NATIONAL FACT SHEET

Millennium Challenge Account Namibia

POVERTY REDUCTION THROUGH ECONOMIC GROWTH
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<th>Full Form</th>
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</thead>
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<tr>
<td>AG</td>
<td>Attorney General</td>
</tr>
<tr>
<td>ATWS</td>
<td>Adventure Travel World Summit</td>
</tr>
<tr>
<td>BVD</td>
<td>Bovine Virus Diarrhea</td>
</tr>
<tr>
<td>CEO</td>
<td>Chief Executive Officer</td>
</tr>
<tr>
<td>CBRLM</td>
<td>Community-Based Rangeland and Livestock Management</td>
</tr>
<tr>
<td>CBNRM</td>
<td>Community-Based Natural Resource Management</td>
</tr>
<tr>
<td>CDSS</td>
<td>Conservancy Development Support Services</td>
</tr>
<tr>
<td>CIF</td>
<td>Compact Implementation Funding</td>
</tr>
<tr>
<td>CLB</td>
<td>Communal Land Board</td>
</tr>
<tr>
<td>CLAM</td>
<td>Communal Land Administration Manual</td>
</tr>
<tr>
<td>CLS</td>
<td>Communal Land Support</td>
</tr>
<tr>
<td>COP</td>
<td>Conference of the Parties</td>
</tr>
<tr>
<td>CPD</td>
<td>Continuous Professional Development</td>
</tr>
<tr>
<td>CS</td>
<td>Conservancy Support</td>
</tr>
<tr>
<td>COSDEC</td>
<td>Community Skills Development Centres</td>
</tr>
<tr>
<td>DQR</td>
<td>Data Quality Review</td>
</tr>
<tr>
<td>DG</td>
<td>Director General</td>
</tr>
<tr>
<td>EIA</td>
<td>Environmental Impact Assessment</td>
</tr>
<tr>
<td>ENP</td>
<td>Etosha National Park</td>
</tr>
<tr>
<td>ERR</td>
<td>Economic Rate of Return</td>
</tr>
<tr>
<td>EMA</td>
<td>Environmental Management Act</td>
</tr>
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<td>EMP</td>
<td>Environment Management Plan</td>
</tr>
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<td>ESA</td>
<td>Environment and Social Assessment</td>
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<td>ETSIP</td>
<td>Education and Training Sector Improvement Programme</td>
</tr>
<tr>
<td>FMD</td>
<td>Foot and Mouth Disease</td>
</tr>
<tr>
<td>FMM</td>
<td>Facilities Maintenance Management</td>
</tr>
<tr>
<td>GA</td>
<td>Grazing Area</td>
</tr>
<tr>
<td>GIS</td>
<td>Geographic Information System</td>
</tr>
<tr>
<td>GRN</td>
<td>Government of the Republic of Namibia</td>
</tr>
<tr>
<td>HEMIS</td>
<td>Higher Education Management Information System</td>
</tr>
<tr>
<td>INP</td>
<td>Indigenous Natural Products</td>
</tr>
<tr>
<td>ITT</td>
<td>Indicator Tracking Table</td>
</tr>
<tr>
<td>LSM</td>
<td>Learning Support Material</td>
</tr>
<tr>
<td>MIS</td>
<td>Management Information System</td>
</tr>
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</table>
## Acronyms & Abbreviations

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
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<tbody>
<tr>
<td>M&amp;E</td>
<td>Monitoring and Evaluation</td>
</tr>
<tr>
<td>MAWF</td>
<td>Ministry of Agriculture, Water and Forestry</td>
</tr>
<tr>
<td>MCA-N</td>
<td>Millennium Challenge Account Namibia</td>
</tr>
<tr>
<td>MCA-NB</td>
<td>MCA Namibia Board</td>
</tr>
<tr>
<td>MCC</td>
<td>Millennium Challenge Corporation</td>
</tr>
<tr>
<td>MET</td>
<td>Ministry of Environment &amp; Tourism</td>
</tr>
<tr>
<td>MLR</td>
<td>Ministry of Lands &amp; Resettlement</td>
</tr>
<tr>
<td>MoE</td>
<td>Ministry of Education</td>
</tr>
<tr>
<td>MLR</td>
<td>Ministry of Lands and Resettlement</td>
</tr>
<tr>
<td>MWT</td>
<td>Ministry of Works &amp; Transport</td>
</tr>
<tr>
<td>NamLITS</td>
<td>Namibia Livestock Identification and Traceability System</td>
</tr>
<tr>
<td>NACSO</td>
<td>Namibia Association of CBNRM Support Organisation</td>
</tr>
<tr>
<td>NBRI</td>
<td>National Botanical Research Institute</td>
</tr>
<tr>
<td>NCA</td>
<td>Northern Communal Area</td>
</tr>
<tr>
<td>NCLAS</td>
<td>Northern Communal Land Administration System</td>
</tr>
<tr>
<td>NPC</td>
<td>National Planning Commission</td>
</tr>
<tr>
<td>NSA</td>
<td>Namibia Statistics Agency</td>
</tr>
<tr>
<td>NSFAF</td>
<td>Namibia Student Financial Assistance Fund</td>
</tr>
<tr>
<td>NTA</td>
<td>Namibia Training Authority</td>
</tr>
<tr>
<td>NTB</td>
<td>Namibia Tourism Board</td>
</tr>
<tr>
<td>NWR</td>
<td>Namibia Wildlife Resorts</td>
</tr>
<tr>
<td>OIE</td>
<td>International Organisation of Animal Health</td>
</tr>
<tr>
<td>OPF</td>
<td>Opuwo Processing Facility</td>
</tr>
<tr>
<td>PPO</td>
<td>Producer &amp; Processor Organisation</td>
</tr>
<tr>
<td>PSM</td>
<td>Performance Management System</td>
</tr>
<tr>
<td>RPL</td>
<td>Recognition of Prior Learning</td>
</tr>
<tr>
<td>RFID</td>
<td>Radio Frequency Identification Device</td>
</tr>
<tr>
<td>RSRC</td>
<td>Regional Study and Resources Centres</td>
</tr>
<tr>
<td>SOE</td>
<td>State Owned Enterprise</td>
</tr>
<tr>
<td>SVO</td>
<td>State Veterinary Office</td>
</tr>
<tr>
<td>TA</td>
<td>Traditional Authority</td>
</tr>
<tr>
<td>UNCCD</td>
<td>United Nations Convention to Combat Desertification</td>
</tr>
<tr>
<td>VCF</td>
<td>Veterinary Cordon Fence</td>
</tr>
<tr>
<td>VTGF</td>
<td>Vocational Training Grant Fund</td>
</tr>
</tbody>
</table>
In 2006, the Government of Namibia set out to fast-track development by participating in an initiative of the U.S. Government through the Millennium Challenge Corporation (MCC), which has poverty reduction through economic growth as its main objective in developing countries that display good governance, invest in their people and protect their natural resources.

The Namibian Government under the National Planning Commission in April 2006 set up a temporary unit that was to spearhead the Millennium Challenge Account Compact proposal to MCC. Submitted in September 2006 at US$ 515 million, the proposal covered education, tourism, agriculture including the Green Scheme and the roads sector.

MCC set clear benchmarks for the activities that could be considered for the inclusion in the Compact, subjecting all activities to a rigorous economic rate of return (ERR) analysis which had to meet the cost of money at the time of 10%. This ERR requirement excluded MCA Namibia proposed activities in areas with low population density and the focus of the investment portfolio ended up in the Northern Communal Areas.

After a drawn out due diligence by MCC, the MCA Namibia Compact was signed into force in July 2008 at a negotiated value of US$ 304.5 million still including education, tourism and agriculture but excluding the Green Scheme and road infrastructure.

Given the finite time-frame of 5 years for the implementation of any Compact, the Namibia Compact focused on infrastructure development across the three sectors with the ultimate objective to improve the incomes and lives of livestock farmers in communal farming areas, producers of Indigenous Natural Products (iNP) and communal conservancy members while making a contribution to better quality of general education and a better skilled workforce through improved vocational training.

Governed by the MCA Namibia Board, chaired by the Director General of the National Planning Commission, the MCA Namibia Management Unit headed by CEO Ms. Penny Akwenye, rolled out the Namibia Compact since September 2009 in a collective effort and partnership with Government ministries, State Owned Enterprises, regional and local government offices, educational institutions, farmers’ unions, NGOs, community based organisations, community members, private sector, and the MCC teams in Namibia and Washington DC.

MCA-N’s Implementing Partners – the Ministries of Education, Environment & Tourism, Agriculture, Water & Forestry and Lands & Resettlement and the Namibia Training Authority and Namibia Tourism Board – helped realise the Namibia Compact.

The multiple activities resulted in many concrete improvements to the lives of Namibians. The details are presented under the specific projects in this document.

