for the vegetables and fruits. The project is now linking its pipeline to the main Namwater pipeline to mix fresh water and salty water, because unlike human beings the vegetable and fruit plants can survive with a certain amount of salty water.

Using simple technology, continuous technical support from FAO (during the JP), extension services and training from MAWF and a determined group of women, the project has been successful, providing people with food and livelihood during the period when they are not cultivating food crops. The women are in the process of acquiring a shop to use as a retail outlet for their produce, moving from slowly from an IGA to SME.

Story 2: Himba Woman CCE Facilitator, Opuwo (Successful CCE facilitator)

Ms. Rituapi Ruhozu a 38 year old married mother of 6, is a Community Capacity Enhancement (CCE) Facilitator. As CCE facilitator she says she has learnt a lot about social issues like HIV and AIDS and girl child education and this year enrolled her 8 year old daughter in school – despite strong resistance from many in her community who are opposed to education, especially of a girl child.



Ritaupi has learnt the value of education though, despite being illiterate herself, through her work as a CCE facilitator. She says she has learnt to negotiate and discuss issues with her husband and make decisions jointly, and address public meetings in a very traditional and conservative culture where women do not make any decisions, especially regarding their children and cannot stand and address men. Ritaupi has also convinced her sister and other community members to educate their girls. Her chief appreciates her work and now even asks her to address gatherings like funerals on social issues like HIV and AIDS.

Story 3: Zampundua Tjihange, Elderly Ovatie farmer, Otjomoru Settlement, Kunene Region

Mr Tjihange, a pensioner in his mid to late 70's, he has made his own garden after the FAO trainings and inputs. FAO gave the community date trees, but the trees for the community were cut to make baskets or left to dry (first picture). Tjihange, who also planted a date tree from FAO (second picture) and several other fruit trees, including papaya, guava, pomegranate, lemon and mango, are all flourishing and bearing fruit. His vegetables which include kale, onion, tomatoes, spinach, cabbage and chilli are flourishing.



Mr Tjihange despite his old age collects manure from the kraal to his garden in with a wheelbarrow, which is situated right next to the community garden (third picture) which has become overgrown with weeds and which the other community members, many half his age, claimed cannot be tilled because the soil is too hard and acidic and not fit for cultivation.



Mr Tjihange has fenced off his plot with dry branches and scrap to keep out livestock and grows cherry tomatoes and pomegranates along the fence, utilizing every inch of space on his plot. (fourth picture). He is also rearing goats which he received from MGECSW which have since produced kids and cattle from the OPM, "The people from communities around us used to laugh at us because we didn't have any livestock," says Tjihange. "But now they respect us and no longer laugh at us because we now have livestock like them," he laughs dryly.



Story 4: Goat farming in Otjiahandjansemo Settlement, Kunene Region

Sometime in 2010, Suze Thom heard that the then Deputy Prime Minister, Dr Libertine Amathila was visiting communities around Otjiahandjansemo. Although she visited several communities in the area, she did not come to his so he set off to look for her so that he could share with her the many problems that were besetting his community.

“I was very determined to meet with her because I had heard she was assisting people in need, so I hired a vehicle and set off to look for her,” said Thom. When he finally found her he was met by Mr Karutjaiva from MGEWC who assisted him and his community later received goats, cattle and a bull.

We were not looking for handouts we were looking for assistance to help us become self sustaining. Many of the first goats died because they arrived when it was hot and there was no water, but after sometime we learnt how to look after them and they have now multiplied. The cattle are also doing well and multiplying, we have now learnt how to rear livestock. We are now milking both the goats and the cows.

“My child is now very healthy, strong and happy, “ said a young Zemba woman, because I am giving him porridge with milk from my goats. (right)



Story 5: Building successful community models for managing projects

Epupa Constituency lies over 135km north of Opuwo, the Provincial capital of the Northern Region of Kunene. Kunene has several indigenous communities including Ovaherero and the San. The programme in the Office of the Prime Minister working with indigenous communities resettled some of these, such as the Ovaherero Community in Otjomurru and provided them with livestock, social amenities (a school and clinic with a staff nurse), and were providing them with food rations. The MGEWC has been involved with the OPM in promoting the social and economic empowerment of the four communities in Epupa – Otjihandjesemo, Otjomurru, Ohaiuua, and Otjikoko.

374 Female-Headed Households were reached with food security and livelihood initiatives, which included gardening and 154 goats, 1000 indigenous chicken, 20 Bahree date palm trees and cactus cuttings. The GRN contributed 38 cows and 1 bull through the OPM. MGEWC distributed 3 goats and two chickens per household. The Evaluators visited Otjomurru Settlement and found the 71 goats distributed there had multiplied three-fold to 215 and community members were now getting milk from them. This didn't happen at the start of the project though, community members sold the livestock or slaughtered them for meat – this batch was the second one distributed to them.



Karutjaiva inspects a Bahree date tree at Otjomurru

“We realised we had to come up with a model for managing this project because these were hunter-gatherers not livestock farmers we had given livestock to without adequate preparation,” MGEWC Community Liaison Officer, Mr FH Karutjaiva informed the Evaluation team during the visit. The MGEWC put all the livestock in one central location and engaged herders and whistle blowers who inform the local police whenever any stock was being moved to sale or being stolen. Mr Karutjaiva monitors all four projects closely, engaging all local as stakeholders in ensuring the projects run smoothly.

FAO Assistant Representative, Uparura Kuvare concurs and states that the FAO projects which have succeeded better during the JP have been those provided with regular extension services, involvement of local authorities, town council/village development committees headed by headman; and where the constituency council or other government department remained involved. Kuvare's viewpoint is that the target women in the JP projects could have benefitted more if MGEWCW and the CCE had mobilized the groups fully, and all UN agencies had concentrated in one area to provide the same community with all the services – SRH, HIV and AIDS education and services, rights training and economic empowerment.

Story 6: GBV trainee starts Community based Male Support Group, Mr. Cornelius Fredericks, Senior Traditional Councillor Bethanie, Karas Region

Mr Fredericks was trained in GBV and as a paralegal. After receiving the paralegal and GBV training through the MGEWCW he founded a group called 'Men with a Vision', a male support group which works at mobilizing men around gender issues, women's rights and HIV and AIDS. They conduct workshops and conversations with men in their community on alcohol and domestic violence, HIV and AIDS (and encourage men to go for counselling and testing) and social responsibility.

Though still in its infancy as an organisation, *Men with a Vision* became active advocates in the JP Zero Tolerance Against GBV campaign (enclosed poster). Alcohol and substance abuse has been one of the main activities the group has been engaged in, particularly amongst men. The group also conducted community drama on alcohol abuse and how it leads to child abuse and violence against women and children (GBV) and HIV and AIDS.



Men with a Vision has also placed 3 men at the local clinic in Bethanie to assist with the Counselling and Testing Services, particularly with male clients. "Men prefer to have one-on-one discussions with fellow men," says Fredericks.

Men with a Vision mobilizes its own resources through fundraising efforts, although that is far from adequate for their programmes. UNAIDS supports them with meals and information materials during their conversations. The WACPU in Keetmanshoop, and MGEWCW speak at their meetings about gender and Gender Based Violence and also about other social issues affecting their community. Fredericks places a lot of emphasis on building the self-esteem and sense of self worth and self value amongst the men and respect for women and girls. "If you say you love someone why hurt them?" Fredericks asks.