Typically, in a development effort of this nature, sustainability is of concern to the investors and implementation teams. The MCA-N Board has throughout the Compact critically assessed the proposed activities and implementation modalities providing valuable guidance to MCA-N. A further safeguard was in the form of close community involvement and direct participation of our Implementing Partners, creating a strong sense of ownership of the investment made. A final measure implemented over the past few months included sustainability planning workshops with all stakeholders for various components of the Compact. For the school infrastructure a dedicated Facilities Maintenance Management Plan and related training is implemented as one of the final activities of the Education Project.

The success stories of the Namibia Compact are many, the collection of evidence as part of MCA Namibia’s monitoring and evaluation efforts is ongoing and will continue after Compact End Date and Compact Closure as certain impacts will only become evident over longer periods.

The Government of Namibia’s objectives to reduce poverty received a meaningful boost from the transformational investments funded by MCC into education, tourism and agriculture in Namibia.
IMPROVING THE QUALITY OF EDUCATION

CONSTRUCTION AND RENOVATION OF PHYSICAL FACILITIES

Objective:
To improve the learning and teaching environment.

EXPANDING & RENOVATING UP TO 47 SCHOOLS

Objective:
To address poor quality of school infrastructure and equipment, reduce overcrowding in classrooms and attract well qualified teachers to remote rural schools that serve as growth points for senior secondary education.

Achievements:
MCA Namibia upgraded, renovated and equipped 48 schools in 10 out of the 14 Namibian regions to the combined value of approximately N$600 million. In response to the needs assessed, schools had comprehensive renovations done on existing facilities or has received additional classrooms, an administration blocks, a science laboratory, a computer laboratory, a library, and ablution facilities. Schools in the rural areas that had no tap water and electricity were provided with such services. Schools found in need of teacher houses were provided with such facilities. Teacher houses built by MCA-N all have tap water and are connected to electricity.

Ohangwena Region: Ten (10) benefitting schools: Tulihongeni Combined School, Nanghonda Combined School, Onanghulo Combined School, Shikudule Combined School, Onamukulo Combined School, Onankali Combined School, Omakondo Combined School, Oupili Combined School, Etsapa Combined School and Iikelo Combined School.


Oshikoto Region: Seven (7) benefitting schools: Oshinamumwe Combined School, Olupale Combined School, Lipapo Combined School, Ondjamba Combined School, Esheshete Combined School, Oshilululu Combined School and Uukumwe Combined School.


Kavango West Region: One (1) benefitting school: Namavambi Combined School.

Kunene Region: One (1) benefitting school: Jack Francis Primary School.

Learners at these schools now enjoy sufficient classrooms with new furniture, new libraries with books, science laboratories with science equipment, and computer laboratories with Computer ICT equipment and network connectivity. Administration blocks are equipped with furniture and computers and network infrastructure.

MCA-N is satisfied that 5 schools have now expanded their curriculum from grade 10 to 12 following successful renovation and upgrading of facilities at the above schools.

Learners of John Shekudja Combined School (Omusati Region) in their new computer laboratory.
### Table 01: Construction Output

**ACROSS REGIONS NEW CONSTRUCTION OUTPUT OF MCA-N RENOVATION AND UPGRADING AT 48 SCHOOLS**

<table>
<thead>
<tr>
<th>Facility</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>New classrooms</td>
<td>212</td>
</tr>
<tr>
<td>New computer labs</td>
<td>58</td>
</tr>
<tr>
<td>New Science labs</td>
<td>47</td>
</tr>
<tr>
<td>New Libraries</td>
<td>33</td>
</tr>
<tr>
<td>New Admin Offices</td>
<td>31</td>
</tr>
<tr>
<td>New toilet blocks</td>
<td>26</td>
</tr>
<tr>
<td>New Enviroloo Toilet Blocks</td>
<td>43</td>
</tr>
<tr>
<td>School Hall (Uukumwe CS)</td>
<td>1</td>
</tr>
<tr>
<td>New Teacher Bachelor flats</td>
<td>158</td>
</tr>
<tr>
<td>Three bed rooms teacher houses</td>
<td>29</td>
</tr>
</tbody>
</table>

### Table 02: Teacher Housing per Qualifying Region

<table>
<thead>
<tr>
<th>Name of facilities, furniture and equipment</th>
<th>Omusati</th>
<th>Oshana</th>
<th>Ohangwena</th>
<th>Oshikoto</th>
<th>Kavango</th>
<th>Khomas</th>
<th>Otjozondjupa</th>
<th>Kunene</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Teacher Bachelor flats</td>
<td>53</td>
<td>50</td>
<td>31</td>
<td>4</td>
<td>4</td>
<td>17</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Three bed rooms teacher houses</td>
<td>10</td>
<td>1</td>
<td>10</td>
<td>4</td>
<td>1</td>
<td>3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>63</td>
<td>1</td>
<td>60</td>
<td>35</td>
<td>4</td>
<td>4</td>
<td>20</td>
<td></td>
</tr>
</tbody>
</table>

### Table 03: New Furniture and ICT delivered to the 48 renovated and/or upgraded Schools

<table>
<thead>
<tr>
<th>Equipment</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Learners’ Notebooks</td>
<td>2,108</td>
</tr>
<tr>
<td>Teachers Laptop</td>
<td>87</td>
</tr>
<tr>
<td>Printers</td>
<td>139</td>
</tr>
<tr>
<td>Desktops</td>
<td>325</td>
</tr>
<tr>
<td>Projectors</td>
<td>87</td>
</tr>
<tr>
<td>Servers</td>
<td>49</td>
</tr>
<tr>
<td>UPS</td>
<td>60</td>
</tr>
<tr>
<td>White Boards/Electronic Boards</td>
<td>60</td>
</tr>
<tr>
<td>Connectivity / Network Created at Schools</td>
<td>60</td>
</tr>
<tr>
<td>Classroom furniture (desks, chairs and teachers’ tables)</td>
<td>22,463</td>
</tr>
</tbody>
</table>
Objective:

To improve the learner: textbook ratio and increase the efficiency in textbook procurement delivery, utilisation and management, thereby improving learner performance outcome.

Achievements:

MCA-N has delivered to schools, 1.7 million English, science and mathematics textbooks for grade 5-12 learners of government schools and some needy private schools countrywide. Schools that did not receive MCA-N textbooks either have lower grades (catered for by Government) or did not place orders. One learner – One Book target for 2014 has basically been achieved across the three subjects in all regions.

Table 04: Number of books delivered to schools

<table>
<thead>
<tr>
<th>REGION</th>
<th>SCHOOLS THAT RECEIVED BOOKS</th>
<th>TOTAL OF TEXTBOOKS DELIVERED TO SCHOOLS</th>
</tr>
</thead>
<tbody>
<tr>
<td>//Karas</td>
<td>49</td>
<td>56,675</td>
</tr>
<tr>
<td>Erongo</td>
<td>49</td>
<td>55,647</td>
</tr>
<tr>
<td>Hardap</td>
<td>55</td>
<td>41,467</td>
</tr>
<tr>
<td>Kavango</td>
<td>166</td>
<td>174,375</td>
</tr>
<tr>
<td>Khomas</td>
<td>100</td>
<td>153,029</td>
</tr>
<tr>
<td>Kunene</td>
<td>50</td>
<td>44,923</td>
</tr>
<tr>
<td>Ohangwena</td>
<td>216</td>
<td>435,869</td>
</tr>
<tr>
<td>Omaheke</td>
<td>40</td>
<td>38,191</td>
</tr>
<tr>
<td>Omusati</td>
<td>222</td>
<td>243,718</td>
</tr>
<tr>
<td>Oshana</td>
<td>109</td>
<td>161,034</td>
</tr>
<tr>
<td>Oshikoto</td>
<td>159</td>
<td>155,575</td>
</tr>
<tr>
<td>Otjozondjupa</td>
<td>61</td>
<td>86,347</td>
</tr>
<tr>
<td>Zambezi</td>
<td>82</td>
<td>94,326</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1,398</strong></td>
<td><strong>1,741,176</strong></td>
</tr>
</tbody>
</table>

Learners at Namavambi CS (Kavango West) enjoying textbooks provided by MCA Namibia.
TERTIARY AND HIGHER EDUCATION LEVELS

Objective:

The objective of the consultancy is to review, redesign and implement a sustainable Namibia Student Financial Assistance Fund (NSFAF), to develop a Tertiary Education Financing Policy, and to build a comprehensive oversight capacity at the National Council for Higher Education (NCHE) in order to implement the financing policy.