Annex A:

Terms of Reference



DETAILED

TERMS OF REFERENCE

FINAL EVALUATION: GENDER JOINT PROGRAMME

“Settings things right towards gender equality and equity”

**NAMIBIA
February 2009 – February 2012**

1. BACKGROUND OF THE MDG-F GENDER JOINT PROGRAMME:

The **Namibia Gender Joint Programme** titled *Setting Things Right towards Gender Equality and Equity* is a USD 8 million fund which aimed at contributing towards MDG Goal 3 “*promote gender equality and empowerment of women*” and MDG Goal 1 “*eradication of extreme poverty and hunger*”. The fund supported Namibia’s national priorities as stipulated in Vision 2030 and the National Development Plan (NDP3). The JP official starting date of the JP is 19th of February 2009 and it is expected to end on the 19th of February 2012.

The aims of the 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’s outcomes and outputs are summarised as follows:

Outcomes	Outputs
Outcome 1: Increased awareness and capacity for protecting the rights of women and girls (including reproductive rights)	<p>Output 1.1: The rights of women & girls are protected nationally through enactment & enforcement of existing.</p> <p>Output 1.2: Women and girls are aware, understand and assert their rights including reproductive rights and how to access services available.</p> <p>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.</p> <p>Output 1.4: Strengthened national response on access and availability of prevention and treatment services for HIV/AIDS among women & girls.</p>
Outcome 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.	<p>Output 2.1: Gender is institutionalized and mainstreamed in 4 Key Results Areas of the National Development Plan III.</p> <p>Output 2.2: Enhanced human and institutional capacity to lead gender mainstreaming</p> <p>Output 2.3: Improved availability, accessibility & management of GBV data, linked with the national data system</p>
Outcome 3: Enhanced well-being of targeted women and girls through food security and livelihood improvement initiatives	<p>Output 3.1: Food availability, access and utilization improved through appropriate agricultural practices</p> <p>Output 3.2: Increased incomes through diversified economic activities</p>

At regional level, the programme focuses in 7 out of the 13 regions namely Caprivi, Kavango, Omaheke, Karas, Ohangwena, Omusati and Kunene although there have been national level initiatives such as the development of the revised National

Gender Policy and its Plan of Action, the GBV Plan of Action and work with national parliament which will serve to reinforce the achievements of the JP over time.

To date, the JP has completed approximately 32 months of implementation and as of 20th September 2011, the Joint Delivery rate stood at 81% (% Joint Delivery Rate = (Budget Committed /Budget transferred to date X100).¹

In terms of governance structures, oversight and strategic guidance to the programme has at different levels been provided by the PMC TL, PMC SC and NSC with close support of the lead Ministry and the lead UN Agency in collaboration with the National Planning Commission (NPC) on behalf of government and the Office of the Resident Coordinator on behalf of the United Nations.

On overall operational leadership and technical areas, the Ministry of Gender Equality and Child Welfare (MGECW) is the lead Ministry and the Ministry's counterpart lead UN agency is UNDP. The JP has five participating UN Agencies namely UNDP, UNICEF, UNFPA, FAO and UNESCO and approximately 15 Governmental and non-governmental Implementing Agencies.

2. SCOPE AND OBJECTIVES OF THE FINAL EVALUATION

The final evaluation will focus on measuring programmatic results and potential short-term impacts generated by the **joint programme**. The overall objective is to measure whether the JP has achieved its intended results.

The specific objectives are as follows:

1. Assess to what extent the joint programme has contributed to solve the needs and problems as identified in the design and implementation phase; and to what extent the joint programme has contributed to the implementation of national priorities.
2. Assess joint programme's degree of implementation, efficiency and quality delivered on outputs and outcomes, against what was originally planned or subsequently officially revised.
3. Assess to what extent the joint programme has attained the desired results to the targeted beneficiaries.
4. Assess the joint programme contribution to the objectives set in their respective specific thematic windows as well as the overall MDG fund objectives at local and national level. (MDGs, Paris Declaration and Accra Principles, and UN reform).
5. Identify and document best practices and lessons learned on programmatic outputs and processes with the aim to support the sustainability of the joint programme or some of its components.

¹ This amount will change depending on the financial performance of IPs.

3. DURATION OF ASSIGNMENT AND COSTS

The assignment is expected to last for 4 months (March – June 2012) with an estimated budget of USD 30 000 which is inclusive of all costs for the entire exercise (advertisement, DSA for consultant and ERG members to travel to regions, editing and printing etc)

The breakdown of the consultancy will be as follows (see Evaluation Road Map for details):

Activity	Date	# of days
Drafting of Inception Report	01-09 March 2012	9
Joint PMC SC and TL meeting	16 March 2012	1
Review and incorporation of comments from PMC meeting on the Inception Report	19-21 March	3
Interviews with key stakeholders in Windhoek	26-30 March	5
In-Country mission to all regions	01 April – 26 April	26
Drafting of Draft Report	27 June – 3 May	7
4 th ERG meeting	11 May	1
Review and incorporation of comments on Draft Report	29-30 May	2
Debriefing meeting	4 June	1
Review and incorporation of comments from all JP stakeholders including NSC	4-6 June	2
Review and incorporation of comments from MDG-F Secretariat	20-22 June	3
TOTAL # of consultancy days		60

4. EVALUATION DELIVERABLES

The Consultant, will have the overall responsibility for the quality and timely submission of the deliverables. Specifically, the consultant is responsible for submitting the following deliverables to the United Nations' Office of the Resident Coordinator (hereinafter referred to as the commissioner):

- **Inception Report:** to be submitted after a desk review, 9 -10 days after the signing of the contract. This report will be 10 to 15 pages in length and will propose the methods, sources and procedures to be used for data collection. This report will be used as an initial point of agreement and understanding between the consultant and the Evaluation Reference Group and the commissioner.
- **Draft Final Report** to be submitted 8-10 days after the completion of the field visit. The draft final report will contain the same sections as the final report (described in the next paragraph) and will be 20 to 30 pages in length. It will also contain an executive report of no more than 5 pages that includes

a brief description of the joint programme, its context and current situation, the purpose of the evaluation, its methodology and its main findings, conclusions and substantive recommendations.

- **Final Evaluation Report** to be submitted within 5 - 10days after reception of the final comments and suggestions on the draft final report. The final report will be 20 to 30 pages in length. It will also contain an executive summary of no more than 5 pages that includes a brief description of the joint programme, its context and current situation, the purpose of the evaluation, its methodology and its major findings, conclusions and recommendations.

5. METHODOLOGY APPROACH AND SPECIFIC TASKS

In all cases, consultants are expected to analyse all relevant information sources, such as reports, programme documents, internal review reports, programme files, strategic country development documents, mid-term evaluations and any other documents that may provide evidence on which to form judgements. Consultants are also expected to use interviews, surveys or any other relevant quantitative and/or qualitative tool as a means to collect relevant data for the final evaluation. The evaluation team will make sure that the voices, opinions and information of targeted citizens/participants of the joint programme are taken into account.

The methodology and techniques to be used in the evaluation should be described in detail in the desk study report and the final evaluation report, and should contain, at minimum, information on the instruments used for data collection and analysis, whether these be documents, interviews, field visits, questionnaires or participatory techniques.