Achievements:

- Cabinet approved “Revised Namibia Student Financial Assistance Fund (NSFAF) Policy” and overhaul of operations of the NSFAF to provide for a secretariat.
- Cabinet approved “NSFAF Amendment Bill” tabled in Parliament in July 2014 and expected to be passed before Compact End Date. Passing the Bill will legalise NSFAF reforms that have legal implications on the previous Act of 2000.
- Cabinet approved “Public Higher Education Funding Framework and its supplementary policy Public Higher Education Tuition Fees Adjustment Policy.”
- Cabinet approved Public Higher Education Funding Framework.
- Cabinet approved “Revised Namibia Students Financial Assistance Fund Policy”.

These reforms have sufficiently streamlined NSFAF operations. GRN resources have increased and more tertiary or higher education aspirants/applicants especially the poor and disadvantaged are benefiting more from the Fund. The reformed operations also provide better structures and procedures to recover funds from employed graduates of loan beneficiaries.

As part of the reform outcome, NSFAF has functional offices at regional level, creating greater opportunity of access especially by the poor and disadvantaged.

- Development and creation of Higher Education Management Information System (HEMIS), a database system or a tool for the implementation support of the Public Higher Education Funding Framework.
**VOCA TIONAL EDUCATION, TRAINING AND SKILLS DEVELOPMENT**

**Objective:**
To alleviate skills constraints to enterprise growth and productivity and help ensure that disadvantaged and vulnerable groups, schools leavers and adult learners acquire competencies needed for gainful employment and income-earning opportunities.

**Achievements:**
MCA Namibia supported the Namibia Training Authority with research, design and develop all the necessary frameworks and regulations that created a robust and equitable Vocational Education and Training Levy system for Namibia. The levy system was set up and tested, training was provided, public outreach and stakeholders engagement was completed and the levy launched in April 2014. The annual collection target for 2014 is set at N$ 200 million of which N$ 42 million have been collected by July 2014. At the current rate, the annual targeted may be exceeded by N$ 40 million.

In recognition that NTA as envisaged in the Compact will not be in a position to provide funding to training providers before the launch of the levy, MCA-N introduced the MCA-N Vocational Training Grant Fund (VTGF) that availed over N$ 66 million to the NTA to be in a position to generate market intelligence through its industries skills committees of the NTF for the much needed skills and to be able to allocate resources to training providers to conduct training. Ten accredited training providers (public and private) to train 1,800 trainees throughout Namibia in high priority skills. Training is given in Tour Guide, hospitality and tourism. Majority of those trained are gainfully employed especially in the tourism and hospitality sector.

The other sub-activity is support to Community Skills Development Centres (COSDECs) that aims at developing the entrepreneurial and essential skills and enhancing the participation of youth in micro and small enterprises as well as community development.

MCA-N renovated upgraded and equipped 5 and built and equipped 4 new COSDECs. The upgraded and equipped COSDECs are in Ondangwa, Tsumeb, Otjiwarongo, Opuwo and NAMCOL in Windhoek. The newly built COSDEC are in Rundu, Gobabis, Swakopmund and the Swakopmund Arts & Craft Centre. The COSDEC machines and equipment are upgraded so that the certificates obtained by learners are accredited to the Namibia Qualification Authority (NQA).

Kayec Trust is one of the training providers benefitting from MCA Namibia support.
Each of the COSDEC can train in different skills according to the machine and equipment installed at the centre and the need for the specific region. Among others: office administration, plumbing and pipefitting, welding & fabrication, woodwork and joinery and computer skills. In some COSDECs, training is given in two shifts per day. Recruitment is done twice per year for 7 months course – include job attachments. The average intake is 20 students per trade.

To ensure effective management at the new centre, COSDEC staff underwent training in finance, marketing strategies, computerised management information systems and documentation for the registration of courses.

Young people in the country now benefit from a more conducive vocational training policy environment and have better vocational training facilities in which to obtain skills that are needed in the Namibia economy, thus making them more employable.

Table 05: COSDECs Facilities, Furniture and Equipment

<table>
<thead>
<tr>
<th>Renovation and New Construction of COSDECs</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>New COSDECs</td>
<td>3</td>
</tr>
<tr>
<td>Renovated COSDECs</td>
<td>5</td>
</tr>
<tr>
<td>New Office Admin Computer Labs</td>
<td>15</td>
</tr>
<tr>
<td>New Artisan Training Workshops</td>
<td>32</td>
</tr>
<tr>
<td>New Artisan Training Computer Labs</td>
<td>12</td>
</tr>
<tr>
<td>New Arts and Crafts Centre</td>
<td>1</td>
</tr>
<tr>
<td>Total Number of New Computers</td>
<td>368</td>
</tr>
<tr>
<td>Total number of New Servers</td>
<td>15</td>
</tr>
<tr>
<td>Wireless Connection at COSDECs</td>
<td>9</td>
</tr>
<tr>
<td>Machine Tools per COSDEC</td>
<td>57</td>
</tr>
<tr>
<td>Power tools per COSDEC</td>
<td>85</td>
</tr>
<tr>
<td>Hand tools per COSDEC</td>
<td>800</td>
</tr>
</tbody>
</table>

Ondangwa COSDEC was upgraded and equipped by MCA Namibia.
RECOGNITION OF PRIOR LEARNING (RPL)

Objective:
Recognition of prior learning. Throughout the early development of the NTF and the pilot Vocational Training Grant Fund, the NTA were challenged by the need to pilot and roll out the Policy on RPL. Recognition of prior learning helps skilled individuals to gain qualifications without having to attend formal courses. Challenges revolved around the lack of adequate funding and appropriately qualified staff.

Achievements:
MCA-N and NTA developed a pilot programme that culminated in the graduation of 150 RPL graduate’s in April 2014, with the policy being approved in May 2014. The funding helped to employ NTA staff and run the assessor and moderator training and was valued at N$ 3,791,000. The RPL graduates were from the hospitality sector, tour guides and roads construction.

REVIEW OF FACILITIES MAINTENANCE MANAGEMENT POLICY

Objective:
Review, improve and support implementation of a facilities maintenance management (FMM) policy in the Education sector for sustainable facilities maintenance management in the post MCA-N.

Achievements:
The existing Ministry of Education “Minor Maintenance Policy” was revised to accommodate all education sector maintenance needs. The new “Facilities Maintenance Management Policy” is being supported by the development of ‘Implementation Support Instruments’ which will be rolled out to key stakeholders in the form of comprehensive ‘Facilities Management Training Platforms’. All implementation methods and procedures will be consistent with the Ministry of Works and Transport’s ‘Maintenance Management Framework.’
POlICY AND SYSTEM REFORM SUPPORT TO EDUCATION AND TRAINING

Objective:
Review; develop policies and system to support education reforms.

Achievements:

- Development and implementation of a Policy on “Curriculum Review Cycle”. The Object of this policy makes the curriculum review intervals longer from 3 to a minimum of 5 and maximum of 7 years and allow for optimal utilisation of resources in stock before the next review.

- Reduction of textbooks titles from more than 2600 by 2009 to less than 1500, thereby making it easier for textbooks selection at the cluster and school levels. The problem associated with too many titles is the confusion that teachers and principals suffer, when confronted with choosing the best books for their schools out of so many titles. The lesser the number the lesser the confusion. The target of reducing textbooks title per subject per grade has now been achieved at MoE and is at present being implemented in a phased approach with the revised junior primary curriculum.

- Supported the Ministry of Education and directorate of examinations to develop test items for determinations of learner performance per competencies per subject (mathematics, science & English) in grades 5, 7, and for all subjects in grades 10 and 12. This will enable teachers when teaching to target specific competencies that learners should master in a given grade or subject.

- Development of the operational capacity of the Supply Chain Management Unit that is responsible for the procurement and supply chain management of textbooks and learning support materials. In order to fast track the procurement process and reduce the waiting time from ordering to delivery of books a new cloud-based Management Information System (MIS) for Learning Support Material (LSM), was developed and is fully functional, including at the circuit level. This system will speed up the ordering, supply and delivery of textbooks. The system also helping to ensure books ordered match the number of learners, hence detecting wastage by managing under-ordering and over-ordering of textbooks. At the circuit level, the system is being used to check progress and monitor selection of titles by schools or teachers. Once the textbook budget is determined per region, the system automatically allocates the budget per school in line with the Ministry of Education capitation allowance. All schools with electricity and access to internet can access the LSM MIS to monitor their orders. Overall, this system supports implementation of the 2008 Textbook Policy of the Ministry of Education. Learners and teachers will be receiving books in time and in sufficient quantity to aid their learning, lesson preparations and teaching.

The Minister of Education, Hon. Dr. David Namwandi, and MCA Namibia CEO Penny Akwenye (front) during the launch of the Learning Support Material (LSM) Management Information System (MIS) in Windhoek.
CONTINUOUS PROFESSIONAL DEVELOPMENT (CPD)

Objective:
To offer opportunities to teachers, teacher educators, education managers and inspectors, principals and subject advisors as well as HIV/AIDS coordinators to continuously upgrade their skills in order to improve overall quality of education. To introduce a coherent, systemic national professional development for the teaching profession.

Achievements:

- Technically and financially supporting the Ministry of Education and the University of Namibia, to establish and make operational a Continuous Professional Development Unit for the teaching profession. The unit has already established regional structures and committees to manage and coordinate professional development activities including HIV & AIDS prevention & management at the school level, textbooks management and utilisation and in instructional leadership. Although CPD membership is open to education professionals, 300 have currently signed up and some of these are contributing to the CPD Journal, which is an annual publication.

- Training more than 375 national master trainers to replicate the training in the areas of HIV & AIDS prevention & management primarily among learners then teachers; in textbooks management and utilisation and in instructional leadership. The master trainers act as catalyst for change and managing change are at both regional and national levels.

- The master trainers have trained 1,479 of the 1,693 GRN principals for 25 days in instructional leadership. The training was conducted over 6 months with an approach that ensured principals were sent back to schools to apply knowledge acquired and skills gained and back twice for further training. With the financial support from MoE, CPD is to continue with further training in the post MCA-N.

- The modules developed and used in conducting the training described above have been accepted by UNAM for integration into teacher education programmes.
Objective:

To improve the quality and capacity of teacher education in science and mathematics teaching.

Achievements:

MCA-N provided chemicals, science and computer laboratory equipment valued at N$ 5.1 million to UNAM’s Hifikepunye Pohamba Campus at Ongwediva – the UNAM approved Hub for science and mathematics teaching. The equipment consisted among others, electronic balances, ripple tanks, glass breakers, vacuum pumps, petri-dishes as well as human skull and brain models. Others include digestive models, human torso models, microscopes, hydrometers, voltmeters, scales, force meters, density kits, circuit board kits, digital stop watches, laboratory coats and scientific calculators.

ICT equipment - 167 computers for five computer labs; 14 interactive smart/interactive board, 4 sound systems; 8 smart personal computers, 4 screens, 5 document projectors, 1 Geometer sketchpad – a mathematics software valued at N$ 677,700.

Science teacher trainees now have access to modern laboratory equipment to carry out scientific experiments that are essential to the successful and comprehensive training in their fields.
REGIONAL STUDY AND RESOURCE CENTRES (RSRCs)

Objective:
To redress inequalities in access to knowledge and learning resources, thus contributing to building human capital in disadvantaged regions.

Achievements:
MCA-N built three of the 14 Regional Study and Resource Centres (RSRCs) planned by the Ministry of Education, namely at Oshakati (2,465 m²) in Oshana Region, Helao Nafidi (2,940 m²) in Ohangwena Region and Gobabis (2,465 m²) in Omaheke Region to the combined value of N$ 167 million. These libraries offer educational facilities and resources for public use. Each RSRC has space for 35,000 books, a computer room with free internet and an Audio-Visual and conference facilities, study space for 220 learners, a hall that can accommodate 125 persons, a total capacity of 600 people at a time, an Audio Visual Studio for 9 people and Personal Computer Training room with training equipment for 30 people at one given time. Each Resource Centre is equipped with 700m² solar panels that provide eco-friendly power to the facilities. The centres are child and special education needs friendly. To take the library service to remote areas, each center will be supported by 3 Mobile Units.

Apart from the inbuilt furniture, each RSRC received equipment valued around N$ 5 million.

The Regional Study and Resource Centres are modern, spacious and user-friendly.
Table 06: RSRC construction and equipment

<table>
<thead>
<tr>
<th>Construction and Equipment</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>New RSRCs</td>
<td>3</td>
</tr>
<tr>
<td>Total Number of Books per centre</td>
<td>6,000</td>
</tr>
<tr>
<td>PC Computers per centre</td>
<td>68</td>
</tr>
<tr>
<td>Touch screen PCs (for Children)</td>
<td>16</td>
</tr>
<tr>
<td>Kiddies Keyboard and software</td>
<td>17</td>
</tr>
<tr>
<td>Business Laptop per centre</td>
<td>10</td>
</tr>
<tr>
<td>Printers per Centre</td>
<td>18</td>
</tr>
<tr>
<td>4x4 Mobile Library Units</td>
<td>3</td>
</tr>
<tr>
<td>Desktop Computers</td>
<td>168</td>
</tr>
<tr>
<td>Laptop Computers (including mobile units)</td>
<td>30</td>
</tr>
<tr>
<td>Multi-Function Printers</td>
<td>10</td>
</tr>
<tr>
<td>Barcode Scanners</td>
<td>21</td>
</tr>
<tr>
<td>Photo Copiers</td>
<td>12</td>
</tr>
<tr>
<td>Games consoles for Children’s Library</td>
<td>6</td>
</tr>
<tr>
<td>Servers</td>
<td>6</td>
</tr>
</tbody>
</table>

For residents and surrounding schools, this development means that they now have adequate and improved access to modern learning resources, enabling them to gain general and specific knowledge in order to successfully compete on the employment market. Free internet access supported by modern computers and manned by ICT conversant personnel to guide all those aspiring to read, learn and improve knowledge and skills.
HIV AND AIDS MANAGEMENT IN THE MINISTRY OF EDUCATION

Objective

To develop capacity for HIV and AIDS prevention and management learners and teachers across the sector.

Achievements

- 157 national master trainers including regional HIV and AIDS coordinators in education country wide. Modules developed for this training have been accepted by UNAM as part of the teaching resource for teacher education and development. The trained professionals are expected to continue building the capacity for the teaching profession and sustain the gains of MCA-N intervention.

- Provision of furniture- computer desks, file cabinets, office chairs, visitors’ chairs and conference tables for HIV and AIDS Management Unit in the Ministry of Education and in its 14 regional education offices valued at N$ 454,331. Such furniture includes.

- Provision of ICT equipment - printers, desk top computers, laptops, LCD projectors to HIV and AIDS Management Unit in the Ministry of Education and its 14 regional education offices, valued at N$ 650,000.

In October 2013 in Rundu, facilitators from HAMU (HIV and AIDS Management Unit) and RACE (Regional AIDS Committees for Education) in the Ministry of Education were trained in how to deal with stigmatisation and discrimination of HIV-positive teachers and learners at schools.
Growing the Tourism Industry

Improving Management & Infrastructure of Etosha National Park

Objective:

To improve the management capacity of ENP through the development of appropriate management infrastructure, staff housing, improved budget control, more road maintenance equipment and improved management of the Park. Furthermore, to increase benefits of adjacent conservancies through concessions in ENP, thereby improving the overall tourist experience and increasing revenue generated through tourism.

Achievements:

MCA-N invested approximately N$ 357 million in Etosha National Park, mainly to build staff villages and management infrastructure for the Ministry of Environment and Tourism (MET) at Ombika Gate (54 houses) and Galton Gate (35 houses, office buildings and an entrance gate). All houses were provided with electricity, water and sewerage connections and equipped with fridges, stoves and solar geysers. Land has been serviced for additional 49 houses at Ombika and Galton Gate staff villages to make it easier for MET to construct additional staff houses in future. Thirty houses in the junior staff village at Okaukuejo were renovated, improving living conditions for those living in these houses.

Evaporation ponds and waste transfer sites were constructed at Ombika and Galton Gates to ensure the proper management of solid and liquid wastes. A new waste management plan and strategy were drafted to encourage waste recycling in protected areas and in the country in general. Waste management equipment like bins, bags and trucks are being procured to assist Etosha National Park with waste management. An Operating Agreement between MET and the Namibia Wildlife Resorts will be signed soon to spell out roles and responsibilities of these two entities in Etosha National Park. MET will roll out similar Operating Agreements to other parks in the near future.

The Olifantsrus waterhole is being upgraded as a comfort stop with new camping facilities, waste management sites, interpretation centre, kiosk, offices and a walkway with an impressive game-viewing hide that will bring tourists closer to wildlife in a safe surrounding.
Signage blocks were produced and 123 signage boards mounted along the Galton Gate Route portion stretching from the Galton Gate to the Charl Marais Dam in Western Etosha to make it easier for tourists to make use of this new, exciting route which was officially opened to the public on 28 February 2014.

MCA-N provided change management through a change management advisor who worked fulltime with ENP over the past 4 years. As part of change management, support was given to ENP in drafting the following deliverables: Housing Policy; Standing Operating Procedures & Duty Sheets for staff; Performance Agreements; Sub-Divisional strategies; Manpower requirements; Identification of obstacles to achieving performance indicators and recommendations for mitigating blockages; HIV/AIDS Workplace Programme for Protected Areas; GIS-based Infrastructure & Equipment Database & Maintenance Plan; Training and Technical Assistance.

The aim of the Housing Policy is to provide a framework for governing the provision and occupation of housing in Protected Areas for MET employees in order to motivate employees and improve their productivity by establishing a healthy, comfortable and socially stable residential environment.