The selected **Consultant** will carry out following specific tasks:

- Desk review all relevant documents
- Map of stakeholders
- Prepare the detailed work plan for the final evaluation
- Prepare an inception report
- Conduct meetings and interviews with key project informants and beneficiaries at national and regional level; and analyze of data collected
- Visit the MDG-F target regions
- Prepare the draft evaluation report
- Present the draft evaluation report to the stakeholders of the Joint Programme and incorporate comments, feedback and recommendations
- Finalize the evaluation report by integrating agreed comments and recommendations from the stakeholders' meeting
- Submit the final evaluation report

6. KEY ROLES AND RESPONSIBILITIES IN THE EVALUATION PROCESS

There will be **key actors** involved in the implementation of MDG-F final evaluations:

- a) The United Nations' **Resident Coordinator Office** as **commissioner** of the final evaluation will have the following functions:
- Lead the evaluation process throughout the 3 main phases of a final evaluation (design, implementation and dissemination);
 - Convene the evaluation Reference Group;
 - Lead the finalization of the evaluation ToR;
 - Coordinate the selection and recruitment of the evaluation team by making sure the lead agency undertakes the necessary procurement processes and contractual arrangements required to hire the evaluation team;
 - Ensure the evaluation products meet quality standards (in collaboration with the MDG-F Secretariat);
 - Provide clear specific advice and support to the evaluation manager and the evaluation team throughout the whole evaluation process;
 - Connect the evaluation team with the wider programme unit, senior management and key evaluation stakeholders, and ensure a fully inclusive and transparent approach to the evaluation;
 - Take responsibility for disseminating and learning across evaluations on the various joint programme areas as well as the liaison with the National Steering Committee;
 - Safeguard the independence of the exercise, including the selection of the evaluation team.
- b) The **Lead Ministry (MGECW)** will have the following functions:
- Co-chairs the Programme Management Committee –Strategic Coordination (PMC-SC) level and the Programme Management Committee -Technical level (PMC-TL)/Evaluation Reference Group.
 - Provide executive and coordination support to the reference group;
 - Connect the evaluation team with the wider programme unit, senior management and key evaluation stakeholders, and ensure a fully inclusive and transparent approach to the evaluation;
 - Review and provide comments on the Inception and Evaluation Reports
- c) **The lead agency (UNDP)** will have the following functions:
- Co-chair the PMC-SC (at DRR level) and the PMC-TL/ Evaluation Reference Group.
 - Ensure that adequate funding and human resources are allocated for the evaluation;
 - Contractually engage the Consultant and disburse funds as per agreed upon deliverables;
 - Review and provide comments on the Inception and Evaluation Reports
- d) The **Programme Management Committee -Technical level (PMC-TL)**, with the guidance from the PMC-Strategic Coordination (PMC-SC) level will serve as the **Evaluation Reference Group (ERG) of the Gender JP Final Evaluation.**

The ERG will be constituted as follows:

1. PMC-Technical level Co-Chairs (MGECW as Lead Ministry and UNDP as Lead UN Agency)
2. Technical focal points of the participating line Ministries

3. Technical focal points of the participating UN agencies (UNDP, UNESCO, UNFPA, UNICEF and FAO)
4. NPC representative
5. SARC & Coordination Specialist (s) of the UN Resident Coordinator's Office
6. Civil Society Organization representative
7. Spanish Technical Cooperation Office in Namibia
8. PMU

The key roles and responsibilities of the ERG are as follows:

- Develop the Final Evaluation terms of reference.
- Facilitate the recruitment process (develop the advertisement for the local press; compile the matrix of all bidders, in a hierarchical order, etc).
- Endorse the list of documentation/reports to be issued to the consultant for the desk review.
- Review the Inception Report and provide comments to the consultant.
- Draft a list of partners for data collection.
- Facilitate the evaluation team's access to all information and documentation relevant to the intervention, as well as to key actors who should participate in interviews, focus groups or other information-gathering methods.
- Facilitate the consultant's work during the field mission and accompany the consultant during interviews with key informants.
- Draft the mission agenda and accompany the consultant to the missions.
- Monitor the evaluation process and the quality of documents and reports that are generated, so as to ensure that the deliverables are in line with the TOR.
- Review and provide comments on the draft report.
- Through the Office of the Resident Coordinator ensure that the draft report is shared with the MDG-F Secretariat for quality assurance.
- Ensure that the Final Report is printed and bound to good quality and develop a distribution plan to ensure that all relevant partners and beyond receive copies of the Final Evaluation Report.

Working Modalities:

- The RG will be co-chaired by UNDP and MGECEW.
- The PMU will serve as the Secretariat for the RG.
- The RG will meet on a fortnightly basis and may also have ad hoc meetings whenever the need arises.
- Members of the RG may undertake field visits with the consultant.
- The RG will dissolve after the dissemination of the final Report.

e) Programme Management Committee- Strategic Coordination level (PMC-SC) will have the following functions:

- Endorse the Final Evaluation TOR
- Participate in the selection of the consultant
- Review and provide comments on the Inception and Evaluation Reports
- Endorse the Final Evaluation Report

f) The MDG-F Secretariat that will function as a **quality assurance member of the evaluation in cooperation with the commissioner of the evaluation**

- Review and provide advice on the quality the evaluation process as well as on the evaluation products (comments and suggestions on the adapted TOR, draft reports, final report of the evaluation) and options for improvement.

g) The evaluation team (consultant(s)) will conduct the evaluation study by:

Fulfilling the contractual arrangements in line with the TOR, UNDP norms and standards and ethical guidelines; this includes developing the inception report, drafting reports, and briefing the commissioner and stakeholders on the progress and key findings and recommendations, as needed.

7. EVALUATION PROCESS: ROAD MAP (subject to change)

Evaluation Phase	Activities	Milestones, deliverables & expected outcomes	Responsible party	Timeframe
PRE-DESIGN	Elaboration of: <ul style="list-style-type: none"> Draft Zero Final Evaluation Road-Map Draft Zero of Reference Group ToR 	Submission to the PMC-TL of: <ul style="list-style-type: none"> Draft Zero Final Evaluation Road-Map Draft Zero of Reference Group ToR 	PMU	25 th Nov 2011
DESIGN	PMC Technical Meeting	Review and provision of comments on: <ul style="list-style-type: none"> Draft Zero Final Evaluation Road-Map Draft Zero of Reference Group ToR 	PMC-TL	28 Nov.2011
	Incorporation of comments received during the previous PMC-TL on the zero drafts of the Evaluation Road-Map and Reference Group ToR	Elaboration and submission of <ul style="list-style-type: none"> Draft 1 of the Final Evaluation Road-Map Draft 1 of Reference Group ToR 	PMU	28 - 30 Nov 2011
	Submission of the Draft Zero Final Evaluation ToR to the ERG	Draft 1 Final Evaluation ToR sent to the ERG	PMU	30 Nov 2011
	1 st ERG meeting	Comments and inputs from ERG members on : <ul style="list-style-type: none"> Draft 1 of the Final Evaluation Road-Map Draft 1 of the Final Evaluation ToR 	ERG	6 th Dec.2011
	PMU incorporates comments from the 1 st ERG meeting	Draft Evaluation Road-Map and Final Evaluation TOR ready for review by the PMC SC	PMU	6-7Dec 2011
	Email distribution of: <ul style="list-style-type: none"> Draft 1 of the Final Evaluation Road-Map Draft 1 of the Evaluation ToR to PMC-SC members for review 	Road-Map and adapted TOR received by PMC SC	Lead Ministry and Lead Agency with the support of PMU	8 Dec 2011
	Reception of comments from PMC-SC members	Deadline for submission of comments/Inputs from PMC-SC to the PMU on Draft 1 of the Final Evaluation Road-Map and Draft 1 of the Evaluation TOR	PMC SC Members	15 Dec 2011
	Incorporate comments/inputs from PMC SC	Final Evaluation Road-Map and Evaluation TOR	PMU	15-16Dec 2011

Evaluation Phase	Activities	Milestones, deliverables & expected outcomes	Responsible party	Timeframe
RECRUITMENT	Sourcing of quotations from local newspapers (using the draft TOR)	Quotations received	UNDP	16-18 Jan 2012
	Advertise TOR in local press	Applications/Submissions received	UNDP	30 Jan - 03 February 2012 (due 8 Feb 2012)
	2 nd ERG meeting: Review of proposals/applications	A matrix of all bidders compiled and shortlisted for interviews	ERG	02 Feb2012
	Review of shortlisted applications, panel members selection and tentative dates for interview provided by PMC SC,	Comments and inputs from PMC SC received	PMC SC	09 Feb 2012
	Incorporate comments from the PMC SC		PMU	13 Feb 2012
	Invitation of consultants to the interviews	Invitation to interviews sent out	UNDP	15 Feb 2012
	Conduct interview	Consultant selected	PMC SC	23 Feb 2012
	Minutes of the interviews finalised and contract shared with PMC-SC	PMC-SC approval on the recruitment of the final candidate	UNDP	27 Feb 2012
	Signing of contract (UNDP & Consultant)	Contractual agreement signed	UNDP and Consultant	01 March 2012
IMPLEMENTATION	Provide the consultant with inputs (documents and reports) and a briefing on the Gender Joint programme for the development of the Inception Report	Consultant acquainted with the JP reports and documents and Inception Report drafted	ERG in collaboration with PMU and Consultant	01 March 2012
	Inception Report submitted to ERG	Inception report developed and submitted to the ERG	Consultant	09March 2012
	3 rd ERG meeting: i) Review the draft inception report before it is submitted to the Commissioner ii) review of the mission agenda	Comments made on the Inception report and mission agenda drafted	ERG	12 March 2012
	PMC (both levels) meeting with the Consultant	Comments (from PMC SC and TL) on the Inception report made at the meeting		16 March 2012

Evaluation Phase	Activities	Milestones, deliverables & expected outcomes	Responsible party	Timeframe
	Consultant incorporate comments from the PMC SC and TL meeting	Comments incorporated	Consultant	19-21 March 2012
	Submission of final Inception Report to the evaluation Commissioner (RC)	Inception Report delivered and shared with key stakeholder	ERG/consultant	22 March 2012
	Interviews with key informants and stakeholders	Interviews with key informants and stakeholders conducted	Consultant and ERG	26-30 March 2012
	In country mission to MDG-F sites	Mission to regional stakeholders and beneficiaries conducted	Consultant & ERG	1-26 Apr 2012
	Drafting of the draft Evaluation report	The draft Evaluation report drafted	Consultant	27 Apr -3 May 2012
	Submit draft report to the ERG	Draft report received by ERG		4th May 2012
	4 th ERG meeting: meet with Consultant to review the draft report before it is submitted to the Commissioner	Comments on the draft report made by ERG to the Consultant	ERG	11 May 2012
	Submission of the draft report to the Commissioner (RC)	Draft report submitted and shared with relevant stakeholders	Consultant	14 May 2012
	Distribution of the draft report to PMC SC members	Draft report shared with PMC SC	Commissioner	14 May 2012
	Receive comments from PMC SC members	Comments on the draft report received from the PMC SC members,	ERG	25 May 2012
	Submit comments to the Consultant	Comments on draft submitted to the consultant	Commissioner	28 May 2012
	Consultant incorporate comments from the PMC SC	Comments PMC SC incorporated	Consultant	29-30 May 2012
	De-briefing session with all JP stakeholders, including NSC members	Final inputs solicited from all JP stakeholder	consultant	4 June 2012
	Consultant incorporate comments from the De-briefing	Comments incorporated into the report	Consultant	4-6 June 2012
	Submission of 2 nd draft of the Final Evaluation Report to the	2 nd draft report submitted	Consultant	11 June 2012

Evaluation Phase	Activities	Milestones, deliverables & expected outcomes	Responsible party	Timeframe
	Commissioner			
	Submission of the draft final report to the MDG-F Secretariat for comments and inputs	Report sent to MDG-F Secretariat for quality check	Commissioner	12 June 2012
	Comments from the MDG-F Secretariat on the draft final report	Comments received from the MDG-F Secretariat	MDG-F Secretariat	19 June 2012
	Incorporate comments from the MDG-F Secretariat	Comments incorporated	Consultant	20-22 June 2012
	Delivery of the final report to the Commissioner	Final report submitted	Consultant	25 June 2012
FINAL	Final Stakeholders Workshop to disseminate Final Report results and findings	Final Report discussed with key stakeholders	Commissioner	29 June 2012
	Editing, layout and printing of the Final Report	Report printed	UNDP	26 – 30 June 2012
	Dissemination of Final Evaluation Report to key stakeholders	Final Report shared with all key stakeholders	Commissioner	1 July 2012 and beyond

9. QUALIFICATIONS

The consultants should have the following qualifications:

- **Education:** Master's degree in Social Sciences, economics, or other relevant fields. Whatever the degree the candidate holds, she or he must have a strong understanding and experiences in designing, implementing, monitoring and evaluating programmes on gender equality and development promotion.
- **Experiences:** At least five years of experience in conducting evaluation of complex programmes and working on wide range of gender issues including gender-based violence in Namibia. Understanding and knowledge of the UN system.
- **Language:** Excellent knowledge of written and spoken English.
- **Competency:** Good skills in grasping the very complex project situation in a short time frame. Excellent analytical skills in writing evaluation reports with constructive and practical recommendations. Good audience-oriented communication, teamwork and presentation skills. Ability to understand and appropriately respond to MDG-F requirements.

10. APPLICATION

Interested individual consultants must submit the following documents/information to demonstrate their qualifications:

a) Statement of Interests and Technical Proposal

- Explaining why the consultant is the most suitable for the work as per requirements of the TOR (2 pages maximum);
- Giving brief information on similar tasks implemented (2 pages maximum)
- Describing how the consultant will approach and conduct the work (3 pages maximum). Please include the suggested number of days required;
- A detailed budget for this assignment as well as the rate of the consultation fee.

b) Curriculum Vitae of the core team

Applications should be sent to UNDP, Klein Windhoek, UN House, Stein Street, 1st Floor indicating clearly the consultancy title **“Final Evaluation of the MDG-F Joint Programme on Gender Equality in Namibia”**. Deadline for submission: **8 February 2012**

11. SELECTION PROCESS

Consultants will be evaluated using the following criteria and points:

Criteria	Weight Max	Point
1. Experience in developing evaluation methodologies and carrying out evaluations of complex programmes, including the drafting and finalization of the evaluation reports especially in the areas of gender	35%	35
2.		
3. Experience in/knowledge of gender and gender related issues	30%	30

(e.g. gender-based violence, gender responsive budgeting, gender mainstreaming etc)		
4. Familiarity with the UN System and One UN initiatives	15%	15
5. Excellent analytical, drafting and communication/writing skills in English.	20%	20
Total	100%	100

12. ANNEXURES

ANNEX 1: Brief Background on the Millennium Development Goals Achievement Fund (MDG-F)

ANNEX 2: Evaluation Questions, Levels of Analysis and Evaluation Criteria

ANNEX 3: Suggested Outline of the Reports

ANNEX 4: Preliminary List of Documents for Desk Review

ANNEX 1: BRIEF BACKGROUND ON THE MILLENNIUM DEVELOPMENT GOALS ACHIEVEMENT FUND (MDGF)

In December 2006, the UNDP and the Government of Spain signed a major partnership agreement for the amount of €528 million with the aim of contributing to progress on the MDGs and other development goals through the United Nations System. In addition, on 24 September 2008 Spain pledged €90 million towards the launch of a thematic window on Childhood and Nutrition. The MDG-F supports joint programmes that seek replication of successful pilot experiences and impact in shaping public policies and improving peoples' life in 49 countries by accelerating progress towards the Millennium Development Goals and other key development goals.

The MDG-F operates through the UN teams in each country, promoting increased coherence and effectiveness in development interventions through collaboration among UN agencies. The Fund uses a joint programme mode of intervention and has currently approved 128 joint programmes in 49 countries. These reflect eight thematic windows that contribute in various ways towards progress on the MDGs, National Ownership and UN reform.