Standing Operating Procedures (17) and Duty Sheets (12) were drafted and incorporated into the daily activities performed by ENP staff to give step-by-step guidance to staff in executing various tasks required for park management.

Sub-Divisional strategies were developed and Manpower Needs assessed. New critical posts were identified to have competent staff available for new activities that came about as a result of the change management process. Justifications for the new critical posts were drafted with ENP staff input and will be used by ENP for motivating the new posts in future. Performance agreements were also drafted for ENP staff.

The GIS-based Database & Maintenance Plan developed and related training given to MET staff assists in better budget planning as costs for servicing and maintenance of ENP infrastructure can be more realistically calculated and budgeted for.

Furthermore, road maintenance and park patrol capacity was strengthened in Etosha through the donation of Rhino Recovery Vehicle (1), patrol vehicles (12), 6x6 Truck with crane (1), Game crates (2), Front-end loader (1), Graders (3), Flat load box trailer (1), Backhoe Loader (1), Tipper Trucks (3), Water Tanker (1), Flatbed truck with crane (1), Lowbed Trucks (2), Water Trailer (1), Diesel Trailer (1) and Caravans for Graders (2).

The walkway at the Olifantsrus water-hole shortly before completion.
Concession were awarded to the !Gobaob Hai//om Association and the Ehibirpopuka conservancies to conduct tourism activities in Etosha National Park. These concessions lead to more focused meetings and planning interactions between ENP staff and the conservancies, making planning beyond park boundaries integrated. The ENP intervention improved park management and tourist experiences in the park while sharing the benefits of the park with neighbouring rural communities in conservancies.

A Waste Management Plan & Strategy were drafted and waste transfer stations built at Galton and Ombika gates to move waste out of ENP. The waste management activities jumpstarted recycling and environmentally-friendly waste disposal practices in the park.

Twenty (20) picnic sites were upgraded along the Galton Route and temporary office and ablution blocks erected at Galton Gate to handle tourists entering through that Gate while the permanent infrastructure is being constructed.

The radio communication network in Etosha is being upgraded from monologue to digital with additional towers added to cover the entire park. This will ensure that ENP staff will be able to communicate park management related issues from anywhere in the park on the new communication network. This system will also incorporate a Computerised Control System at ENP gates.

As Hai//om communities live in ENP, MCA-N teamed up with the Office of the Deputy Prime Minister to give support to this community. As per a request received through a meeting chaired by the Hon. Deputy Prime Minister, Marco Hausiku, a 23-seater bus was donated to the Hai//om community and a Double Cab pickup donated to the !Gobaob Hai//om Association. The farmhouse at Farm Nuchas is being upgraded as an office for the !Gobaob Hai//om Association and supplied with office furniture (29 chairs, 5 desks, 3 shelves) and office equipment (5 laptops, 1 printer/scanner/fax/copier, 1 laminator, and 1 projector). Furthermore, 9 boreholes on the Hai//om Resettlement Farms were cleaned and will be upgraded through new solar and wind-pumps, water tanks & stands, troughs and a water pumping engine.

MARKETING OF NAMIBIA TOURISM

Objective:

To increase international awareness of Namibia as a premium destination for tourists, thereby increasing tourist numbers and growth of the Namibian tourism sector with all accompanying benefits such as increased employment and income.

Achievements:

To increase tourist arrivals to Namibia, a new modern interactive Website was developed for the Namibia Tourism Board (NTB); Marketing of Namibia as a tourism destination was expanded to North America; Online Marketing Campaigns were implemented and local & regional Tourism Routes developed and marketed.

The new NTB website is the major online portal for Namibian tourism and has won two international awards for Best Website in 2011 at the Indaba in South Africa, and was also awarded the best digital marketing platform in 2012 at the Adrian Awards, USA. The website was handed over to NTB and is being managed successfully by the NTB.

Namibia is being marketed successfully in the United States of America and Canada under MCA-N’s North American Destination Marketing Campaign. As a result of this campaign, over 100 North American businesses are
now offering Namibia packages – meaning Namibia is better known in North America and that we will see more North American tourist visiting Namibia in future. Over 500 editorial placements appeared in North American publications which also resulted in Namibia being selected in 5th spot by the New York Times as one of the “Top Places to Visit in 2014”. The MCA-N funded North American Destination Marketing Campaign sponsored and organised familiarisation trips to Namibia for three North American journalists. These trips resulted in the following three award-winning media placements: Departures Magazine – “Under Namibian Skies” received a Gold Award; BBC – “Online Series on Namibia” received a Silver Award; and Vancouver Sun – “Storied Sands” received a Silver Award.

Twenty (20) Destination Online Marketing tools were developed through the Online Marketing activity and are being used by visitors on the new NTB website. A total of 822 Namibian tourism industry members were trained in online marketing and how to attract North American travelers. Online and offline marketing of Namibia as a tourist destination achieved accolades during the Adventure Travel World Summit (ATWS) hosted by Namibia in November 2013. In August 2013, a very successful “GoBiGNamibia” online campaign was implemented through international bloggers and well-known Namibian artist, Ees.

The “GoBiGNamibia” online campaign was initiated to position Namibia as an adventure destination ahead of the Adventure Travel World Summit (ATWS) and generated a wealth of new photographs and written content for the Namibia Tourism Board. MCA-N rendered support to Team Destination Namibia for the ATWS which was hosted under the theme “A Summit Never to Be Forgotten”.

The development and marketing of local & regional tourism routes lead to three exciting routes being launched on 3 June 2014. The three new routes are clusters of tourist attractions and management structures were established, route operational plans drafted and MCA-N funded Route Coordinators appointed. The Arid Eden Route stretches from Swakopmund to the Angolan Boarder and goes via the Etosha National Park with its rich wildlife. The Omulunga Palm Route stretched from Ruacana to Nkurenkuru and travelers will experience traditional and contemporary Oshiwambo culture along the Route. The Four Rivers Route stretches from Nkurenkuru to Victoria Falls and include the Zambezi, Okavango, Kwando and Chobe river systems with their birdlife, free-roaming wildlife and numerous cultural villages. These off-the-beaten-track tourism routes bring communal conservancies and rural tourism businesses into mainstream tourism. The three routes were introduced at the Indaba in Durban, 10-12 May 2014.

Two MCA-N funded Coordinators were based at the NTB to boost the staff compliment in the Marketing Department. The two Coordinators and NTB staff received training locally and in the USA from marketing contractors to ensure sustainability of the marketing activities under the MCA-N Tourism Project. Participation of 3 NTB staff in North America roadshows were funded by MCA-N, so that these staff could meet the North American trade and consumers and gain valuable experience in marketing Namibia to North America. NTB also received two vehicles, computers, laptops, a printer and a projector.

MCA Namibia funded the development of a modern and interactive NTB website.
ECO-TOURISM DEVELOPMENT IN COMMUNAL CONSERVANCI ES

Objectives:
To strengthen the capacity of conservancies to protect their natural resources, attract investment, and achieve financial sustainability so that households in conservancies can receive a greater share of tourism revenues. Based on individual conservancy needs and demands, a range of technical assistance services and grant funding were provided to 31 target conservancies. Capacity Building, Technical Assistance and Grant Funding helped to mitigate barriers to tourism enterprise investment and development in conservancies in order to move conservancies closer to financial self-sustainability.

Achievements:
MCA-N did a Needs Assessment in 31 communal conservancies and completed the exercise on 31 March 2010. This assessment was aimed at identifying and prioritising needs in target conservancies. The Needs Assessment focused on identifying services that create tourism revenue growth, financial sustainability, and accountability, without neglecting the basic organisational support requirements. Based on the aggregate of priorities identified for each conservancy, the Needs Assessment proposed a set of assistance packages to be made available through technical assistance, training services and grants to conservancies. Based on the needs identified, training modules were developed along the following themes: Principles of Democratic Governance; Governance of Resources (Financial and Institutional); Natural Resource Management; Wildlife Management; Human-Wildlife Conflict; Business Planning & Development; Identification & Management of Tourism Enterprise and Systems; Tendering & Negotiations of Joint Venture (JV) Contracts; Capacity to Manage Relationships & Benefits; and Benefit Distribution Planning & Execution.

Following the Conservancy Needs Assessment, the Conservancy Development Support Services (CDSS) were launched. CDSS was aimed at implementing the support packages identified through the Conservancy Needs Assessment. Through CDSS, 31 conservancies were trained and given technical assistance in governance, natural resource management and business development.

MCA Namibia funded the translocation of rhinos and other game species to communal conservancies.
Grants

Objective:

The Conservancy Development Support Grant Fund was launched for the following reasons: to reduce barriers conservancies encounter as partners in Joint Ventures; to promote investment by the private sector in conservancies and offset the high transaction costs of working with communities; to strengthen capacity of conservancies to protect and derive benefits from their natural resources; to strengthen the capacity of conservancies to attract investments and achieve financial sustainability; and to promote conservancies as engines of local economic development and stimulate natural resource-based entrepreneurship.