The MDG-F M&E Strategy

A result oriented monitoring and evaluation strategy is under implementation in order to track and measure the overall impact of this historic contribution to the MDGs and to multilateralism. The MDG-F M&E strategy is based on the principles and standards of UNEG and OECD/DAC regarding evaluation quality and independence. The strategy builds on the information needs and interests of the different stakeholders while pursuing a balance between their accountability and learning purposes.

The strategy's main objectives are:

1. To support joint programmes to attain development results;
2. To determine the worth and merit of joint programmes and measure their contribution to
3. the 3 MDG-F objectives, MDGs, Paris Declaration and Delivering as One; and
4. To obtain and compile evidence based knowledge and lessons learned to scale up and replicate successful development interventions.

Under the MDG-F M&E strategy and Programme Implementation Guidelines, each programme team is responsible for designing an M&E system, establishing baselines for (quantitative and qualitative) indicators and conducting a final evaluation with a summative focus.

The MDG-F Secretariat also commissioned mid-term evaluations for all joint programmes with a formative focus.

ANNEX 2: EVALUATION QUESTIONS, LEVELS OF ANALYSIS AND EVALUATION CRITERIA

DESIGN LEVEL

- **Relevance: The extent to which the objectives of a development intervention are consistent with the needs and interest of the people, the needs of the country and the Millennium Development Goals.**
- a) How much and in what ways did the JP contribute to solve the (socio-economical) needs and problems identified in the design phase?
 - b) To what extent was this programme designed, implemented, monitored and evaluated jointly? (See MDG-F joint programme guidelines and final evaluation guidelines)
 - c) To what extent was joint programming the best option to respond to development challenges stated in the programme document?
 - d) To what extent did the IPs participating in the JP add value to solve the development challenges stated in the programme document?
 - e) To what extent did the JP have a useful and reliable M&E strategy that contributed to measure development results?
 - f) To what extent did the JP have a useful and reliable C&A strategy?
 - g) Have the corrective strategic decisions been made in the light of the MTE recommendation? If the programme was revised, did it reflect the changes that were needed?
 - h) How much and in what ways did the JP contribute to UN Reform in Namibia?

PROCESS LEVEL

- **Efficiency: Extent to which resources/inputs (funds, time, human resources, etc.) have been turned into results**
- a) To what extent did the JP's management model (i.e. instruments; economic, human and technical resources; organizational structure; information flows; decision-making in management) contribute to the development results attained? Was the JP model cost effective in relation to the results achieved?
 - b) To what extent was the implementation of a joint programme intervention (group of agencies) more efficient in comparison to what could have been through a single agency's intervention?
 - c) To what extent did the governance of the fund at national level (PMC Technical and Strategic Coordination and NSC) contributed to efficiency and effectiveness of the joint programme? To what extent these governance structures were useful

for development purposes, ownership, for working together as one? Did they enable management and delivery of outputs and results?

- d) To what extent and in what ways did the joint programme increase or reduce efficiency in delivering outputs and attaining outcomes?
- e) What type of work methodologies, financial instruments, and business practices have the implementing partners used to increase efficiency in delivering as one?
- f) What type of (administrative, financial and managerial) obstacles did the joint programme face and to what extent have this affected its efficiency at national and regional level?
- g) To what extent and in what ways did the mid-term evaluation have an impact on the joint programme? Was it useful? Were the lessons learnt taken into consideration? Did the joint programme implement the improvement plan?

- **Ownership in the process: Effective exercise of leadership by the country's national/local partners in development interventions**

- a) To what extent did the targeted population, citizens, participants, local and national authorities make the programme their own, taking an active role in it? What modes of participation (leadership) have driven the process? What roles did they play?
- b) To what extent and in what ways has ownership or the lack of it, impacted on the efficiency and effectiveness of the joint programme?

RESULTS LEVEL

- **Effectiveness: Extent to which the objectives of the development intervention have been achieved.**

- a) To what extent did the JP contribute to the attainment of the development outputs and outcomes initially expected /stipulated in the programme document?
 - 1. To what extent and in what ways did the joint programme contribute to the Millennium Development Goals at the local and national levels?
 - 2. To what extent and in what ways did the joint programme contribute to the goals set in the thematic window?
 - 3. To what extent (policy, budgets, design, and implementation) and in what ways did the joint programme contribute to improve the implementation of the principles of the Paris Declaration and Accra Agenda for Action?
 - 4. To what extent and in what ways did the joint programme contribute to the goals of delivering as one at country level?
- b) To what extent were joint programme's outputs and outcomes synergistic and coherent to produce development results? What kinds of results were reached?

- c) To what extent did the joint programme have an impact on the targeted citizens?
- d) Have any good practices, success stories, lessons learned or transferable examples been identified? Please describe and document them.
- e) What types of differentiated effects are resulting from the joint programme in accordance with the sex, race, ethnic group, rural or urban setting of the beneficiary population, and to what extent?
- f) To what extent has the joint programme contributed to the advancement and the progress of fostering national ownership processes and outcomes (the design and implementation of National Development Plans, Public Policies such as the National Gender Plan of Action and the GBV Plan, UNDAF, etc).
- g) To what extent did the joint programme help to increase stakeholder/citizen dialogue and/or engagement on development issues and policies?

- **Sustainability: Probability of the benefits of the intervention continuing in the long term.**

- a) To what extent have the joint programme decision making bodies and implementing partners undertaken the necessary decisions and courses of actions to ensure the sustainability of the joint programme?

At local and national level:

- a) To what extent did national and/or local institutions support the joint programme?
- b) Did these institutions show technical capacity and leadership commitment to keep working with the programme or to scale it up?
- c) Have operating capacities been created and/or reinforced in national partners?
- d) Did the partners have sufficient financial capacity to maintain the benefits produced by the programme?
- e) To what extent will the joint programme be replicable or scaled up at national or local levels?
- f) To what extent did the joint programme align itself with the National Development Strategies and/or the UN One Plan?

ANNEX 3: SUGGESTED OUTLINE OF THE REPORTS

Outline of the Inception Report

1. Introduction
2. Background to the evaluation: objectives and overall approach
3. Identification of main units and dimensions for analysis and possible areas for research
4. Main substantive and financial achievements of the joint programme
5. Methodology for the compilation and analysis of the information
6. Criteria to define the mission agenda, including “field visits”

Outline of the Draft and Final Evaluation Reports

1. Cover Page
2. Introduction
1. Background, goal and methodological approach
2. Purpose of the evaluation
3. Methodologies used in the evaluation
4. Constraints and limitations on the study conducted
3. Description of the development interventions carried out
5. Detailed description of the development intervention undertaken: description and judgment on implementation of outputs delivered (or not) and outcomes attained as well as how the programme worked in comparison to the theory of change developed for the programme.
6. Levels of Analysis: Evaluation criteria and questions (all questions included in the TOR must be addressed and answered)
7. Conclusions and lessons learned (prioritized, structured and clear)
8. Recommendations
9. Annexes

ANNEX 4: PRELIMINARY LIST OF DOCUMENTS FOR DESK REVIEW

MDG-F Context

- MDGF Framework Document
- Summary of the M&E frameworks and common indicators
- General thematic indicators
- M&E strategy
- Communication and Advocacy Strategy
- MDG-F Joint Implementation Guidelines

Specific Joint Programme Documents

- MDG-F Project Document
- M&E frameworks
- Mission report 2009 by the MDG-F Secretariat
- Other JP Mission reports including monitoring reports

- Quarterly reports
- Biannual monitoring reports
- Annual reports
- UN agencies annual reports
- Lead Ministry (MGEWCW) Annual Reports
- Annual work plans
- Financial information (MDTF)
- Communication and Advocacy Strategy
- Minutes of the NSC, PMC (technical and SC)
- Contracts between UN Agencies and IPs
- Mid-term Evaluation Report, Comments Matrix, and Improvement Plan
- Draft JP Exit and Sustainability Plan
- JP research/study reports, training materials, guides, and other JP products
- List of UN and other IPs contact details

Other in-country documents or information

- Evaluations, assessments or internal reports conducted by the joint programme
- Relevant documents or reports on the Millennium Development Goals at the local and national levels
- Relevant documents or reports on the implementation of the Paris Declaration and the Accra Agenda for Action in the country
- Relevant documents or reports on One UN, Delivering as One
- MGEWCW Strategic Plan
- National Gender Policy and Action Plan
- GBV Plan of Action

ANNEX D

Workplan

[illegible]

Activity	Person(s) Responsible	Time Frame / Due Date													
		15/05 - 30/05	31/05 - 07/06	04/06 – 07/06				11/06 – 17/06	14/06 – 17/06	18/06 – 22/06	25/06 -26/06	22/06- 26/06		03/07- 05/07	
		30/05	07/06	08/06	11/06	12/06	17/06	22/06	22/06			02/ 07	05/07	06/07	
Data collation and data analysis and preparation of draft report															
Submission of draft report															
Revision of draft report; integration of comments from PMC-SC & PMC-TL/ERG members															
Submission of Final Evaluation Report															
Sharing of Final Evaluation Report to Stakeholders dissemination workshop															



Annex 4 List of Respondents

	Name of Respondent	Title/Age	Organisation/Group	Location	Interview	Date
CAPRIVI REGION						
1	Margaret Mahoto	Gender Liaison Officer,	MGECW	Katima Mulilo	KII	15.06.12
2	M Mushabati	Chief Agricultural Extension Officer	Directorate of Extension & Engineering Services, MAWF	Katima Mulilo	KII KII KII	15.06.12
3	L Nanhapo	Agricultural Extension Officer				
4	A Yambwa	Agricultural Extension Officer				
5	Richard Lyamine	CCE Coordinator (UNV)				
6	Tuli Namunjembo	WACPU	MoSS	Katima Mulilo	KII	18.06.12
7	Sgt Esther Simataa	WACPU	MoSS	Katima Mulilo	KII	18.06.12
8	Linus Kani	Nurse in Charge of Clinic	NAPPA	Katima Mulilo	KII	15.06.12
9	Esther Muhamubi	74 Yrs	Mubiza Community Vegetable Garden	Katima Mulilo	Focus Group Discussion Female Headed Households Involved in Food Security & Livelihood Initiatives	15.06.12
10	Region Lilungwe	61 Yrs				
11	Josephine Likando	65 Yrs				
12	Mary Muhamubi	55 Yrs				
13	Agnes Kamanga	64 Yrs				
14	Joyce Namwaka	44 Yrs				
15	Maryclare Liswaniso	64 Yrs				
16	Selma Lilungwe	50 Yrs				
17	Regina Sibongo	46 Yrs				
18	Aina Sifuniso	37 Yrs				
19	Brenda Mutau	25 Yrs	Mubiza Community Project	Mubiza	Focus Group Discussion Youth Involved in Food Security & Livelihood Initiatives	15.06.12
20	Albius Likando	34 Yrs				
21	Jane Chika	28 Yrs				
22	Violet Kakambi	29 Yrs				
23	Memory Muhamubi	22 Yrs				
24	Grace Lubinda	27 Yrs				
25	Fabian Sampaya	34 Yrs	COCAS	Ngweze	FGD Male Youth	15.06.12
26	Frank Matongo	30 Yrs	MHSS			

Namibia Gender Joint Programme Final Evaluation – List of Respondents

	Name of Respondent	Title/Age	Organisation/Group	Location	Interview	Date	
27	Alfred Sinvula	30 Yrs	White Ribbon		trained GBV, HIV &AIDS/ Child Abuse		
28	Leonard Malumo	31 Yrs	NAPPA				
29	Chief Ben	There were 5 respondents who willingly agreed to be interviewed but refused to give their names except for two. This community had serious internal issues and FAO withdrew from the project	Hiyamasan Community Project	Macaravani	Focus Group Discussion San Community (FGD conducted to ascertain reasons for failure of project)	16.06.12	
30	Malas Malapo						
31	(Unnamed participant)						
32	(Unnamed participant)						
33	(Unnamed participant)						
34	(Unnamed participant)						
35	Norita Machana	28 Yrs	3 Females & 3 Males	Katima Mulilo	Focus Group Discussion with volunteers trained in GBV and SRH	18.06.12	
36	Getrinah Budure	32 Yrs					
37	Grace Mwiya	34 Yrs					
38	Calvin Chivasi	37 Yrs					
39	Treasure Matiti	29 Yrs					
40	Silishebo Sanjahi	30 Yrs					
41	Eustace Simataa	40 Yrs	CCE Facilitators	Kabbe	FGD Volunteers Trained in CCE Methodology	19.06.12	
42	Aldrin Mubu	42 Yrs					
43	Judith Ndana	53 Yrs					
44	Richard Simasiku	41 Yrs					
45	Martin Mubumbe	48 Yrs					
OHANGWENA REGION							
46	Gal Sirton	FAO Consultant/Contractor	FAO	Ongha	KII	19.06.12	
47	1 Female	Program Coordinator	Lifeline/Childline	Ondangwa	KII	20.06.12	
48	1 Male	Trained Community Activist	MGECW	Okongo	KII	22.06.12	
49	1 Male	Volunteer	NAPPA	Eenhana	KII	20.06.12	
50	1 Male	Staff Officer,	Regional Crime Investigation Coordinator (WACPU)	Eenhana	KII	20.06.12	
51	1 Female	Constable	WACPU	Okongo	KII	22.06.12	
52	Leticia	29 years		Ongha	FGD Female Headed Households	20.06.12	
53	Rauna	53 years					
54	Olivia	49 years					

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	Name of Respondent	Title/Age	Organisation/Group	Location	Interview	Date
55	Shiwohamba	34 years			involved in Food Security and Livelihood Initiatives	
56	Maria	57 years				
57	Frieda	47 years				
58	Josephina	72 years				
59	Lahja	33 years		Okongo	FGD Women trained in SME and Financial Management	22.06.12
60	Lonia	23 years				
61	Lilie	40 years				
62	Lovisa	25 years				
63	Lavinia	36 years				
64	Johanna	38 years				
KARAS REGION						
65	Menesia Keister	CCE Coordinator (UNV)	Karas Regional Council	Keetmanshoop	KII	18.06.12
66	Deputy Commissioner Isaaks	Regional Crime Investigations Unit	MoSS	Keetmanshoop	KII	18.06.12
67	Warrant Office Basson	WACPU Officer	WACPU	Keetmanshoop	KII	18.06.12
68	Erica Tsuses	FGD CCE Facilitators	Karas Regional Council	Keetmanshoop	FGD CCE Facilitators trained in GBV, SRH & HIV and AIDS	18.06.12
69	Mercia Thomas					
70	Thusnelda Guruses					
71	Hilma Willliam					
72	Zelda Vries	Senior Legal Clerk, Keetmanshoop Magistrates Court	Ministry of Justice	Keetmanshoop (telephonic interview)	KII Service Providers	29.06.12
73	Maggy Jossob	50 years	Volunteer Trained in GBV	Keetmanshoop (telephonic interview)	KII Service Providers	29.06.12
74	Cornelius Fredericks	Senior Traditional Councillor	Aman Traditional Authority, Bethanie	Keetmanshoop (telephonic interview)	KII Trained as paralegal	29.06.12
75	Marlene Titus	19years		Keetmanshoop (telephonic interview)	KII s Young women trained in rights	28.06.12
76	Chelencia Goliath	22years				