Marketing Grants – Supported conservancies to market their tourism products to attract more tourists, thereby maximising income from tourism and related activities to conservancy households. Grants were aimed at addressing challenges conservancies face in obtaining finances to marketing their products nationally, regionally and internationally.

Seven Marketing Grants valued at N$ 2.3 million were awarded to the following:

1. Tourism Expo 2011: Promoting the conservancy tourism sector
2. Branding Grant for Conservancies: Marketing Materials for Conservancies
3. Adventure Travel World Summit 2011: Sponsorship for two Conservancy members to attend the Adventure Travel World Summit in Mexico
4. Tourism Expo 2012: Promoting the conservancy tourism sector
5. Adventure Travel World Summit 2012: Sponsorship for two Conservancy members & NACSO Coordinator to attend the Adventure Travel World Summit in Switzerland
6. Conservancy Tourism Exchange: Conservancy and Namibia Tourism Sector visiting USA on exchange visit
7. Marketing Namibian rural craft to increase income to MCA-N supported conservancies

Translocation Grants – Grant funds covered the costs of capture and/or transporting game from protected areas and private farms to conservancies. The aim of the MCA-N's wildlife translocation is to restore, secure and enhance the biodiversity and ecosystem processes that support sustainable benefits to conservancies thereby to directing a larger share of those tourism revenues to formerly disadvantaged Namibians who are members of communal conservancies. A total of 2,135 common game and 651 rare game were translocated to 31 target conservancies over the past 5 years with the support of MET.

Seven Translocation Grants valued at N$ 16 million were awarded to the following:

1. Airlifting Black Rhino
2. Translocation 2010: 200 Black-faced Impala
3. Wildlife translocations to conservancies – from private farms - purchase, capture & transport
4. Wildlife translocations to conservancies – from MET - capture & transport
5. Game Translocation 2012
6. Wildlife Translocation - Game Water Point Development
7. Game Translocation 2013

Pre-Grants for Professional Services – Supported conservancies to access professional services needed for preparing required information for Grant Applications. Grant valued at N$ 76,969 to the Nyae-Nyae Conservancies for a feasibility study of the Bush Camp.

Rhinos were airlifted with helicopters to their new destinations in order to minimise stress for these endangered animals.
**Tourism**

*Joint Venture Tourism Enterprises Grants* – For stimulating the development of new Joint Venture lodges and other Joint Venture tourism enterprises. Grants were aimed at increasing cash income and benefits to conservancy members through providing partial financing for Joint Ventures to conservancies. Joint Venture tourism enterprises are by far the largest single source of income for conservancies, therefore, Joint Venture Grants were aimed at providing finances that conservancies would otherwise not obtain from Financial Institutions to co-finance Joint Ventures with Investors.

**Thirteen Joint Venture Grants valued at N$ 61.5 million were awarded to the following new lodges, lodge expansions and renovations:**

1. Nkasa Lupala Tented Camp
2. Sorris Sorris Lodge
3. Omatendeka Lodge
4. Sheya Shuushona Lodge
5. Kavango Retreat
6. Etendeka Mountain Camp
7. Camp Chobe
8. Kings Den
9. Palmwag Concession Project
10. Hobatere Main
11. Hobatere Road side
12. Khoudum Camp
13. Nambwa Lodge

*Other Income Generating Activity Grants* – Aimed at assisting conservancies to establish campsites, small tourism enterprises, and other income generating activities.

**Twelve Income Generating Activity Grants valued at N$ 4.7 million were awarded as follows:**

1. Grashoek Living Museum Development
2. Hoada Campsite Expansion
3. Wuparo Craft Centre
4. King Fisher Bakery and Vegetables
5. Upgrading and up-scaling of Nyae Nyae Conservancy Craft Project
6. Sikunga Tourism Fisheries Management
7. Impalila Tourism Fisheries Management
8. OPF Visitors Centre
9. Ngoma Craft
10. Mashi Craft
11. King Nehale Craft
12. Namushasha Cultural Centre

The Grashoek Living Museum offers tourists valuable insights into the San culture.
Human-Wildlife Conflict Grants – Aimed at mitigating human-wildlife conflict through assisting conservancies in addressing related challenges.

Nine Human-Wildlife Conflict Grants valued at N$ 7.6 million were awarded as follows:

1. Develop & protect 5 game water points from elephant damage.
2. Implement Key Human-Wildlife Conflict Management Plan Activities.
3. Protect livestock to reduce Human-Wildlife Conflict in the southern Kunene conservancies (guard dogs).
4. Protect water infrastructures to reduce Human-Wildlife Conflict in three Southern Kunene Conservancies.
7. Okongwe borehole.
8. Human Wildlife Conflict mitigation in the two North-Central Conservancies.
9. Human Wildlife Conflict mitigation in the Mudumu South Complex.

Other related grants - Three grants valued at N$ 5.2 million were awarded as follows:

1. NACSO grants aimed at Institutional support to NACSO as a tourism stakeholder and to strengthen the capacities of conservancies.
2. Support to MET Concessions Unit aimed at providing technical assistance to the MET Concessions Unit.

Achievements:

Over the past four years, 52 grants valued at N$ 97.3 million were awarded to 31 conservancies, MET and NACSO. New private sector investment secured by MCA-N-assisted conservancies is valued at N$ 66.8 million. Ten new JV lodges were constructed. New jobs created in conservancies totalled 137. Annual gross revenue to conservancies receiving MCA-N assistance is valued at N$ 39.2 million.

Significant investments were made in training and capacity development of conservancy members. These investments built on the efforts of the previous 15 years of technical support to conservancies. Over the past 5 years, MCA-N and its NACSO Stakeholders Forum, together with MET, unlocked human capital and provided mobility for many conservancy members and staff in remote areas where access to training opportunities is limited. MCA-N created a framework through which all conservancy stakeholders will continue to work on the development of qualifications for conservancy staff to create standards and incentives for training. Community game guards were identified for the first phase and assessment tools were developed.

A massive stone wall is protecting this water pump near Tsumkwe from elephants.
Agriculture
**Enhancing Sustainable Use of Resources**

**Traceability**

**Objective:**
To establish a Namibian traceability system for food safety purpose, meeting government and trade regulations to document health status, and the movement of livestock in order to meet consumers’ globally accepted beef requirements.

**Achievements:**
To develop and implement the Namibian Livestock Identification and Traceability System (NamLITS) version 2, MCA-N procured 1,848 million Radio Frequency Identification Device (RFID) ear tags (visual and electronic), 48 computers (soft and hardware systems), 28 printers, 90 Barcode Readers, 90 tough books and applicators for the Ministry of Agriculture, Water and Forestry veterinary staff to tag and trace all cattle in the NCAs during their vaccination campaign. Two (2) Servers were also provided. This sub-activity spent N$39.6 million.

To date, more than 1.5 million cattle north of the veterinary cordon fence have been tagged by the Ministry of Agriculture, Water and Forestry (MAWF) during their vaccination campaigns. A public outreach and awareness campaign for this important undertaking continues in electronic media in both national and local languages. The objective of is for farmers to have a better understanding of why it is important to track the movement of cattle from birth to abattoir, why they have to return the tags to the nearest Veterinary Office and that for this system of traceability to be sustainable they will have to eventually purchase the tags themselves.

In close cooperation with the Ministry of Agriculture, Water and Forestry, MCA-N designed, developed and funded the merging of Namlits version 1 (used south of the Cordon fence) with the newly developed Version 2 system north of the Veterinary Cordon Fence (VCF) to be used as a unified traceability system for the entire national herd.

The Zambezi Region was not included in the livestock support intervention because of their status as a free roaming buffalo area which causes the region to suffer from Foot and Mouth Disease (FMD) and Bovine Virus Diarrhea (BVD) infections that ultimately make it very difficult to achieve disease free status from the World Organisation for Animal Health, OIE. In order to address this issue and assist farmers to market their cattle, the Katima Mulilo and Kopano quarantine camps, including 10 DVS staff houses, were renovated and upgraded.

*Ear-tags help trace any cattle back to its origin.*

*Modern technology allows to read all data and information about the animal saved in its ear-tag.*
LIVESTOCK MARKET EFFICIENCY FUND (LMEF)

Objective:
To improve livestock incomes in the Northern Communal Areas (NCAs) through the removal of barriers to market entry, e.g. reduction of transactions costs and alleviation of challenges related to the lack of the region’s animal disease free status.

Achievements:
Several Grants were allocated to fund various studies; results and recommendations from these studies will contribute to overcoming challenges faced by the livestock industry in Namibia. Furthermore, substantial support was provided to:

- capacitate 6 regional marketing cooperatives and introduce regular livestock auctions within the NCAs.
- avail 58 livestock toolkits to Grazing Areas (GAs) and to 70 Agricultural Development Centres; kits contained dehorning irons, bull nose holders, hoof trimmers, ear-tag applicators, syringes, surgical scalpels and other veterinary equipment.
- construct 2 auction facilities at Ncaute in Kavango East Region and Otjokavare in Kunene Region.
- upgrade and establish 74 water points within 8 regions north of the Veterinary Cordon Fence (VCF). These water points included solar operating systems and protection through the construction of elephant walls. MAWF also co-funded this activity by drilling 15 boreholes.

Amongst the Research and Development studies, grants resulted in the following:

- availability of findings from surveys for various agro-ecological zones within the NCA on how NCA livestock farmers can use and apply dietary supplements for their livestock (large and small stock).
- availability of findings from veterinary surveys on parasite infection levels within livestock within the NCAs and parasite load fertility affecting diseases.
- availability of findings from a survey on the trade and marketing of cattle within the NCAs showing that the NCA offtake rate on average is 8.1% (north of the VCF) compared to the ideal of 25% (occurring south of the VCF).
- support best practices learning by doing facilitation to livestock farmers in areas outside of the CBRLM intervention areas.
- development of strategies for the Zambezi Region on how to market safe beef produced within a Foot and Mouth Disease (FMD) declared zone.
- development of strategies for the best process to follow to eventually free the NCA from its current FMD status, thereby allowing the united Namibia livestock sector to export to foreign countries.

One of the animal husbandry toolkits provided by MCA Namibia.
COMMUNITY-BASED RANGELAND AND LIVESTOCK MANAGEMENT (CBRLM)

Objective:
To assist livestock farmers to improve their rangeland conditions and livestock productivity in the Northern Communal Areas, mainly through continuous training and infrastructure support to promote implementation of herd and rangeland management best practices.

Achievements:
The Project worked with 56 communities in the Northern Communal Areas by facilitating a process where individual farmers with different plans merged through the establishment of Grazing Area committees to manage their combined herd in the interest of their members by benefitting from size effects. The project focused on rangeland management, animal husbandry, marketing, water infrastructure support and community development. In order to allow vegetation to recover, these communities agreed to practice Combined Herding according to a pre-defined grazing plan that was developed using a participatory approach; a total of 150 grazing plans were produced over the project life span.

A total of 1,290 households have been registered as actively participating in CBRLM, owning 28,100 cattle and 22,700 heads of small stock. The CBRLM activity was implemented using a consultative process; capacitating grass root level institutions, learning from doing and using facilitators to facilitate behavior change from individual farmer decision-making to group decision-making.

Livestock Assistants were trained for each GA on all facets, including of grazing plans, herd management, animal husbandry principles, financial decision making, water point maintenance, institutional building, gender awareness, etc. Communities participating in CBRLM received 118 registered breeding bulls (originating from south of VCF) to improve genetic material and reduce inbreeding, and some GA communities received trash pumps to retrieve water from shallows hand-dug wells.

These activities resulted in better productivity of livestock farmers and protect communal land from overgrazing and degradation.
Objective:
To advance Namibia’s veterinary infrastructure in underserved areas to improve animal health in order to meet globally accepted meat product requirements as well as to improve livestock production and offtake.

Achievements

Construction of state-of-the-art State Veterinary Offices at Outapi, Okakarara, Epukiro, Omuthiya and Eenhana, worth approximately N$98 million, was completed and technically handed over to the Ministry. These SVOs provide top-notch working space for 15 staff members; each office includes offices, meeting rooms, a laboratory, a sterilisation room, a freezer and cold rooms, a post mortem room, large and small animal treatment areas, theatres, a pharmacy as well as kennels and holding pens.

To further complement the MAWF’s efforts of bringing service closer to the cattle farmers, 9 staff houses were constructed to provide accommodation alongside the SVOs in Omuthiya, Okakarara and Epukiro.

This activity was co-funded by the GRN by making available an additional N$ 6 million. These new facilities will ensure that state veterinarians have modern facilities from which they can serve livestock owners to successfully improve their productivity and the quality of their animals.
COMMUNAL LAND SUPPORT

Objective:

The CLS project supports the overall objective of MCA-Namibia’s of poverty reduction and fostering economic growth through providing support to fast track Ministry of Land and Resettlement (MLR) implementation of the Communal Land Reform Act, 2002 by (1) improving the climate for investment in and use of communal lands for economic growth, (2) supporting Traditional Authorities (TAs), Communal Land Boards (CLBs), MLR and local residents in their ability to protect and manage commonage, and (3) increasing landholder’s tenure security over their individually allocated properties and communities’ tenure security over the commonage in the Northern Communal Areas (NCAs).

Achievements:

MCA-N supported the Ministry of Lands and Resettlement (MLR) to improve the overall land management in the Northern Communal Areas or in individual level, particularly with women. Examples provided are “Village Boundary Mapping”, “Spousal Registration of Customary Right”, “Training Impacts”, “Use of Bulk SMS”, “Capacity Building and Multi-disciplinary Use of Field Staff”, “Recapture of Commonage”, “Complaint Feedback System” and “Group Right – Example of San Community”.

Approximately N$ 25 million was spent in the Omusati, Zambezi, Ohangwena, Oshana, Oshikoto and Kunene regions to empower traditional leaders, village secretaries, headmen and communities members to understand land tenure processes. CLS provided several recommendations on the procedures, operations and systems that will improve efficiency of the verification and registration process and integrated in the revised Communal Land Administration Manual (CLAM).

CLS has also developed the Northern Communal Land Administration System (NCLAS) to improve the data quality and streamline procedures in the regions; and to provide means and tools for MLR to monitor progress in the regions. So far, more than 62,000 land rights and 117,000 parcels have been migrated into newly developed NCLAS.

The provision of training and public outreach of CLS targets has been exceeded with number of training events provided and public meetings held in different areas: 34 Traditional Authorities training events; 14 Communal Land Boards training events; 501 Community meetings and outreach events; 2 Women leadership training events; 4 MLR staff training events; Over 8,500 land parcels verified and mapped in 141 villages; 57 village boundaries adjudicated and mapped; 3,903 certificates registered with various Communal Land Boards. This was supported through skills transfer to regional MLR staff.

Additionally, legal advice for spousal and joint registration of parcels, as well as on group rights were provided. Various records from data bases were combined into one NCLAS version 2, to allow one Namibian register. With these interventions, residents and landholders within the NCA’s are now empowered to actively and effectively participate in the use and management of communal land, resulting into the Kavango East and West regions to be ready for land registration too.
Objective:

To increase income generated from Indigenous Natural Products (INP) by capacitating Producer and Processor Organisations (PPO) to sustainably harvest primary ingredients, and improve production, processing and marketing of their products.

Achievements:

This MCA-N sub-activity resulted in the training and mobilisation of 9,155 producers (5,483 Women and 3,672 Men) and covered regions such as Otjozondjupa, Oshana, Omaheke, Kunene, Zambezi, Kavango East & West, Omusati and Oshana regions. Structures and leadership were established, 67 producer and processor organisations were mobilised and codes of best practices were developed and implemented.

INP communities benefitted from equipment, grants, technical support, trainings and capacity building to the approximate value of N$65 million. This activity resulted in the value addition of INP species from 18% to 27%, increased producer prices and income earners.

Nine grants were allocated through the INP Innovation Fund to support various studies of which the results and recommendations will contribute to the knowledge and betterment of the sector. They resulted in:

- The bio-chemical properties within the rich diversity of the INP species were tested and provided to the National Botanical Research Institute (NBRI) for further development of the sector.
- Research projects provided intellectual property to the industry.
- A distillation plant in Opuwo was capacitated and supported.
- Information bulletins were distributed through marketing dissemination and an INP data basis was established within the NBRI.

The Opuwo Indigenous Oil Processing Facility in full swing.
## Finance

### MCA Compact Funding Structure

#### Table 07: Multi Year Financial Plan (MYFP)

<table>
<thead>
<tr>
<th></th>
<th><strong>Budget in US$</strong></th>
<th><strong>Actual Income until June 2014</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Compact Implementation Fund</td>
<td>2,592,436</td>
<td>2,595,436</td>
</tr>
<tr>
<td>Compact</td>
<td>301,885,385</td>
<td>249,741,940</td>
</tr>
<tr>
<td>Sub Total (MCC Multi Year Financial Plan)</td>
<td>304,477,818</td>
<td>252,337,376</td>
</tr>
<tr>
<td><strong>Add</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Programme Tax Reimbursement (GRN)</td>
<td>11,376,065</td>
<td>11,839,279</td>
</tr>
<tr>
<td>GRN Co-funding SVOs (GRN)</td>
<td>535,174</td>
<td>535,174</td>
</tr>
<tr>
<td>GRN Co-funding ENP Houses (GRN)</td>
<td>539,942</td>
<td>539,942</td>
</tr>
<tr>
<td>Exchange rate adjustments</td>
<td>0</td>
<td>(2,103,889)</td>
</tr>
<tr>
<td><strong>Total Available Funding</strong></td>
<td><strong>316,928,999</strong></td>
<td><strong>259,552,446</strong></td>
</tr>
</tbody>
</table>

- Programme Tax Reimbursement is applied to all Projects on a prorated basis using the Multi Year Financial Plan as the basis of allocation.