Namibia Gender Joint Programme Final Evaluation – List of Respondents

	Name of Respondent	Title/Age	Organisation/Group	Location	Interview	Date
77	Richard Gariseb			Keetmanshoop (telephonic interview)	KIIs Trained in Gender & Food Security & Livelihoods (horticulture)	28.06.12
78	Johanna Kahuika					
KUNENE REGION						
79	FH Karutjaiva	Community Liaison Officer	MGECW	Opuwo	KII	21.06.12
80	Weich Mupya	Chief Information Officer	MITC	Opuwo	KII	22.06.12
81	Mr Kavari	CEO	Hizetjitwa Indigenous Peoples Organization (HIPO)	Opuwo	KII	22.06.12
82	Deputy Commissioner James Nderura	Deputy Regional Commander	Namibia Police (MoSS)	Opuwo	KII	22.06.12
83	Detective Sergeant Frederick Vejaruka Samuel	WACPU Officer	Namibia Police (Moss), WACPU Sub-Division	Opuwo	KII	22.06.12
84	Frederick Willem	CCE Coordinator	Kunene Regional Council	Opuwo	KII	21.06.12
85	Muvangua Makaurapo	CCE Facilitators	Kunene Regional Council	Opuwo	FGD CCE Facilitators	21.06.12
86	Mumbalu Dinelao					
87	Ruhozu Rituapi					
88	Tjarimba Raimund					
89	Maendo Kaerumbu					
90	Alweendo Appolonia					
91	Verijarukira Efraim	35 years	Otjihandjesemo	Epupa Constituency	FGD Vulnerable Groups Involved in Food Security Initiatives (females)	23.06.12
92	Uaovisa Tjambiru	Below 35 years				
93	Erine Tom	28 years				
94	Mavejaukua Tjambiru	Below 35 years				
95	Makarutavi Tom	Above 35 years				
96	Kaongerue Tjambiru	Above 35 years				
97	Kanjanguerue Tjumbua	21 years				
98	Uanjengua van der Merwe	Above 35 years				
99	Kaseuapo Pekaha	Above 35 years				
100	Tuahuma tom	Above 35				

Namibia Gender Joint Programme Final Evaluation – List of Respondents

	Name of Respondent	Title/Age	Organisation/Group	Location	Interview	Date
101	Simon Efraim	Pensioner	Otjihandjasemo	Epupa Constituency	Focus Group Discussion Vulnerable Groups Involved in Food Security Initiatives (males)	23.06.12
102	Antonio Pendulamo	46				
103	Suze Tom	Pensioner				
104	Jefta Kaputjadha	33				
105	Van Zyl Tom	53				
106	Kavikua Miranda	Pensioner				
WINDHOEK NATIONAL LEVEL INSTITUTIONS						
107	Erustus Negonga	Permanent Secretary	MGECW	Windhoek	KII	27.06.12
108	Victor Shipoh	Director, Directorate of Gender	MGECW	Katima Mulilo (he was on mission)	KII	15.06.12
109	Rosina Mabakeng	Deputy Director, Directorate of Gender	MGECW	Windhoek	KII	22.06.12
110	Mrs Shililifa	Deputy Director, Research and Registration	MGECW	Windhoek	KII	22.06.12
111	Helena Andjamba	Director – Directorate of Child Welfare	MGECW			21.06.12
112	Patrick Haingura	Deputy Director	Ministry of YNSSC			20.06.12
113	Major General Hifindaka	Deputy Inspector General, Operations	Namibia Police Force (MoSS)	Windhoek, National Police Force Headquarters	FGD, WACPU & Gender programmes and Gender mainstreaming in the Police	26.06.12
114	Detective Chief Inspector Reinette Cronje (Separate KII also conducted with her as Head of the WACPU on 21.06.12)	National Coordinator, Head of Sub-Division: WACPU				
115	Commissioner N.S. Endjala	Head, CID				
116	Commissioner D. Shilunga	Head, Training & Development				
117	Deputy Commissioner C.S. Sibolile	CID				
118	Deputy Commissioner T. Shilongo	Commandant Police College				
119	Inspector F.S. Hafeni	Quality Training Assurance				
120	Inspector C. Imbondy	WACPU Sub Division				

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	Name of Respondent	Title/Age	Organisation/Group	Location	Interview	Date
121	Chippa I. Tjirera	Chairperson:	Parliamentarian Standing Committee on Human Resources, Social and Community Development	Windhoek	KII	25.06.12
122	Sam Ntelamo	Staff member	NAPPA	Windhoek	KII	25.06.12
123	Hungi Kaurena	Programme Associate	NAPPA	Windhoek	KII	25.06.12
124	Michael Shirungu	Staff member	University of Namibia	Windhoek	KII	25.06.12
125	Jane Shityuwete	Director	Lifeline/Childline			
126	James Itana	Trainers	Childline/Lifeline	Windhoek	KII	26.02.12
127	Natalie Halweendo					
128	Adelheid Awases	Director, Planning & Development	MoE	Windhoek	KII	26.06.12
129	Emily Brown	Head, Media Technology Department	Polytechnic of Namibia	Windhoek	KII	21.06.12
130	Mr Ngamane Upi	Director	MISA, Namibia	Windhoek	KII	21.06.12
131	Neil Boyer	UNDP DRR	UNDP	Windhoek	KII	13.06.12
132	Micaela Marques De Sousa	UNICEF Representative	UNICEF	Windhoek	KII	13.06.12
133	Alaphia Wright	UNESCO Representative to Angola, Lesotho, Namibia, South Africa and Swaziland	UNESCO	Windhoek	KII	13.06.12
134	Admir P.M. Bay	FAO Representative in Namibia	FAO	Windhoek	KII	13.06.12
135	Fabian K Byomuhangi	UNFPA Representative	UNFPA	Windhoek	KII	13.06.12
136	Sarah Mwilima	Assistant Resident Representative, Governance	UNDP	Windhoek	KII	13.06.12
137	Cloudina Venaani	Programme Associate	UNDP	Windhoek	KII	26.06.12
138	Connie Botma	Chief Special Protection for Vulnerable Children	UNICEF	Windhoek	KII	13.06.12

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	Name of Respondent	Title/Age	Organisation/Group	Location	Interview	Date
139	Obert Lubasi Mutumba	National Programme Officer, Social & Human Sciences Sector, UNESCO Office in Windhoek	UNESCO	Windhoek	KII	13.06.12
140	Letisia Alfeus	National Programme Officer, Gender	UNFPA	Windhoek	KII	13.06.12
141	Uparura Kuvare	Assistant FAO Representative Programmes	FAO	Telephonic Interview	KII	03.07.12
142	Jacinta Hofni	Fmr Manager	Programme Management Unit (Joint Programme)	Windhoek	KII	30.06.12
143	Carmen Sendino	Head AECID	Spanish Agency for International Development Cooperation (AECID)	Windhoek	KIIs	07.07.12
144	Olga Martin	Project Officer				