- GRN Co-funding for State Veterinary Offices & Co-funding for Ministry of Agriculture staff houses in Etosha National Park.

- According to Tax Agreement between MCC and GRN, the Republic of Namibia agreed to pay MCA Namibia the amount of US$ 11,376,066. This represents the amount of revenue estimated to be generated over the Compact term from the collection of a number of taxes.
By end of June, 81.6% (US$ 257.9 million) of the available funds had been spent.

At current exchange rates, MCA Management is confident that 98% of the available resources will be committed and spent by the end of the Compact i.e. US$ 310 million out of the available US$ 316.9 million.

MCC came up with a risk mitigation strategy of retaining (not commit or spend) a small buffer of +/-2% of Compact Funds; this is to deal with any currency strengthening related issues. The above amount is more or less equivalent to what we currently have as uncommitted.
All procurements until 30 June 2014 indicate that Namibian companies got the lion’s share of 58.17% of the Compact amount, followed by South Africa with 19.80%, the USA with 8.81% and Germany with 6.65%. The remaining contracts worth less than 2% each were won by various companies from all over the world.

Graph 02: Procurements until 30 June 2014 (excluding grants)

Newly procured school furniture.
In order to ensure that all potential environmental and social impacts are mitigated, avoided and generally kept at a minimum at all MCA-N activities, MCA-N, in collaboration with MCC and the Ministry of Environment and Tourism (MET), has established and implemented an Environmental and Social Assessment (ESA) system during the Compact implementation.

This ESA system consists of a process for assessment and identification of environmental and social impacts for all relevant activities as well as the plans to address, mitigate and monitor these impacts.

Throughout the Compact period and during the ESA system implementation, MCA-N ensured that its own activities and other supported activities are planned and implemented in environmentally and socially sound manners and in full compliance with applicable regulatory requirements.

Some of the key applicable regulatory requirements that had to be followed and complied with during the Compact implementation include:

- Namibian Government laws such as Environmental Management Act (EMA); Labour Act (which include all Public Health and Safety related regulations);
- MCC Environmental Guidelines;
- MCC Gender Policy;
- World Bank Operational Policy 4.12 on Involuntary Resettlement, which MCC has adopted.

HIV & AIDS awareness and prevention plans are essential.
KEY ACTIVITIES

Key ESA activities and tools undertaken and implemented during the Compact include:

- Carrying out of Environmental Impact Assessment (EIA) and Health & Safety related Studies for Compact’s environmentally sensitive activities and implement necessary mitigation measures and recommended alternatives.
- Development of “Environmental Management Plans (EMP)” for all our works contracts and supervision of their implementation.
- Development of “Health and Safety Plans” for all our works contracts and supervision of the implementation.
- Development of “HIV / AIDS Awareness and Prevention Plans” for all our works contracts and supervision of their implementation.
- Development and implementation of Gender & Social Integration Plans for all Compacts activities

KEY OUTCOMES / IMPACTS

The following are some of the impacts / outcomes achieved to date as result of vigorous ESA system and its strict implementation:

- 0 casualties to date;
- 0 major accidents;
- 0 environmental disasters;
- few minor social problems / complaints;
- few labour related complaints;
- good integration of women and vulnerable groups into the project and benefit sharing;
- high percentage of awareness in HIV / AIDS and about 90% voluntary HIV / AIDS testing at our construction sites
- Isolated workers – learners pregnancy cases (only 2 cases at 47 constructed schools)

All workers at MCA Namibia construction sites adhere to the highest safety standards.
MCA-N is committed to delivering on the promises made to the Namibian nation in the Compact. Hence, measuring and tracking achievements and the impact that the MCA-N is having on Programme beneficiaries is of great importance. MCA-N’s Monitoring and Evaluation (M&E) directorate is tasked with carrying out such measurement and tracking, regularly reporting on the M&E indicators whose targets MCA-N is committed to achieving. The Indicator Tracking Table (ITT) is continuously updated, with the latest version being posted on the MCA-N website so that results are accessible to all.

However, the M&E function not only monitors and reports progress towards achieving Compact results but also plans and manages the process of evaluating results as well as working to instil and/or support a data-driven, results-focused culture among MCA-N’s implementing partners.

Some achievements of the directorate:

**GENERAL M&E**

- Completion of all Data Quality Reviews (DQRs) - MCA-N has documented how it will follow up on DQR recommendations and accordingly does so on an ongoing basis.

- Creation of a static and interactive MCA-N Implementation Map - An online interactive map has been activated, and this tool will soon be publicly accessible. With the click of a mouse, users will be able to view geo-spatial implementation progress across all three projects.

- Establishing and strengthening relationships with the Namibia Statistics Agency (NSA), the custodian of official statistics in Namibia, and with the National Planning Commission’s M&E unit. These institutions have been briefed on the findings of the Government Data Quality Review and other M&E activities, and indications are positive that they will engage per their rightful roles on the statistical landscape in Namibia. The M&E directorate has also supported the national statistical system by funding a consultant to document the methodology of the National Household Income and Expenditure Survey, the National Sample Frame, and to build the technical capacity of NSA staff. Another consultant will build M&E capacity across GRN.

**EDUCATION M&E**

- Support to MoE’s M&E function - The consultancy was able to meet many milestones despite the numerous challenges encountered. Key achievements include fostering M&E leadership in MoE at all levels, the creation of a M&E “toolkit” to assist MoE in appropriately applying M&E to its operations, assessment of capacity needs and building of national and regional M&E capacity and structures in MoE, the initiation of performance management plans in each of the Ministry’s units and education sector state-owned enterprises (SOEs), all of which will have related indicators and targets, development of an M&E strategy and an education sector M&E plan and supporting MoE in the execution of M&E implementation and making timely projections of relevant policy performance trends/indicators. In a striking example of the importance that MoE senior management places on M&E, the Education Minister spent much of his speech at the launch of the Ministry’s Strategic Plan talking about M&E, a small triumph in the quest to enhance the visibility and importance of a data-driven culture. How well it will be followed through in implementation is now up to MoE.

- Data collection to inform the Vocational Education and Skills Development evaluation has been successful, with baseline rounds of data collection completed for all but the latest intakes of trainees. This will allow for the capturing of an accurate baseline against which to measure impact. Data collection on follow-up rounds has also begun and will continue post-Compact.
MCA-N M&E made a significant contribution to the national statistical landscape when it comes to tourism, by commissioning, completing, and releasing findings from the Namibia Tourist Exit Survey 2012-2013. This report helps the Namibian tourism sector in its future planning and development, given that such a survey had not taken place for the past 10 years.

MCA-N commissioned an evaluation of the Conservancy Support (CS) / Indigenous Natural Products (INP) activities and all related data collection, quantitative and qualitative. Findings are due to be shared towards the end of the Compact.

Over a period of 4 years, MCA-N M&E provided support to the Namibian Association of Support Organisations in the field of Community-Based Natural Resource Management (NACSO) for the compilation of the annual State of the Conservancies report (now called the State of Community Conservation). The glossy, colourful document provides a wealth of data and other information about Namibia’s communal conservancies.
M&E activities related to the Community-Based Rangeland and Livestock Management (CBRLM) sub-activity took up a large chunk of the M&E team’s time and efforts and is expected to yield meaningful results, especially in terms of measuring and reporting on rangeland health. MCA-N broke new ground in setting the stage for the adoption of holistic adaptive land management in Namibia, which could play a significant role in sustainable resource use in the country. Strategic outreach on this front helped ensure that this work receives the appropriate attention, including at the United Nations Convention to Combat Desertification (UNCCD) Conference of the Parties (COP) and among local scientists. This strategic sharing of results has raised Namibia’s profile on a global level in terms of its efforts to fight land degradation and adopt good soil management practices. Training on rangeland measurement will leave the requisite skills with community members, empowering them to make their own evidence-based management decisions.

Soil quality data on potential fertility and erosion risk is made publicly available by MCA Namibia’s M&E team.

MCA-N commissioned a real-time evaluation of its Livestock Support activity, and the evaluator’s on-going interactions with implementing teams helped ensure implementation integrity and continued focus on results. The evaluation has now been concluded, and findings were shared with stakeholders at a public forum. The final report, which will be made available on MCA-N’s website, will also be shared directly with NPC and the relevant Ministry in order to encourage recognition of lessons learned for future project planning in the agriculture sector.
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