TOTAL: 144 Respondents

Annex 5 List of Literature Reviewed

1. *Addressing Gender Based Violence Through Community Empowerment*, Legal Assistance Centre, 2008
2. *Analytical Overview of the UN Joint Gender Programmes Portfolio*, DAC Network on Gender Equality (GENDERNET), April 2011
3. Armenia, *Lessons Learned in Joint Programme Implementation, Education & HIV/AIDS Themes* Pooled Funding, Staff working Paper No 2, UNDG
4. Baseline Study, FAO 2009
5. *Beyond Inequalities, Women in Namibia*, University of Namibia, 2005
6. Cruz, Adrienne. Klinger, Sabine. *Gender-based violence in the world of work: Overview and selected annotated bibliography*, International Labour Organization, 2011
7. Diop Ngone, “Translating Government’s Commitment into actions. The Rwanda Gender Budgeting Initiative”. 2002
8. Eritrea, *Lessons Learned in Joint Programme Implementation, Education & HIV/AIDS Themes* Pooled Funding, Staff working Paper No 6, UNDG
9. World Bank 2012, *Gender Equality World Report*, World Development Report. 2012
10. Gender Mainstreaming and Disability Sensitization In Civic and Voter Education for USAID/Namibia, DevTech Systems, Inc , May 2004
11. Gender-Based Violence: *Guidelines for National Action Plans on Violence Against Women*, UN Women New York, 2012
12. Hubbard, Dianne. *Gender and Law Reform in Namibia*, Legal Assistance Centre, September 1999
13. *Impediment to Reproductive Health, Population Reference Bureau for the Interagency Gender Working Group, IGWG, USAID*, 2010
14. India, *Lessons Learned in Joint Programme Implementation, Education & HIV/AIDS Themes* Pooled Funding, Staff working Paper No 1, UNDG
15. Joint Programme Review, Bolivia, Pooley, Bertha, Ormachea, Enrique. Issues paper, January 2006
16. Joint Programmes, FAQ (Fact Sheet), UNDG
17. Joint Programmes, Overview (Fact Sheet), UNDG
18. Joint Programming, UNDG, 2 March, 1999
19. Kenya, *Lessons Learned in Joint Programme Implementation, Education & HIV/AIDS Themes* Pooled Funding, Staff working Paper No 5, UNDG

20. Namibia Police Force, Criminal Investigations Division, (Statistics on Gender Based Violence), 2009-2012
21. Namibia Gender Joint Programme Monitoring & Evaluation reports
22. Namibia Joint Programme: Setting things right – towards gender equality and equity – October 14, 2008, *Project Document*
23. Namibia Mid-Term Evaluation Report, August 2010
24. Namibia National Gender Policy
25. Namibia National Plan of Agency
26. National Plan of Action on Gender Based Violence 2012-2016
27. Non-monetary dimensions of poverty and its causes, *Participatory Poverty Assessments* (PPAs), 2003-2006.
28. Paris Declaration on Aid Effectiveness, UNDG, 2009
29. Republic of Namibia, *Country Gender Profile*, African Development Bank/African Development Fund, Human Development Department (OSHD) July, 2006
30. Republic of Namibia, *Third National Development Plan* (NDP 3), 2007/2008 – 2011/12, Vol 1
31. *Revised Standard Joint Programme Document*, UNDG, 24 April, 2008
32. Standard Administrative Arrangement For Multi-Donor Trust Funds And Joint Programmes Using Pass-Through Fund Management, (SAA 30 July, 2008, United Nations Development Group (Undg).
33. *Standard-Administrative-Arrangement-(SAA),-10.30.2008*
34. *Enhancing The Effectiveness And Efficiency Of Joint Programmes*, United Nations Development Group Review, 17 March 2006
35. Statistical Profile on Women & Men in Namibia, Ministry of Gender Equality & Child Welfare, 2010
36. UNAIDS 2011-2015 Strategy, Getting to Zero, UNAIDS, 2008

Annex 6 Links to Gender Training Tools Developed by JP (UNESCO/IPs)

	TOOL	INSTITUTION	WEB LINK
1	Curriculum	University of Namibia	http://portal.unesco.org/en/files/48808/1330325963102122010_ENTRY_POINTS_FOR_INCORPORATING_GENDER_AND_ISSUES_OF_GENDERBASED_VIOLENCE_INTO_MEDIA_EDUCATION_AND_JOURNALISM_CURRICULUM_AT_TERTIARY_EDUCATION_INSTITUTIONS_IN_SOUTHERN_AFRICA.doc/02122010%2BENTRY%2BPOINTS%2BFOR%2BINCORPORATING%2BGENDER%2BAND%2BISUES%2BOF%2BGENDERBASED%2BVIOLENCE%2BINTO%2BMEDIA%2BEDUCATION%2BAND%2BJOURNALISM%2BCURRICULUM%2BAT%2BTERTIARY%2BEDUCATION%2BINSTITUTIONS%2BIN%2BSOUTHERN%2BAFRICA.doc
		Polytechnic of Namibia	
2	Toolkit for media Institutions	New Era	http://portal.unesco.org/en/files/48814/13303462061Gender_Links_4500141376_New_Era_7.pdf/Gender%2BLinks%2B4500141376%2BNew%2BEra%2B7.pdf
		NBC TV	http://portal.unesco.org/en/files/48813/13303460871Gender_Links_4500141376_NBC_TV_6.pdf/Gender%2BLinks%2B4500141376%2BNBC%2BTV%2B6.pdf
		NBC TV	http://portal.unesco.org/en/files/48813/13303460871Gender_Links_4500141376_NBC_TV_6.pdf/Gender%2BLinks%2B4500141376%2BNBC%2BTV%2B6.pdf
		NBC Radio	http://portal.unesco.org/en/files/48812/13303459601Gender_Links_4500141376_NBC_Radio_5.pdf/Gender%2BLinks%2B4500141376%2BNBC%2BRadio%2B5.pdf
		The Namibian	http://portal.unesco.org/en/files/48811/13303458321Gender_Links_4500141376_Namibian_10.pdf/Gender%2BLinks%2B4500141376%2BNamibian%2B10.pdf
		Live FM	http://portal.unesco.org/en/files/48810/13303456141Gender_Links_4500141376_Live_FM4.pdf/Gender%2BLinks%2B4500141376%2BLive%2BFM4.pdf
		Die Republikein	http://portal.unesco.org/en/files/48818/13303467071Gender_Links_4500141376_Republikein_9.pdf/Gender%2BLinks%2B4500141376%2BRepublikein%2B9.pdf
		Base FM	http://portal.unesco.org/en/files/48817/13303465471Gender_Links_4500141376_Base_FM3.pdf/Gender%2BLinks%2B4500141376%2BBase%2BFM3.pdf
		Algemeine Zeitung	http://portal.unesco.org/en/files/48816/13303464391Gender_Links_4500141376_Algemeine_Zeitung.pdf/Gender%2BLinks%2B4500141376%2BAlgemeine%2BZeitung.pdf
		Radio 99.8	http://portal.unesco.org/en/files/48815/13303463231Gender_Links_4500141376_Radio_99_8.pdf/Gender%2BLinks%2B4500141376%2BRadio%2B99%2B8.pdf
3	Training manual for establishing and maintaining Community Media Centre in Namibia	Non specific	http://portal.unesco.org/en/files/48739/13219704941MPCC_Posters_for_Web.pdf/MPCC%2BPosters%2Bfor%2BWeb.pdf

4	A Gender Toolkit for Educators	Non specific	http://portal.unesco.org/en/files/47654/12737402501Gender_Toolkit_for_Educators.pdf/Gender%2BToolkit%2Bfor%2BEducators.pdf
5	Training kits	Non specific	Agriculture, Tailoring, Work Ethics, Literacy, Building construction and carpentry, Business management, Craft and jewelry making.
6	Research into Community Media Centres and Community Radios in Namibia	Non specific	http://portal.unesco.org/en/files/48201/12898150031unesco_lowres.pdf/unesco_lowres.pdf
7	Manual for community multimedia centres and community radio stations in Namibia	Non specific	http://portal.unesco.org/en/files/48692/13182333931Manual.pdf/Manual.pdf
8	Final Report on Mobile Technology	Non specific	The Use of Mobile technology at Okangwati Community in the Preservation of Indigenous Knowledge (S. Nzuma& J.)Absalom http://www.veikom.iway.na/files/Okunguati%20Report.pdf